

# **State Senior Employment Services Coordination Plan**

**2008- 2011**

**DRAFT**

**Alabama Department of Senior Services  
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## **Section 1. Purpose of the State Plan**

The purpose of the Alabama State Plan (formerly known as the State Senior Employment Services Coordination Plan) is to encourage coordination among Senior Community Service Employment Program (SCSEP) grantees, stakeholders, and partner agencies to work together in meeting SCSEP goals, and also provide a skilled, demand driven workforce to regional labor markets in the state.

Governor Bob Riley has designated the Alabama Department of Senior Services (ADSS) to prepare the State Plan for the program years 2008 thru 2011. The Plan is a long term, strategic view of SCSEP in Alabama, including SCSEP's role in workforce development and other programs serving older workers.

As the agency responsible for administering the state portion of the Senior Community Service Employment Program, ADSS has taken the lead to assure this plan is developed. To make certain the plan is as inclusive and comprehensive as possible, ADSS has invited partner agencies and other statewide organizations to participate in the development of this plan, as well as the general public.

The purpose of the SCSEP program is to promote useful part-time opportunities in community service work-based training assignments for unemployed low-income persons age 55 and older who have poor employment prospects; and to foster individual economic self-sufficiency and increase the number of participants who attain unsubsidized employment. Additionally, Section 516 of the Older Americans Act Amendments of 2006 states that the purpose is to “provide valuable community services at on-the-job training (OJT) sites for participants, as a means to improve participants’ self sufficiency, to provide meaningful civic engagement, and to strengthen the communities.”

SCSEP is the only federally funded program designed to serve low-income seniors and is both a community service and job training program, serving the segment of the older population with the most barriers to employment and the least resources.

During the next four years, ADSS will coordinate resources and work closely with the national grantees and partner agencies to enhance SCSEP operations in Alabama.

The State Plan will continue to address projected changes in demographics, the economy, and regional labor markets. It will be modified when necessary, and updated at least every two years.

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

To ensure appropriate participation in the State Plan development process a copy was submitted to the Executive Directors of the Regional Planning and Development Commissions, Area Agencies on Aging (AAAs), Title V national contractors, local Title V project directors, the Governor's Office of Workforce Development, the Alabama Department of Rehabilitation Services, the Alabama Department of Human Resources, AARP Alabama, and other agencies involved in employment and workforce development. The general public was invited to review and comment on the plan via public notices in major newspapers across the state. The plan was also placed on the ADSS website, giving individuals the opportunity to review and comment on the plan.

The State Plan guides public and private responses to address employment needs and concerns of older workers. The plan was submitted for public comment and review through the media and was submitted to the Alabama Aging Network and our partnering and affiliated agencies around the state for comment. The Alabama Aging Network is the statewide system of thirteen planning and service areas (PSAs) for aging.

An organization within each area has been designated as the AAA for that area. The majority of organizations designated as AAAs are "umbrella" agencies. Typically, they are quasi-governmental agencies formed by multi-jurisdictional agreements for mutual planning purposes. Each AAA is required to develop a comprehensive multi-year

area plan on aging for actions to meet the needs of the older individuals residing in the area.

As a prerequisite to developing an area plan on aging, each AAA continually collects and updates information regarding the status of the older population in its area.

SCSEP national grantees Senior Service America and Easter Seals contributed greatly to the formulation of the State Plan. Advice and recommendations were received in a timely manner and incorporated into the four-year plan. Historically, cooperation between these national grantees and ADSS has been excellent, allowing Alabama to deliver superior services to our SCSEP participants.

Where possible, ADSS will identify the public and private nonprofit entities involved in the delivery of services to older individuals and will enter into agreements with non-profit organizations providing services for older individuals to aid or assist in taking full advantage of opportunities that will increase their quality of life.

ADSS will enter into agreements and coordinate with organizations having a proven record of providing services to older individuals, such as community action agencies and similar entities.

Other segments of the Aging Network involved in the development of the State Plan include academic and vocational training personnel, health care professionals,

private sector businesses and industries, benevolent organizations with an interest in older persons, and the religious community.

In addition, the views of older Alabamians were sought through advisory council meetings, community forums and other public meetings.

The Governor of Alabama has appointed an Alabama Workforce Investment Board (AWIB) to ensure One-Stop service delivery systems are established for a number of federal employment and training programs in a One-Stop setting. Building upon this framework of state leadership, ADSS will cooperate with other state agencies in developing awareness among local leaders throughout the state of the available options for the improved use of their senior employment resources.

Commissioner Irene Collins of ADSS serves as a member of the AWIB, and is also a member of the Governor's Workforce Planning Council. The Council has agreed to utilize SCSEP program funds to support part-time work based training opportunities for seniors at the One Stop Career Centers statewide. ADSS will work in partnership with the Governor's Office of Workforce Development on this initiative.

Executive Order 36, which effectively consolidates the administration of federal and state workforce development activities by creating the Office of Workforce Development, is included in the appendix for informational purposes.

ADSS will continue to work closely with this new office to advocate for older workers to be included in the State Workforce Development Plan.

In support of the mandates of the statute relating to the involvement of specific organizations and individuals, an appendix containing letters from parties attesting to their participation in the State Plan is included.

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

Partner agencies, organizations, and individuals were provided the opportunity to review and comment on the State Plan. The draft plan was emailed to the agencies mentioned in Section 2 of this plan. Those agencies include the AAAs, State and Local WIA boards, SCSEP national grantees, local SCSEP sub-grantees, the Governor's Office of Workforce Development, social service organizations, public and private nonprofit agencies providing employment services, and other agencies and stakeholders.

