

VERMONT STATE PLAN
(Modified 4/04/18)
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, business and industry associations, 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 – 4/6/18-5/4/18. The plan may 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

Industries that have the fastest growing segments between the years 2014 and 2024 include the following: Natural Resources and Mining (Animal Production), Manufacturing (Beverage Manufacturing especially, Apparel Manufacturing, Chemical Manufacturing), Wholesale Trade (Electronic Markets), Professional and Business Services, and Educational and Health.

Table 1-Industry Growth

**VERMONT LONG TERM INDUSTRY PROJECTIONS
2014 - 2024**

NAICS Industry	2000 Employment	2014 Employment	2024 Employment	Annual Growth %	
				Actual 2000 - 2014	Projected 2014 - 2024
Private Industry					
Natural Resources and Mining					
111 Crop Production	532	673	897	1.7%	2.9%
112 Animal Production	1,017	1,741	2,197	3.9%	2.4%
113 Forestry and Logging	185	191	192	0.2%	0.1%
114 Fishing, Hunting and Trapping	n	n	n	na	na
115 Agriculture and Forestry Support Activities	346	336	336	-0.2%	0.0%
212 Mining (except Oil and Gas)	972	620	622	-3.2%	0.0%
213 Support Activities for Mining	na	n	n	na	na
Utilities					
221 Utilities	1,692	1,727	1,578	0.1%	-0.9%
Construction					
236 Construction of Buildings	4,216	3,936	4,547	-0.5%	1.5%
237 Heavy and Civil Engineering Construction	2,070	1,609	1,702	-1.8%	0.6%
238 Specialty Trade Contractors	8,614	9,200	10,357	0.5%	1.2%
Manufacturing					
311 Food Manufacturing	4,192	5,365	6,537	1.8%	2.0%
312 Beverage & Tobacco Product Manufacturing	244	630	1,258	7.0%	7.2%
313 Textile Mills	279	166	85	-3.6%	-6.5%
314 Textile Product Mills	287	87	93	-8.2%	0.7%
315 Apparel Manufacturing	701	280	346	-6.3%	2.1%
316 Leather and Allied Product Manufacturing	n	n	n	na	na
321 Wood Product Manufacturing	3,007	1,801	1,566	-3.6%	-1.4%
322 Paper Manufacturing	1,722	739	709	-5.9%	-0.4%
323 Printing and Related Support Activities	2,374	1,049	892	-5.7%	-1.6%
324 Petroleum and Coal Products Manufacturing	n	n	n	na	na
325 Chemical Manufacturing	1,044	1,318	1,609	1.7%	2.0%
326 Plastics and Rubber Products Manufacturing	1,849	1,201	1,113	-3.0%	-0.8%
327 Nonmetallic Mineral Product Manufacturing	2,191	1,636	1,593	-2.1%	-0.3%
331 Primary Metal Manufacturing	592	n	n	na	na
332 Fabricated Metal Product Manufacturing	2,621	2,211	2,223	-1.2%	0.1%
333 Machinery Manufacturing	4,439	2,904	2,920	-3.0%	0.1%
334 Computer and Electronic Product Mfg.	11,128	5,430	4,373	-5.0%	-2.1%
335 Electrical Equipment and Appliances Mfg.	1,407	1,292	1,172	-0.6%	-1.0%
336 Transportation Equipment Manufacturing	3,315	1,962	1,887	-3.7%	-0.4%
337 Furniture and Related Product Mfg.	3,295	1,488	1,361	-5.5%	-0.9%
339 Miscellaneous Manufacturing	1,585	1,519	1,527	-0.3%	0.1%
Wholesale Trade					
423 Merchant Wholesalers, Durable Goods	4,560	3,822	3,677	-1.3%	-0.4%
424 Merchant Wholesalers, Nondurable Goods	5,006	4,856	4,883	-0.2%	0.1%
425 Wholesale Electronic Markets, Agents, Brokers	85	600	1,171	15.0%	6.9%
Retail Trade					
441 Motor Vehicle and Parts Dealers	4,743	4,951	5,196	0.3%	0.5%
442 Furniture and Home Furnishings Stores	1,106	936	943	-1.2%	0.1%
443 Electronics and Appliance Stores	884	776	704	-0.9%	-1.0%