The draft plan was posted electronically on the ADSS website at [www.ageline.net](http://www.ageline.net) for review and comment. Each aspect for public comment was provided adequate time to ensure an open and inclusive process.

ADSS requested the above mentioned agencies and interested individuals respond with comments and recommendations within a two week time frame, in order for responses to be included in the final plan, which must be submitted by June 30, 2008.

See the Appendix for legal notices submitted to the media, and public comments on the plan.

## **Section 4. Basic Distribution of SCSEP Positions within Alabama**

### **Location of Positions**

Section 508 of the 2006 Older Americans Act (OAA) Amendments requires grantees to seek an equitable distribution of program resources and participant slots throughout the state. Therefore, equitable distribution is a cooperative effort, and each grantee in the state participates in the process. Alabama fully embraces the equitable distribution of SCSEP positions and has worked closely with the national sponsors to implement a plan that addresses under-served and over-served counties in the state.

The equitable distribution report of SCSEP positions by grantees in the state provides the information needed to assess the location of the eligible population and the current distribution of people being served in Alabama. The report reflects both under-served and over-served areas and contains information on counties served, distribution factors, equitable shares, current number of positions, and increases or decreases in participant slots.

ADSS serves a coordinating role and ensures equitable distribution of employment through Title V SCSEP with the national contractors and local project directors. ADSS allocates Title V funds to ten Councils of Local Government (COGs) and one AAA for local SCSEP administration. There are 1,099 total authorized slots in the state for PY2007-2008.

With the new Equitable Distribution report supplied by DOL in 2008, Alabama will lose 21 total slots, and will operate PY2008-2009 with 1,078 total slots.

With the continued cooperation of the national grantees, ADSS will coordinate the slot reduction and reallocation of the counties annually thru 2011 as part of its four-year plan.

Any county slot adjustments will be made only after approval by the Region 3 Federal Project Officer and DOL. ADSS will continue to work with Senior Service America and Easter Seals to move slots from over-served to under-served counties in 2009, 2010, and 2011. Pending DOL approval, the county adjustments to be made in 2008 will result in Alabama having 46 of its 67 counties at equitable distribution, and 12 counties only one slot from achieving that goal. Every effort will be made to achieve complete Equitable Distribution by the end of 2011.

Because there are no excessively over-served or under-served counties in Alabama, the state believes Equitable Distribution can be achieved in the time frame mentioned, with no disruption to participants.

Attached is the current 2007 Alabama Equitable Distribution Report, followed by the proposed changes for 2008-2009. This report is also included as Attachment A in the Appendices.

## SCSEP Equitable Distribution Report

Please fill in the number of PY 2007 authorized positions by county for Alabama and for each national grantee within the state. Totals and differences will calculate automatically.

Save the file and return a copy by e-mail to: [hostetter.phil@dol.gov](mailto:hostetter.phil@dol.gov)

County	Distribution Factor	Equitable Share	State	Easter Seals	Senior Service America	Totals	Difference
Autauga County, AL	0.0074	8		8		8	0
Baldwin County, AL	0.0230	25	8	18		26	1
Barbour County, AL	0.0098	11			11	11	0
Bibb County, AL	0.0052	6	1		5	6	0
Blount County, AL	0.0125	14	2		8	10	-4
Bullock County, AL	0.0046	5			6	6	1
Butler County, AL	0.0082	9			10	10	1
Calhoun County, AL	0.0241	26	5		23	28	2
Chambers County, AL	0.0114	13	4	9		13	0
Cherokee County, AL	0.0072	8	1		7	8	0
Chilton County, AL	0.0109	12	3		7	10	-2
Choctaw County, AL	0.0066	7	3		4	7	0
Clarke County, AL	0.0091	10	3		7	10	0
Clay County, AL	0.0051	6	1	7		8	2
Cleburne County, AL	0.0043	5			5	5	0
Coffee County, AL	0.0091	10	4		6	10	0
Colbert County, AL	0.0131	14	3		12	15	1
Conecuh County, AL	0.0061	7	2		6	8	1
Coosa County, AL	0.0032	4	1	3		4	0
Covington County, AL	0.0143	16	3		13	16	0
Crenshaw County, AL	0.0053	6			7	7	1
Cullman County, AL	0.0220	24	4		21	25	1
Dale County, AL	0.0105	12	2		9	11	-1
Dallas County, AL	0.0159	17	5		13	18	1
De Kalb County, AL	0.0196	21	4		16	20	-1
Elmore County, AL	0.0108	12		12		12	0
Escambia County, AL	0.0118	13	2	11		13	0
Etowah County, AL	0.0260	29	5		24	29	0
Fayette County, AL	0.0066	7	1		7	8	1
Franklin County, AL	0.0113	12	3		10	13	1
Geneva County, AL	0.0095	10	3		7	10	0
Greene County, AL	0.0044	5	2		3	5	0

Hale County, AL	0.0063	7	1		7	8	1
Henry County, AL	0.0054	6	2		4	6	0
Houston County, AL	0.0199	22	6		16	22	0
Jackson County, AL	0.0152	17	3		13	16	-1
Jefferson County, AL	0.1285	141	37		104	141	0
Lamar County, AL	0.0055	6	2		5	7	1
Lauderdale County, AL	0.0188	21	5		16	21	0
Lawrence County, AL	0.0106	12	1		12	13	1
Lee County, AL	0.0136	15	3	12		15	0
Limestone County, AL	0.0124	14	3		10	13	-1
Lowndes County, AL	0.0044	5			6	6	1
Macon County, AL	0.0092	10	2	8		10	0
Madison County, AL	0.0323	35	6		27	33	-2
Marengo County, AL	0.0080	9	3		6	9	0
Marion County, AL	0.0118	13	2		11	13	0
Marshall County, AL	0.0222	24	4		19	23	-1
Mobile County, AL	0.0797	88	26	62		88	0
Monroe County, AL	0.0073	8	2		6	8	0
Montgomery County, AL	0.0401	44		44		44	0
Morgan County, AL	0.0200	22	6		16	22	0
Perry County, AL	0.0045	5	1		4	5	0
Pickens County, AL	0.0074	8	2		6	8	0
Pike County, AL	0.0081	9		12		12	3
Randolph County, AL	0.0074	8	1	7		8	0
Russell County, AL	0.0156	17	4	13		17	0
St Clair County, AL	0.0121	13	1		7	8	-5
Shelby County, AL	0.0139	15	3		10	13	-2
Sumter County, AL	0.0060	7	2		5	7	0
Talladega County, AL	0.0223	24	3	21		24	0
Tallapoosa County, AL	0.0129	14	3	11		14	0
Tuscaloosa County, AL	0.0266	29	7		22	29	0
Walker County, AL	0.0228	25	4		17	21	-4
Washington County, AL	0.0054	6	1		5	6	0
Wilcox County, AL	0.0057	6	2		6	8	2
Winston County, AL	0.0088	10	1		10	11	1
<b>TOTALS:</b>	<b>1.0000</b>	<b>1099</b>	<b>224</b>	<b>258</b>	<b>617</b>	<b>1099</b>	<b>0</b>

**The following proposed changes to the current Equitable Distribution will be requested of DOL in July 2008.**

The state will reduce Baldwin, Calhoun, Colbert, Conecuh, and Jefferson counties by one slot each. (Total slot reductions of 5)

Easter Seals will reduce Chambers, Coosa, and Montgomery counties by one slot each, and Mobile County by two slots. (Total slot reduction of 5)

Senior Service America will reduce Bullock, Covington, Cullman, Etowah, Hale, Houston, Lamar, Jefferson, and Winston counties by one slot each, and Wilcox County by two slots. (Total slot reduction of 11)

Also, to reduce the under-served situation in St. Clair County, Senior Service America will transfer one slot from Jefferson County to St. Clair County.

### **a. Rural and Urban Populations**

It is the goal of all grantees operating the SCSEP program in Alabama to serve rural and urban areas equitably. Nearly one-half of the individuals served in Alabama are considered rural residents. While we are managing to provide services in each of the rural counties we serve, it is becoming increasingly more of an issue, due to the economy. More time is required to work with those residing in rural counties, due to the increased travel time needed to reach these participants.

With gasoline prices fast approaching \$4.00 per gallon in parts of the state (May 2008), our “Other Participant Costs” (OPC) category is being taxed. We must spend more on gas and less on supportive services.

We are working with other community based organizations (CBO) and state agencies in rural areas to see if we can access their funding prior to using our own.

Because education is a key element to gainful employment, we will encourage partnerships with universities, community colleges, and local communities to work with sub-grantees in rural areas to provide better training mechanisms, including online classes and distance learning. A major focus will include changing the public's negative attitude and stereotypes about older workers through education and best practices programs; and promoting the advantages of hiring older workers, especially in rural areas, to public and private sector employers.

The chart below provides rural and urban population data by region.

**Alabama's Age 55+ Population by PSA and Rural/Urban Status (Census 2000)**

PSA	Total Population, Age 55+	Rural Population, Age 55+	Urban Population, Age 55+	Percent of Age 55+ Population with Rural Status	Percent of Age 55+ Population with Urban Status
NACOLG	59,606	36,644	22,962	61.5%	38.5%
WARC	56,639	31,978	24,661	56.5%	43.5%
M4A	77,566	54,516	23,050	70.3%	29.7%
EARPDC	116,448	61,217	55,231	52.6%	47.4%
SCADC	26,572	19,616	6,956	73.8%	26.2%
ATRC	49,221	38,777	10,444	78.8%	21.2%
SARCOA	70,448	42,509	27,939	60.3%	39.7%
SARPC	129,110	39,578	89,532	30.7%	69.3%
CAAC	65,737	18,238	47,499	27.7%	72.3%
LRCOG	28,411	10,549	17,862	37.1%	62.9%
NARCOG	51,622	30,963	20,659	60.0%	40.0%
TARCOG	117,721	54,784	62,937	46.5%	53.5%
OSCS	146,229	16,084	130,145	11.0%	89.0%
Total	995,330	455,453	539,877	45.8%	54.2%

Rural and urban SCSEP participants in Alabama need greater transportation options. Access to transportation has a direct impact on a participant's ability to secure and retain employment.

In a related initiative dealing with rural/urban populations, ADSS is working with the Federal Transportation Administration on the United We Ride (UWR) program, because transportation is a huge barrier for seniors in general and particularly for low income seniors who want to work.

The Federal Coordinating Council on Access and Mobility (CCAM) is an interdepartmental council created by an Executive Order directing the coordination of a variety of federal programs funding transportation for older Americans, individuals with disabilities and persons with lower incomes. As part of this initiative, ADSS is working on a process to simplify access to transportation services and to enhance customer service. When fully implemented, it will allow SCSEP participants to take advantage of this new transportation program.

### C. Specific Population Groups

The Older Americans Act sec. 518 (b) defines priority individuals as those who qualify based on one or more of the criteria listed below. Percentages in each category are provided from the SPARQ database, and are a compilation of state and national grantee totals thru PY2007 Q3.