NAICS Industry	2000 Employment	2014 Employment	2024 Employment	Annual Growth %	
				Actual 2000 - 2014	Projected 2014 - 2024
444 Building Material and Garden Supply Stores	3,209	3,573	3,662	0.8%	0.2%
445 Food and Beverage Stores	9,774	9,976	10,220	0.1%	0.2%
446 Health and Personal Care Stores	1,836	2,018	1,927	0.7%	-0.5%
447 Gasoline Stations	3,640	3,709	3,764	0.1%	0.1%
448 Clothing and Clothing Accessories Stores	2,608	2,276	2,294	-1.0%	0.1%
451 Sporting Goods, Hobby, Book and Music Stores	2,158	1,851	1,861	-1.1%	0.1%
452 General Merchandise Stores	3,916	3,342	3,371	-1.1%	0.1%
453 Miscellaneous Store Retailers	3,132	2,131	1,928	-2.7%	-1.0%
454 Nonstore Retailers	2,719	2,318	2,234	-1.1%	-0.4%
Transportation & Warehousing					
481 Air Transportation	223	99	90	-5.6%	-0.9%
482 Rail Transportation	245	259	265	0.4%	0.2%
483 Water Transportation	n	n	n	na	na
484 Truck Transportation	2,760	2,255	1,986	-1.4%	-1.3%
485 Transit and Ground Passenger Transport	1,259	1,340	1,319	0.4%	-0.2%
487 Scenic and Sightseeing Transportation	42	30	31	-2.4%	0.3%
488 Support Activities for Transportation	438	439	473	0.0%	0.7%
492 Couriers and Messengers	1,184	1,055	1,158	-0.8%	0.9%
493 Warehousing and Storage	1,024	1,256	1,309	1.5%	0.4%
Information					
511 Publishing Industries (except Internet)	2,552	1,852	1,806	-2.3%	-0.3%
512 Motion Picture and Sound Recording Industries	534	315	317	-3.7%	0.1%
515 Broadcasting (except Internet)	803	697	662	-1.0%	-0.5%
517 Telecommunications	2,039	1,273	1,001	-3.3%	-2.4%
518 Data Processing, Hosting, and Related Services	518	225	223	-5.8%	-0.1%
519 Other Information Services	459	450	519	-0.1%	1.4%
Financial Activities					
522 Credit Intermediation and Related Activities	4,777	4,354	4,011	-0.7%	-0.8%
523 Securities, Commodity Contracts, & Investments	781	767	827	-0.1%	0.8%
524 Insurance Carriers and Related Activities	3,976	3,614	3,730	-0.7%	0.3%
531 Real Estate	1,708	2,176	2,351	1.7%	0.8%
532 Rental & Leasing Services	1,262	777	812	-3.4%	0.4%
533 Lessors of Nonfinancial Intangible Assets	46	17	16	-6.9%	-0.6%
Professional and Business Services					
541 Professional, Scientific & Technical Services	12,230	13,866	15,286	0.9%	1.0%
551 Management of Companies and Enterprises	n	2,079	2,164	na	0.4%
561 Administrative and Support Services	7,455	9,704	10,355	1.9%	0.7%
562 Waste Management and Remediation Services	787	978	1,030	1.6%	0.5%
Educational and Health Services					
611 Educational Services (incl. Public Education)	33,802	37,795	37,715	0.8%	0.0%
621 Ambulatory Health Care Services	13,602	16,324	18,063	1.3%	1.0%
622 Hospitals (incl. State Hospital)	9,859	13,284	14,085	2.2%	0.6%
623 Nursing and Residential Care Facilities	6,187	7,419	7,910	1.3%	0.6%
624 Social Assistance	5,463	12,420	13,568	6.0%	0.9%