Age 65 or older	45%
Have a disability	26%
Have limited English proficiency or low literacy skills	8%
Reside in a rural area	48%
Veterans or their spouses under the Jobs for Veterans Act	9%
Low employment prospects	91%
Failed to find employment after using WIA Title I services	9%
Homeless or at risk of homelessness	6%

Sub-grantees will continue to implement their current outreach strategies that target these priority participants such as:

- Utilizing local media (newspaper and television);

- Utilizing current as well as former SCSEP participants to recruit prospective participants;
- Promoting the program at post office, pharmacies, libraries, and churches;
- Utilizing census information to identify specific neighborhoods in which individuals who are age 65 or older and low income reside;
- Linking into intermediary networks that are most likely to have significant contact with priority individuals, such as Social Security, VA offices, and the Department of Human Resources plus social service agencies providing emergency assistance with food and housing as well as heating and cooling assistance for low-income individuals;
- Consulting with local Area Agencies on Aging and assigning Participants to a majority of the senior citizen centers; and
- Presenting at community, civic groups, and senior groups across the region.

Under the Older Americans Act, ADSS and the AAAs are required to develop comprehensive and coordinated service delivery systems to ensure services are directed primarily to those with the greatest economic or social need with an emphasis on rural, low-income, minority and low-income minority, elderly persons. This is a priority for ADSS, and service providers are encouraged to give emphasis to those individuals with the greatest economic or social need.

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

The Department of Labor has requested the State Plan address how grantees will ensure community service employment assignments at host agencies will provide skills training that meets the needs of both participants and employers. State grantees were asked to identify employment projections for the State, including occupations that provide substantial employment opportunities for SCSEP participants, and discuss the types of skills possessed by eligible individuals.

Along with the national grantees, Alabama has analyzed the state's occupations projections. We identified those occupations providing significant employment opportunities for SCSEP participants due to growth or high turnover. In identifying these occupations, ADSS considered the profiles of the SCSEP participants being served, including their employment history, educational level and work skills as well as the particular challenges of those most-in-need. Consequently, Alabama concentrated on occupations requiring short-term or moderate-term on-the-job-training.

Overall, Alabama's workforce will increase to approximately 2.4 million by 2014 or an annual average growth of 1.35 percent, which is slightly higher than the nation's 1.23 percent projected growth. Many of the occupational titles appropriate for SCSEP participants are in growing industries. For example, healthcare occupations will continue to grow at a fast pace due to the aging of the state's population, employing approximately

204,000 people by 2014. Healthcare and social assistance employment will grow at 2.68 percent over the decade from 2004 to 2014, and home health aides are the third most in-demand occupation within the state.

Other industries exhibiting significant growth are the office and administrative support occupations, growing 3.49 percent between 2004 and 2014. In 2014, approximately 346,000 people will be employed in this industry.

Similarly, accommodation and food services will grow 1.54 percent, employing more than 170,000 in 2014 and the retail trade will employ more than 262,000 in 2014.

All data is from the Alabama Department of Industrial Relations, Labor Market Information Division. It is prepared in cooperation with the Projections Managing Partnership of the U.S. Department of Labor, Employment and Training Administration.

Grantees will work collaboratively to address issues ensuring host agency assignments are truly providing skills training to meet the needs of both participants and employers.

Sub-grantees will continue to utilize the Individual Employment Plan (IEP), in partnership with the participant and host agency supervisor, ensuring that community service employment assignments are providing skills training that meets the needs of the participant and host agency. Sub-grantees will monitor participants at least three times per year at their community service employment assignments. During those visits, sub-grantee staff will review and update the IEP with both the participant and host agency supervisor.

Sub-grantees will continue to monitor the training to ensure participants will be

prepared for unsubsidized employment through the acquisition of transferable skills in demand by local employers. In addition, where applicable, sub-grantees, in partnership with participants, will develop IEPs that combine community service employment with other permissible training (e.g., classroom training or on the job experience (OJE) in the private for-profit sector) as funding permits.

In the past several years, Alabama has experienced unprecedented economic expansion. This rapid growth brings tremendous opportunity, but also brings numerous challenges in filling the needs of growing industries with a qualified, skilled workforce. With Alabama's unemployment rate at or below 4% the past 12 months, (i.e., a full 1% below the national rate) and the continued economic expansion in the automotive manufacturing and steel-making industries, there will be a tremendous need to find skilled workers, in addition to keeping and re-training mature workers.

Alabama's continued economic growth cannot be realized without including mature workers in workforce planning and training efforts.

In the past ten years Alabama has become home to some of the world's largest automotive manufacturers, including Mercedes, Honda, Toyota, and Hyundai.

Also, South Korean auto manufacturer KIA is currently building a billion dollar auto assembly plant near West Point, Georgia, less than five miles from the Alabama border. This plant will provide additional employment opportunities for Alabamians in the eastern part of our state.

In addition to these major auto manufacturing plants, numerous tier 1 and tier 2 suppliers to these facilities have followed suit and located in our state. Jobs are plentiful in 2008, a sharp contrast to the unemployment in past years due in part to the large- scale relocation of much of the textile industry to overseas operations. Alabama has re-invented itself as a leading player in automobile manufacturing in the U.S. and worldwide.

Another huge economic development that will impact the southern region of Alabama for years to come is the decision by ThyssenKrupp to build a \$3.7 billion state of the art steel processing facility just north of Mobile. This plant will bring an estimated 3,000 new, high paying jobs to the region by 2010. In fact, the sheer size of the project will eventually require over 25,000 construction workers. Site preparation began on this facility in early 2008.

While realizing some seniors may not be best suited for many of the manufacturing and construction jobs created by this economic upswing in Alabama, there will be many other opportunities for mature workers to “back fill” jobs in industries showing significant growth such as health care and retail.

ADSS plans to partner regionally with local community colleges to create training programs for mature workers that will provide the skills necessary to obtain employment in the health care field, where huge manpower shortages already exist.

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

It is Alabama's goal to place a minimum of 35% of exited participants into unsubsidized employment opportunities. Our actual rate at the beginning of the PY2007 Quarter 4 was 42%, which is on pace to exceed our goal.

Additionally, ADSS plans to increase our unsubsidized employment rate each year for 2009, 2010, and 2011, to at least the minimum goal negotiated each program year with the Department of Labor.

To meet and exceed our goal, we have developed relationships with local and national employers who are willing to hire mature job seekers in regional economies. We will continue to educate all employers on the "aging workforce" balancing it with employer needs. We will also recruit local employers and provide training for their managers and staff on "The Myths of Hiring Older Workers", assisting them to become engaged with our mission to find employment opportunities for our participants.

Another outreach strategy we have used is conducting "Boomers and Business" older worker forums, which are hosted by local community colleges. Additional partners in this effort have included the Office of Workforce Development and AARP Alabama. Our goal for these forums is to bring together employers and job seekers in the mature worker market, and to educate Alabama business on the critical need to employ, re-train, and retain mature workers, especially in light of the coming worker shortages.

National grantee Easter Seals has developed a Business Advisory Council (BAC) at each of their locations, including all three Alabama sites. The BAC consists of a majority of employers, with other agencies' representatives working in partnership to provide specific skills training or supportive services for the participants.

The local BAC advises SCSEP staff in all matters related to employment opportunities and identifies high growth industries in the area. Currently, these industries include: retail, health care, security services, and transportation.

Retention activities are provided to ensure that participants maintain their employment status as well as ensure they have opportunities to gain new skills on the job to be considered for advancement within their employment sector. Follow up phone calls to participants and to employers are provided on a regular basis. Additional "post-employment" supportive services are available upon request or identification of need.

National grantee Senior Service America employs a variety of means to monitor and achieve goals, such as providing training for sub-grantee staff and using a variety of management reports to track progress and to ensure goals are met. Some of the strategies sub-grantees in Alabama use to place participants in unsubsidized employment are as follows:

- (1) Offering job-seeking skills training classes
- (2) Enforcing job search requirements and written Individual Employment Plans
- (3) Contacting participants with job leads
- (4) Ensuring quality training is being provided through host agency assignments relative to employment goals and regional demand
- (5) Requiring participants to register at the One Stop Career Centers where they have the opportunity to search for jobs via classified ads, internet, etc
- (6) Job fairs

To build relationships with employers, sub-grantees employ strategies such as inviting employers to various agency functions, attending job fairs, networking with employers and providing them with SCSEP brochures, sending informational packets and following up with phone calls and visits to prospective employers; and networking with advisory boards to promote SCSEP.

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

Area Agencies on Aging hold public hearings and advisory council meetings to obtain input from the public and service recipients relative to community service needs. Information on community needs is an important part of the Area Plan and will be a guide for selection, training and retention of individuals in SCSEP.

Primary sources for this data are local government officials and the Area Plans of the Area Agency on Aging.

Also, governmental agencies that may provide useful information include state and local social service departments, planning agencies, councils of local governments and state and local employment service agencies.

Other agencies may include chambers of commerce, colleges and universities, labor councils, counseling programs, community service programs and other community and economic development agencies.

Sub-grantees identify community service needs via constant communication with current and past host agencies.

By polling older persons in their region, Area Agencies have identified the following priority needs: transportation, in-home services, health care/fitness, congregate meals, legal services, group activities, housing, adult day health, crime prevention, insurance counseling, employment, financial assistance, etc. These issues are being addressed by various agencies including Area Agencies on Aging, United Way, local senior centers, the Attorney General's office, DOT, and others.

Community Service needs for all individuals include transportation, children and family services, crisis and disaster services, and health issues. Many of the host agencies

in the state work to meet these unmet needs. ADSS also works closely with FEMA and the health department to assist in delivering disaster services. We believe the task of identifying the types of community services that are needed and the places where these services are most needed is best left at the local level, where there is a better understanding of each community's unique needs.

In the next four years, ADSS and the national grantees will make a concerted effort to identify new host agencies needing additional assistance to provide community services, which are also eager and prepared to provide the participants with additional on-site, work-based employment experiences. We often use the website, [www.melissadata.com](http://www.melissadata.com) to search for non-profit organizations that may be located in the local area, and have training opportunities to meet business employment needs and participant training needs.

During the next four years, all grantees operating in the state will develop a plan to target these community service needs as well as to identify appropriate host agency training sites. Targeted host agency sites will include agencies that can address the needs identified above.

In addition, Title V program participants will be placed in community service assignments that contribute to the general welfare of their communities. The ADSS State Plan on Aging, which collects input from other state and local agencies, identified community and home based service needs.

Also, ADSS conducted a survey to determine social issues important to senior citizens. This information was incorporated into the State Plan on Aging.

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

All SCSEP operators in Alabama shall, to the extent feasible, establish and maintain cooperative relationships and working linkages with other employment and training programs, to include activities conducted under the Workforce Investment Act and with affiliated agencies concerned with senior citizens.