NAICS Industry	2000 Employment	2014 Employment	2024 Employment	Annual Growth %	
				Actual 2000 - 2014	Projected 2014 - 2024
Leisure and Hospitality					
711 Perf. Arts, Spectator Sports, & Rel. Industries	564	830	868	2.8%	0.4%
712 Museums, Historical Sites, Zoos and Parks	364	496	551	2.2%	1.1%
713 Amusement, Gambling & Recreation	2,380	2,739	2,770	1.0%	0.1%
721 Accommodation	11,752	11,526	12,344	-0.1%	0.7%
722 Food Services and Drinking Places	17,949	19,582	20,166	0.6%	0.3%
Other Services					
811 Repair and Maintenance	2,932	2,653	2,815	-0.7%	0.6%
812 Personal and Laundry Services	2,180	2,041	2,115	-0.5%	0.4%
813 Religious, Grantmaking, Civic, & Prof. Orgs.	n	5,476	5,570	na	0.2%
814 Private Households	1,167	793	753	-2.7%	-0.5%
Total Private Industry Employment *	na	281,865	292,985	na	0.4%
Total Federal Government Employment	6,063	6,704	7,077	0.7%	0.5%
Federal Government (excl. Postal Service)	3,646	5,063	5,754	2.4%	1.3%
Postal Service	2,417	1,641	1,323	-2.7%	-2.1%
State Government (excl. Education, Hospitals)	8,895	9,928	10,025	0.8%	0.1%
Local Government (excl. Education)	7,897	9,307	9,941	1.2%	0.7%
Total Government Employment	22,855	25,939	27,043	0.9%	0.4%
Total Wage & Salary Employment **	na	307,804	320,028	na	0.4%
Self-Employed and Unpaid Family Workers	53,500	59,900	64,200	0.8%	0.7%
Total Employment **	na	367,704	384,228	na	0.4%

n - data do not meet disclosure standards

na - not available

** Total Private Industry employment includes public education and state hospital employment.*

*** Employment totals include suppressed values and do not equal the sum of the disclosed industry line items*

NAICS refers to the North American Industry Classification System.

Growth rates are compound average annual rates.

last updated July 2016

B. Growth Occupations That Offer Career Opportunities for SCSEP Participants

Vermont's SCSEP project provides training in occupations that are shown to be high growth, high demand, and also have opportunities that are accessible to the SCSEP population. Such targeted occupations that provide career opportunities for participants include healthcare occupations (such as Licensed Nursing Assistants, Personal Care Attendants, and Medical Assistants, and Medical Receptionists), retail sales occupations (such as cashiers, sales clerks, and stock clerks), customer service occupations (such as customer service representatives, receptionists, and front desk clerks) and food preparation and service (such as cooks, cafeteria workers, bakers, and hosts/hostesses). In Program year 2016, 77% of the jobs obtained by Vermont's SCSEP participants were within those four areas. Along with these four most popular

areas, the hospitality industry has tremendous opportunity for employment for SCSEP participants, as local hotels and resorts have high numbers of job openings. Last program year, 15% of the jobs participants obtained were within the hospitality industry. Increased outreach to employers in this industry will be a focus in the coming year. Vermont has been very successful at placing participants in employment and achieved an Entered Employment rate of 73.7% in program year 2016. 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	Jobs in Demand	Host Training Sites
Health Care	Licensed Nursing Assistants, Home Health Aide, Personal Care Attendant, Medical Assistant	medical centers, hospitals, continuing care facilities, State Health Dept, Red Cross, nursing homes
Environmental Services	Waste management, environmental recovery/reuse, environmental	municipalities, regional planning commissions, energy audit firms

	protection, energy efficiency technicians	
Education	Teacher, Teacher Aide, Instructional Aide, paraeducator	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	Service Staff, IT, Telemarketing, Front Desk, housekeepers	nutrition programs, homeless shelters, cafeterias, nursing homes, senior centers
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, food shelves
Child Care, Adult/Senior Care	Child Development Specialist, Adult Day Program Aide	parent-child centers, disability programs, senior, and advocacy centers
Food Preparation, Food Service	Cooks, Chefs, Cafeteria Workers, Servers, Hosts/Hostesses, Line Cooks, Food Preparation Workers	Meals on Wheels, senior centers, schools, adult day centers, hospitals
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. Host Sites that have the potential to hire the participant are prioritized.

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 healthcare occupations to explore the many opportunities for employment in that sector. To this end, Vermont has created partnerships with for-profit and non-profit healthcare providers, as well as training providers that provide education related to the healthcare field. Vermont's sub-grantee has worked with the Visiting Nurse Association and technical education centers to collaborate on training opportunities for participants. These efforts have provided opportunities for certifications and credentials that qualify participants for careers such as Licensed Nursing Assistants, Personal Care Aides, Medical Receptionists, Medical Coders, and Companion Care.

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 3 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. (Its source is also the Vermont Department of Labor: Economic and Labor Market Information).

Table 3 – Occupations with the Most Growth

Occupational Projections and Wages, by Educational Level, Vermont, 2014-2024

<u>Typical Education Level for Entry</u>	<u>% Share of Employment</u>	<u>Net Change in Employment</u>	<u>% Change in Employment</u>	<u>Annual Openings</u>	<u>Median Annual Occupational Wage, 2015</u>
	<u>2014</u>	<u>2014-2024</u>	<u>2014-2024</u>	<u>2014-2024</u>	
Professional Degree	5%	1,486	7.6%	547	\$66,700
Bachelor's Degree	20%	4,120	5.6%	2,071	\$62,770
Associate's Degree	3%	89	0.9%	267	\$54,530
Postsecondary Non-degree Award	6%	1,152	4.8%	622	\$36,140
Some College, No Degree	4%	-323	-2.5%	228	\$37,900
High School	37%	4,665	3.4%	3,426	\$35,050
Less Than High School	25%	5,335	5.8%	3,229	\$23,940
Total	100%	16,524	4.4%	10,390	\$37,040

Professional Degree Most Openings	Growth	Openings	Med. Wage
Clinical, Counseling, and School Psychologists	2.1%	41	26.41
Physical Therapists	2.0%	36	35.78
Lawyers	0.3%	34	44.03
Rehabilitation Counselors	1.1%	25	19.24
Education Administrators, Elementary and Secondary School	0.0%	24	na
Mental Health Counselors	1.1%	25	18.52
Educational, Guidance, School, and Vocational Counselors	0.5%	22	24.88
Nurse Practitioners	1.9%	21	na
Physicians and Surgeons, All Other	1.1%	17	90.00+
Education Administrators, Postsecondary	0.3%	15	36.00
Healthcare Social Workers	1.2%	15	22.16
Family and General Practitioners	0.0%	14	72.19
Speech-Language Pathologists	0.9%	14	32.07
Physician Assistants	1.4%	13	50.38
Librarians	0.1%	13	21.76
Pharmacists	0.0%	12	62.93
English Language and Literature Teachers, Postsecondary	0.4%	10	na
Veterinarians	0.8%	9	41.66
Dentists, General	0.7%	8	79.96
Art, Drama, and Music Teachers, Postsecondary	0.4%	9	na
Pediatricians, General	0.1%	8	na
Health Diagnosing and Treating Practitioners, All Other	1.4%	8	31.04
Instructional Coordinators	0.4%	7	25.13
Surgeons	0.7%	8	90.00+
Occupational Therapists	1.4%	7	34.54