A major objective of coordination is to avoid the duplication of services and expand employment opportunities for senior workers. It is also desirable to provide a variety of services and training opportunities that respond to the total needs of senior workers by linking them with services and programs provided by the Area Agencies on Aging.

To make sure the State Plan is inclusive and as comprehensive as possible, organizations engaged in older worker activities and employment services for older workers were invited to provide information on their activities that would be pertinent to workforce development. Local senior worker programs will be encouraged to work collaboratively with WIA One Stop Centers to maximize the effectiveness of the training and placement process.

ADSS is a partner in the Workforce Investment Board's delivery of workforce development services. Entities responsible for WIA activities must collaborate to create a delivery system that will enhance access to services and improve employment outcomes for individuals receiving services. In many instances senior workers are included in the operations of the One Stop system and/or the project director is represented on the local

boards. The WIA included SCSEP as a required partner in the One Stop delivery system to ensure older workers have access to information about the range of employment related services available to them.

In addition, an “umbrella” or “blanket” Memorandum of Understanding (MOU) is being used to define the roles and responsibilities of the Career Center (One Stop) partner agencies for the provision and improvement of employment and training services provided to Alabama citizens residing within the 65 county Alabama Workforce Investment Area (AWIA).

The MOU is between the Alabama Local Workforce Investment Board and the Career Center partners, including ADSS. It establishes guidelines for the partners to create and maintain cooperative working relationships. The blanket MOU, being more general in nature, works best to set direction while allowing flexibility.

In addition to the 65 county MOU, Jefferson and Mobile counties have separate Memos of Understanding with their local Workforce Investment Boards. National grantee Senior Service America (SSAI) historically has adhered to the MOU in the 65 county AWIA as well as Jefferson County. SSAI does not operate SCSEP in the Mobile service delivery area. National grantee Easter Seals has MOUs in place with the Montgomery and Prattville Career Centers, (serving Montgomery, Elmore, and Autauga Counties); as well as the Mobile, Baldwin and Escambia One Stops.

Easter Seals Achievement Center also has a MOU with the Lee County Career Center. (One Stop)

See attachment F in appendices for MOU chart.

The Workforce Investment Act intends that all job seekers and persons looking to further their careers will be able to access the employment, education, training and information services they need at Career Centers in their neighborhoods. The Centers offer core services (available to all adults with no eligibility requirements), intensive services (available to those individuals who are unable to find jobs through core services alone), and training services.

In this age of limited resources, it is essential for programs to ensure they are not duplicating the efforts of others, and are using funds in the most effective and efficient manner. Some of the ways our programs cooperate to provide the best employment services possible for the older population is through joint planning session, recruitment, cross referral of training, joint training, development of a network of community service providers for older persons, etc.

Other steps that will be taken to encourage and improve coordination are: Increased information sharing with Workforce Investment Act partners at partner meetings, and reduction of duplicate reporting and data gathering tools.

In addition, Alabama is proud to be a partner in two separate WIRED initiatives: The Western Alabama and Eastern Mississippi Alliance, and the Tennessee Valley WIRED Generation II project. ADSS will continue to collaborate with these initiatives to increase opportunities for unsubsidized employment for mature Alabamians.

The West Alabama-East Mississippi Enterprise Ready Initiative encompasses 37 counties in Alabama and Mississippi, including some of the poorest counties in the

Black Belt Region. This “enterprise ready” region has an abundance of well-trained and skilled workers. This alliance of community colleges, workforce development agencies, and economic development entities will collaborate to transform a mostly rural area with no identity or cohesive workforce into an enterprising region known for its innovative workforce system and entrepreneurship. Key expectations of this initiative include: A regional consortium of community and junior colleges providing innovative access to individuals, including seniors (55 and over) to national skill standards based modern manufacturing training, a growing senior citizen’s identity as a globally competitive “enterprise ready” region, most communities in the region intent on connecting existing individuals, including seniors (55 and over) and potential entrepreneurs to innovative and widespread support services, many communities building innovative economies on seniors’ strengths and assets and a collaborating, networked workforce investment system supporting all of the above.

The Tennessee Valley Alliance WIRED Generation II project is a partnership among nine Tennessee counties and fourteen North Alabama counties to promote regionalism by connecting workforce investment, economic development, education and entrepreneurship to utilize the prosperity-creating power of innovation and to convince the region’s citizens including seniors (55 and over) to participate in this promotion.

The three major goals of this consortium are to promote collaboration and create partnerships inclusive of the entire region’s citizens; support talent development especially among the senior citizens in the region, and use entrepreneurship and technology transformation to create and support high-tech wage jobs.

The expected outcomes include a workforce that taps into the talent of senior citizens and is better informed and better prepared to enter high wage jobs, enhanced educational systems to provide training needed for upwardly-competitive jobs, a regional synergy that expands opportunities in high wage jobs, strengthened connections between research, business development, investment and entrepreneurial strategies; and more efficient utilization of resources across the region to tap into the potential employee pool of senior citizens.

Specific examples of national grantee coordination with other programs include the Regional Planning Commission (RPC) in Birmingham partnering with Independent Living Resources of Greater Birmingham for employment placements.

RPC also partners with Beville State Community College for participants in Walker County interested in classes in basic computer skills as well as with the Shepherd Center East, The Center for Urban Missions, and the Norwood Resource Center.

RPC also collaborates with Gateway, which is a host agency providing free Financial Education Program Designed for Women Ages 50+.