Professional Degree Fastest Growth	Growth	Openings	Med. Wage
Clinical, Counseling, and School Psychologists	2.1%	41	26.41
Physical Therapists	2.0%	36	35.78
Nurse Practitioners	1.9%	21	na
Psychologists, All Other	1.9%	3	na
Optometrists	1.5%	6	60.59
Physician Assistants	1.4%	13	50.38
Health Diagnosing and Treating Practitioners, All Other	1.4%	8	31.04
Occupational Therapists	1.4%	7	34.54
Healthcare Social Workers	1.2%	15	22.16
Rehabilitation Counselors	1.1%	25	19.24
Statisticians	1.1%	2	27.70
Mental Health Counselors	1.1%	25	18.52
Physicians and Surgeons, All Other	1.1%	17	90.00+
Medical Scientists, Except Epidemiologists	1.0%	3	na
Anesthesiologists	1.0%	3	90.00+
Nurse Midwives	1.0%	1	45.97
Mathematical Science Teachers, Postsecondary	0.9%	5	na
Speech-Language Pathologists	0.9%	14	32.07
Nurse Anesthetists	0.9%	1	72.70
Economists	0.9%	3	34.54
Psychology Teachers, Postsecondary	0.9%	6	na
Biological Science Teachers, Postsecondary	0.8%	5	na
Sociology Teachers, Postsecondary	0.8%	3	na
Chiropractors	0.8%	6	23.20
Veterinarians	0.8%	9	41.66

Bachelor's Degree Most Openings	Growth	Openings	Med. Wage
Registered Nurses	1.1%	229	30.18
Accountants and Auditors	0.8%	116	31.23
Managers, All Other	0.6%	96	48.72
General and Operations Managers	0.5%	88	45.47
Secondary School Teachers, Except Special & Career/Technical Educ	-0.1%	71	na
Elementary School Teachers, Except Special Education	-0.1%	66	na
Coaches and Scouts	0.4%	61	na
Compliance Officers	1.0%	56	30.25
Market Research Analysts and Marketing Specialists	2.0%	54	23.76
Child, Family, and School Social Workers	0.6%	44	18.66
Management Analysts	1.5%	30	37.78
Network and Computer Systems Administrators	0.6%	30	34.97
Medical and Health Services Managers	1.3%	30	40.53
Construction Managers	0.6%	28	39.97
Software Developers, Applications	1.6%	26	37.31
Human Resources Specialists	0.4%	26	26.86
Middle School Teachers, Except Special & Career/Technical Educ	-0.1%	26	na
Training and Development Specialists	0.4%	26	26.03
Graphic Designers	0.2%	25	19.50
Civil Engineers	0.7%	25	33.98
Mental Health and Substance Abuse Social Workers	1.0%	23	18.75
Software Developers, Systems Software	2.3%	22	46.62
Financial Managers	0.5%	22	51.03
Personal Financial Advisors	1.6%	20	26.43
Social and Community Service Managers	0.6%	20	31.52

Bachelor's Degree Fastest Growth	Growth	Openings	Med. Wage
Operations Research Analysts	2.9%	3	34.90
Software Developers, Systems Software	2.3%	22	46.62
Computer Systems Analysts	2.1%	14	34.35
Market Research Analysts and Marketing Specialists	2.0%	54	23.76
Cartographers and Photogrammetrists	1.9%	2	25.11
Interpreters and Translators	1.8%	6	18.36
Personal Financial Advisors	1.6%	20	26.43
Conservation Scientists	1.6%	7	25.29
Sales Representatives, Wholesale & Manufacturing, Tech & Sci Prods	1.6%	17	39.33
Software Developers, Applications	1.6%	26	37.31
Food Scientists and Technologists	1.5%	7	28.12
Actuaries	1.5%	3	na
Management Analysts	1.5%	30	37.78
Marketing Managers	1.4%	18	51.60
Hydrologists	1.4%	2	36.60
Dietitians and Nutritionists	1.4%	3	na
Biological Technicians	1.3%	5	19.57
Environmental Engineers	1.3%	6	32.51
Chemists	1.3%	5	28.05
Medical and Health Services Managers	1.3%	30	40.53
Technical Writers	1.3%	3	27.48
Social Workers, All Other	1.2%	3	30.97
Information Security Analysts	1.2%	2	35.60
Substance Abuse and Behavioral Disorder Counselors	1.2%	7	24.11
Athletic Trainers	1.2%	5	na