Southeast Alabama Regional Planning and Development Commission collaborates with the state vocational rehabilitation agencies, family resource services agencies and local colleges by placing participants within these facilities when appropriate. Individuals requiring supportive services are referred to partner agencies for assistance with hearing aids, training in job retention and assistance with their GED. At least one computer class per year is conducted at local colleges for all participants. Being

linked with Alabama JobLink allows project staff to monitor employment office registrations and jobseeker accounts of all participants.

East Alabama Regional Planning and Development Commission collaborates with the Regional Workforce Council through representation from the agency's Executive Director and Principal Planner.

West Alabama Regional Commission has several participants co-enrolled in vocational rehabilitation, Easter Seals, etc and these agencies quite often refer individuals to the SCSEP. In addition, computer training is offered at some of the community colleges in town, and participants enroll in these classes.

All grantees will continue to develop partnerships and collaborate with other public and private entities that bring quality and valuable resources to the table, for the benefit of the participants. We have working relationships with faith-based organizations in the community that serve low-income individuals who are in need of supportive services, including training and employment. As we learn of other agencies that benefit our participants, we will engage with them to establish partnerships that advance each of our missions.

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

All SCSEP Programs are monitored to ensure federal and state compliance where there is a need to transfer a position or national sponsor service. A Transition Plan will be implemented that has proven effective in ensuring minimal disruption to participants, host agencies and the community. Alabama has experience in exchanging service areas with national sponsors. We have worked through and enjoyed smooth transitions. The process includes Notification of Change, Right of First Refusal, Notification to Participants, Record of Transfer and Participant Placement.

Primary consideration is given to participants when decisions must be made about re-distribution of program positions. Unsubsidized employment is the optimum method for avoiding disruptions to participants in the program, and this policy is applied to the greatest extent possible.

It is not anticipated that participants will be terminated for purposes of moving positions to coincide with 2000 Census data. Instead, increased efforts will be made to assist participants through other local SCSEP sponsors, or to aggressively work with participants to obtain unsubsidized employment.

The state will follow the Department's recommendation of a "gradual shift that encourages participants in subsidized community service assignments to move into

unsubsidized employment to make positions available for eligible individuals in the areas where there has been an increase in the eligible population.”

In addition, ADSS will not transfer positions from one geographic area to another without collaboration between all grantees and approval by the Department of Labor.

This collaboration between ADSS, Senior Service America, and Easter Seals allows for smooth transitions for participants in SCSEP, with a minimum disruption of service.

Grantees collaborate when increasing or decreasing the number of individuals in any given areas in the state. If we are trying to increase the number of people being served, we will determine and follow a recruitment strategy to obtain more applicants in the location in question. If a county is over-served, and we need to reduce the number of participants in that area, we will guarantee there will be no disruption in service and allow those “slots” to empty through natural attrition; i.e., moving out of the county, dropping out of the program, retiring from SCSEP or, most preferable, through successful unsubsidized employment.

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

Over the next four years the Alabama Department of Senior Services, Senior Service America, and Easter Seals will work together to consider best approaches to address challenges in recruiting most-in-need individuals as well as challenges in preparing these individuals for unsubsidized employment.

- National grantee Easter Seals is planning on to request a 24 month moratorium of individuals participating in the program with their affiliates. This action will segregate the individuals who are willing to seek employment from those who are not. A “Waiver Request” procedure will be implemented for current participants who have significant barriers to employment, in order to continue their participation.
- We are interested in attending quarterly or semi-annual collaboration meetings with other SCSEP providers in the locations we are serving. We feel this is a great way to bring best practices to the table, as well as to identify challenges and process strategies as a group, to overcome those challenges.
- Seek improved participation and coordination of services between SCSEP and One Stop Career Center partners; Enter into agreements with additional One Stop locations, if possible;
- Identify and provide additional training opportunities and resources for participants that will lead to unsubsidized employment. Invite other SCSEP providers to training opportunities as they are identified or developed.
- Continue to educate the WIB(s) of the need to provide meaningful services to seniors, while educating them of our role as a mandated partner, ready and available to provide core and intensive services through our Title V SCSEP program.

All grantees and sub-grantees in Alabama remain committed to fulfilling SCSEP’s dual mission of fostering individual economic self-sufficiency and promoting

useful opportunities in community service activities for unemployed low-income persons who are age 55 or older, particularly persons who have poor employment prospects, and to increasing the number of persons who may enjoy the benefits of unsubsidized employment.

As the state grantee, the Alabama Department of Senior Services will continue to provide comprehensive services to the eligible SCSEP participants we serve. ADSS will collaborate with the national grantees to improve the program by sharing best practices, building strong relationships with local service providers, and sharing resources where possible.

In addition, we will continue to educate the Workforce Investment Boards and collaborate with the One Stop Career Centers to advocate for meaningful services to seniors.

## **Section 11. Appendices**

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## Attachment A

### SCSEP Equitable Distribution Report

Please fill in the number of PY 2007 authorized positions by county for Alabama and for each national grantee within the state. Totals and differences will calculate automatically.  
Save the file and return a copy by e-mail to: [hostetter.phil@dol.gov](mailto:hostetter.phil@dol.gov)