Some College** Most Openings	Growth	Openings	Med. Wage
Teacher Assistants	0.0%	126	na
Nursing Assistants	0.9%	116	13.13
Automotive Service Technicians and Mechanics	0.6%	86	17.38
Hairdressers, Hairstylists, and Cosmetologists	0.9%	80	12.49
Heavy and Tractor-Trailer Truck Drivers	-0.1%	80	19.25
Bookkeeping, Accounting, and Auditing Clerks	-0.8%	61	18.22
Licensed Practical Nurses	0.4%	49	21.88
Preschool Teachers, Except Special Education	0.4%	42	14.13
Computer User Support Specialists	1.2%	33	23.71
Massage Therapists	1.2%	32	26.32
Web Developers	2.2%	26	28.89
Library Technicians	0.6%	24	14.06
Medical Assistants	0.6%	19	16.34
Paralegals and Legal Assistants	0.5%	18	23.56
Emergency Medical Technicians and Paramedics	1.3%	17	14.87
Dental Assistants	0.0%	13	18.63
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	0.0%	13	22.83
Dental Hygienists	0.5%	13	31.86
Medical Records and Health Information Technicians	0.8%	11	17.47
Veterinary Technologists and Technicians	1.6%	11	16.26
Phlebotomists	1.2%	10	15.50
Medical and Clinical Laboratory Technicians	0.8%	9	26.65
Civil Engineering Technicians	0.3%	9	22.77
Medical Transcriptionists	-1.3%	9	17.86
Radiologic Technologists	0.3%	9	27.56

Some College** Fastest Growth	Growth	Openings	Med. Wage
Physical Therapist Assistants	2.3%	7	25.06
Web Developers	2.2%	26	28.89
Cardiovascular Technologists and Technicians	1.9%	2	24.81
Occupational Therapy Assistants	1.8%	2	25.55
Diagnostic Medical Sonographers	1.6%	4	34.78
Veterinary Technologists and Technicians	1.6%	11	16.26
Forest and Conservation Technicians	1.4%	3	15.61
Emergency Medical Technicians and Paramedics	1.3%	17	14.87
Computer User Support Specialists	1.2%	33	23.71
Massage Therapists	1.2%	32	26.32
Phlebotomists	1.2%	10	15.50
Dietetic Technicians	1.1%	0	16.12
Electrical and Electronics Drafters	1.0%	1	36.71
Healthcare Practitioners and Technical Workers, All Other	1.0%	1	20.65
Nursing Assistants	0.9%	116	13.13
Skincare Specialists	0.9%	4	26.89
Hairdressers, Hairstylists, and Cosmetologists	0.9%	80	12.49
Audio and Video Equipment Technicians	0.9%	3	14.66
Manicurists and Pedicurists	0.9%	3	16.51
Surgical Technologists	0.8%	2	18.78
Chemical Technicians	0.8%	4	23.02
Medical and Clinical Laboratory Technicians	0.8%	9	26.65
Respiratory Therapists	0.8%	7	28.33
Medical Records and Health Information Technicians	0.8%	11	17.47
Firefighters	0.7%	8	18.28

**Some College includes an Associate's Degree, a Postsecondary non-degree award, or Some College, No Degree.

High School Most Openings	Growth	Openings	Med. Wage
Carpenters	0.9%	135	20.11
Farmers, Ranchers, and Other Agricultural Managers	0.5%	128	na
First-Line Supervisors of Retail Sales Workers	0.2%	116	20.59
Childcare Workers	0.5%	106	11.25
Customer Service Representatives	0.6%	105	15.43
Maintenance and Repair Workers, General	0.5%	101	17.62
Substitute Teachers	0.2%	75	11.57
Packaging and Filling Machine Operators and Tenders	1.2%	71	14.84
First-Line Supervisors of Food Preparation and Serving Workers	0.7%	70	17.22
Social and Human Service Assistants	0.8%	69	15.07
Sales Representatives, Wholesale and Mfg, Exc Tech & Sci Products	0.8%	66	27.56
Hotel, Motel, and Resort Desk Clerks	0.8%	65	11.42
Receptionists and Information Clerks	-0.1%	64	14.01
Secretaries & Admin. Assistants, Except Legal, Medical & Executive	0.0%	62	16.17
Police and Sheriffs Patrol Officers	0.7%	53	22.13
Highway Maintenance Workers	0.8%	50	18.90
Tellers	-1.6%	46	13.16
Computer-Controlled Machine Tool Operators, Metal and Plastic	1.2%	46	26.53
Insurance Sales Agents	0.7%	45	22.43
Office Clerks, General	0.0%	44	14.85
Light Truck or Delivery Services Drivers	0.4%	43	15.29
First-Line Supervisors of Office and Administrative Support Workers	0.4%	41	25.51
Electricians	1.3%	40	21.84
Recreation Workers	0.8%	38	14.15
First-Line Supervisors of Construction Trades and Extraction Workers	0.9%	35	27.46

High School Fastest Growth	Growth	Openings	Med. Wage
Separating, Filtering, Clarifying, Precipitating & Still Mach Setters/Operato	5.2%	12	18.01
CNC Machine Tool Programmers, Metal and Plastic	2.6%	6	20.95
Industrial Machinery Mechanics	2.5%	35	24.10
Food Batchmakers	2.4%	29	15.89
Food Cooking Machine Operators and Tenders	2.3%	2	13.75
Dental Laboratory Technicians	2.3%	2	21.84
Physical Therapist Aides	1.8%	4	na
Helpers—Electricians	1.8%	8	13.92
Health Technologists and Technicians, All Other	1.7%	3	25.50
Security and Fire Alarm Systems Installers	1.6%	3	22.40
Maintenance Workers, Machinery	1.6%	4	20.31
Brickmasons and Blockmasons	1.5%	5	25.81
Stonemasons	1.4%	5	18.94
Electricians	1.3%	40	21.84
Mechanical Door Repairers	1.2%	4	na
Packaging and Filling Machine Operators and Tenders	1.2%	71	14.84
Bus and Truck Mechanics and Diesel Engine Specialists	1.2%	20	20.52
Computer-Controlled Machine Tool Operators, Metal and Plastic	1.2%	46	26.53
Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters	1.1%	2	14.01
Plumbers, Pipefitters, and Steamfitters	1.1%	28	23.47
Detectives and Criminal Investigators	1.1%	9	37.12
Machinists	1.0%	29	19.05
Information and Record Clerks, All Other	1.0%	11	17.12
Healthcare Support Workers, All Other	1.0%	6	16.78
Self-Enrichment Education Teachers	1.0%	28	20.57

Less than High School Most Openings	Growth	Openings	Med. Wage
Cashiers	-0.2%	404	10.07
Retail Salespersons	0.4%	356	11.51
Waiters and Waitresses	0.1%	259	13.25
Combined Food Prep & Serving Workers, Including Fast Food	0.8%	224	10.13
Personal Care Aides	1.7%	208	na
Maids and Housekeeping Cleaners	0.6%	129	11.23
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	0.4%	123	13.17
Stock Clerks and Order Fillers	0.3%	112	11.58
Landscaping and Groundskeeping Workers	0.5%	100	13.95
Bartenders	0.7%	94	11.87
Cooks, Restaurant	1.1%	85	13.12
Laborers and Freight, Stock, and Material Movers, Hand	0.5%	81	12.80
Construction Laborers	1.0%	76	14.47
Dishwashers	-0.6%	66	10.03
Food Preparation Workers	0.3%	66	10.75
Farmworkers, Farm, Ranch, and Aquacultural Animals	2.0%	58	14.05
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	0.6%	56	9.58
Dining Room and Cafeteria Attendants and Bartender Helpers	0.3%	55	9.94
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	0.5%	55	10.79
Painters, Construction and Maintenance	0.7%	41	17.08
Cooks, Institution and Cafeteria	0.4%	41	13.72
Taxi Drivers and Chauffeurs	2.1%	36	11.00
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1.9%	30	12.94
Packers and Packagers, Hand	0.1%	27	11.25
Industrial Truck and Tractor Operators	0.6%	27	16.68

Less than High School Fastest Growth	Growth	Openings	Med. Wage
Slaughterers and Meat Packers	2.3%	2	12.89
Food Processing Workers, All Other	2.2%	6	14.64
Helpers—Masonry & Tile/Marble Setters	2.1%	3	17.26
Taxi Drivers and Chauffeurs	2.1%	36	11.00
Farmworkers, Farm, Ranch, and Aquacultural Animals	2.0%	58	14.05
Home Health Aides	2.0%	22	12.73
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1.9%	30	12.94
Personal Care Aides	1.7%	208	na
Helpers—Roofers	1.5%	0	11.71
Septic Tank Servicers and Sewer Pipe Cleaners	1.5%	3	15.73
Cleaning, Washing & Metal Pickling Equipment Operators/Tenders	1.5%	1	11.85
Cement Masons and Concrete Finishers	1.3%	5	17.29
Helpers—Carpenters	1.3%	6	14.87
Food & Tobacco Roasting, Baking & Drying Mach Operators/Tenders	1.3%	8	18.20
Bakers	1.3%	26	12.38
Roofers	1.2%	12	17.32
Cooks, Restaurant	1.1%	85	13.12
Construction Laborers	1.0%	76	14.47
Pipelayers	0.9%	2	17.17
Cleaners of Vehicles and Equipment	0.9%	24	11.54
Rock Splitters, Quarry	0.8%	1	21.25
Combined Food Prep and Serving Workers, Incl. Fast Food	0.8%	224	10.13
Insulation Workers, Floor, Ceiling, and Wall	0.8%	5	15.77
Painters, Construction and Maintenance	0.7%	41	17.08
Bartenders	0.7%	94	11.87

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 WIOA. 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 One-Stop Career Centers in Vermont.

A Memorandum of Understanding (MOU) between the Vermont State Workforce Development Board and the Required and Additional Partners of the America Job Center Network was signed on June 30, 2017. The MOU serves as a framework for developing and aligning Vermont's workforce preparation and employment system so that it meets the needs of businesses, job seekers, and those who want to further their careers. As a result of the MOU, the quantity and appropriateness of participant referrals among workforce and community partners has increased, and the coordination and delivery of career services has improved. Individuals are more able to access opportunities for employment education, training, and support services.

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 exchanged between SCSEP and VR 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. Assessments completed at the time of program application (including *My Next Move*) ascertain a participant's interests and aptitudes, and that information is used to steer the person toward occupations for which they are well suited. 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 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 12/31/17 SCSEP was serving a 7.5% 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 high growth sectors such as healthcare.

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 WIOA. 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 career 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.

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, written job references, and assistance preparing for interviews.

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. No opportunity for extension is offered by Vermont SCSEP. As part of the Durational Limit Policy approved by USDOL, Vermont SCSEP regularly assesses where participants are in the timeline and keeps participants cognizant of the allocated time in which to acquire unsubsidized employment. It is very rare that a participant exhausts the 48-month limit in the program, but when they approach that limit, they are provided with an enhanced IEP called an “Exit Transition IEP.” It includes a strong emphasis on job search activities (maintaining current resume, creation of an employment portfolio, and active job search) and additional one-on-one support is made available to help the participant submit quality applications for appropriate jobs. For those participants for whom an exit for employment is not appropriate or realistic (for example, individuals who have become frail or severely disabled and are unable to work) plans are put into place to responsibly help them transition out of the program in a way that maintains their opportunity for social contact and personal dignity. Coaching on financial management and financial planning is made available through partnerships with local banks. Host Agency supervisors are also made aware of the timeline so that when a Durational Limit date arrives, no party is left surprised or unprepared.

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 2017

USDOL Distribution of Vermont State SCSEP Slots

County	State
Vermont	
Addison County, Vermont	5
Bennington County, Vermont	6
Caledonia County, Vermont	5
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	6
Washington County, Vermont	0
Windham County, Vermont	5
Windsor County, Vermont	6
Totals	45

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 2017, 2nd quarter year to date data indicate that:

- 33% of participants have disabilities
- 20% of participants are age 65 years or older
- 100% of participants have low employment prospects
- 83% 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.