County	Distribution Factor	Equitable Share	State	Easter Seals	Senior Service America	Totals	Difference
Autauga County, AL	0.0074	8		8		8	0
Baldwin County, AL	0.0230	25	8	18		26	1
Barbour County, AL	0.0098	11			11	11	0
Bibb County, AL	0.0052	6	1		5	6	0
Blount County, AL	0.0125	14	2		8	10	-4
Bullock County, AL	0.0046	5			6	6	1
Butler County, AL	0.0082	9			10	10	1
Calhoun County, AL	0.0241	26	5		23	28	2
Chambers County, AL	0.0114	13	4	9		13	0
Cherokee County, AL	0.0072	8	1		7	8	0
Chilton County, AL	0.0109	12	3		7	10	-2
Choctaw County, AL	0.0066	7	3		4	7	0
Clarke County, AL	0.0091	10	3		7	10	0
Clay County, AL	0.0051	6	1	7		8	2
Cleburne County, AL	0.0043	5			5	5	0
Coffee County, AL	0.0091	10	4		6	10	0
Colbert County, AL	0.0131	14	3		12	15	1
Conecuh County, AL	0.0061	7	2		6	8	1
Coosa County, AL	0.0032	4	1	3		4	0
Covington County, AL	0.0143	16	3		13	16	0
Crenshaw County, AL	0.0053	6			7	7	1
Cullman County, AL	0.0220	24	4		21	25	1
Dale County, AL	0.0105	12	2		9	11	-1
Dallas County, AL	0.0159	17	5		13	18	1
De Kalb County, AL	0.0196	21	4		16	20	-1
Elmore County, AL	0.0108	12		12		12	0
Escambia County, AL	0.0118	13	2	11		13	0
Etowah County, AL	0.0260	29	5		24	29	0
Fayette County, AL	0.0066	7	1		7	8	1
Franklin County, AL	0.0113	12	3		10	13	1

Geneva County, AL	0.0095	10	3		7	<b>10</b>	<b>0</b>
Greene County, AL	0.0044	5	2		3	<b>5</b>	<b>0</b>
Hale County, AL	0.0063	7	1		7	<b>8</b>	<b>1</b>
Henry County, AL	0.0054	6	2		4	<b>6</b>	<b>0</b>
Houston County, AL	0.0199	22	6		16	<b>22</b>	<b>0</b>
Jackson County, AL	0.0152	17	3		13	<b>16</b>	<b>-1</b>
Jefferson County, AL	0.1285	141	37		104	<b>141</b>	<b>0</b>
Lamar County, AL	0.0055	6	2		5	<b>7</b>	<b>1</b>
Lauderdale County, AL	0.0188	21	5		16	<b>21</b>	<b>0</b>
Lawrence County, AL	0.0106	12	1		12	<b>13</b>	<b>1</b>
Lee County, AL	0.0136	15	3	12		<b>15</b>	<b>0</b>
Limestone County, AL	0.0124	14	3		10	<b>13</b>	<b>-1</b>
Lowndes County, AL	0.0044	5			6	<b>6</b>	<b>1</b>
Macon County, AL	0.0092	10	2	8		<b>10</b>	<b>0</b>
Madison County, AL	0.0323	35	6		27	<b>33</b>	<b>-2</b>
Marengo County, AL	0.0080	9	3		6	<b>9</b>	<b>0</b>
Marion County, AL	0.0118	13	2		11	<b>13</b>	<b>0</b>
Marshall County, AL	0.0222	24	4		19	<b>23</b>	<b>-1</b>
Mobile County, AL	0.0797	88	26	62		<b>88</b>	<b>0</b>
Monroe County, AL	0.0073	8	2		6	<b>8</b>	<b>0</b>
Montgomery County, AL	0.0401	44		44		<b>44</b>	<b>0</b>
Morgan County, AL	0.0200	22	6		16	<b>22</b>	<b>0</b>
Perry County, AL	0.0045	5	1		4	<b>5</b>	<b>0</b>
Pickens County, AL	0.0074	8	2		6	<b>8</b>	<b>0</b>
Pike County, AL	0.0081	9		12		<b>12</b>	<b>3</b>
Randolph County, AL	0.0074	8	1	7		<b>8</b>	<b>0</b>
Russell County, AL	0.0156	17	4	13		<b>17</b>	<b>0</b>
St Clair County, AL	0.0121	13	1		7	<b>8</b>	<b>-5</b>
Shelby County, AL	0.0139	15	3		10	<b>13</b>	<b>-2</b>
Sumter County, AL	0.0060	7	2		5	<b>7</b>	<b>0</b>
Talladega County, AL	0.0223	24	3	21		<b>24</b>	<b>0</b>
Tallapoosa County, AL	0.0129	14	3	11		<b>14</b>	<b>0</b>
Tuscaloosa County, AL	0.0266	29	7		22	<b>29</b>	<b>0</b>
Walker County, AL	0.0228	25	4		17	<b>21</b>	<b>-4</b>
Washington County, AL	0.0054	6	1		5	<b>6</b>	<b>0</b>
Wilcox County, AL	0.0057	6	2		6	<b>8</b>	<b>2</b>
Winston County, AL	0.0088	10	1		10	<b>11</b>	<b>1</b>
<b>TOTALS:</b>	<b>1.0000</b>	<b>1099</b>	<b>224</b>	<b>258</b>	<b>617</b>	<b>1099</b>	<b>0</b>

**Attachment B**

**PUBLIC COMMENTS**

DRAFT

# Attachment C

## Letters of Attestation



Anthony R. Sarmiento  
*President and Executive Director*

May 12, 2008

Mike Malandro  
Alabama Dept. of Senior Services  
Senior Workforce Development Coordinator  
770 Washington Avenue, RSA Plaza, Suite 470  
Montgomery, AL 36104

Dear Mr. Malandro:

Senior Service America, Inc. (SSAI), a SCSEP national grantee serving participants in the State of Alabama, was proud to participate in the development of the Alabama SCSEP State Plan as outlined by TEGL 16-07 and implemented by the Senior Workforce Development Coordinator. Specifically, Christine Garland, Director of Field Operations, participated in several telephone calls with you and solicited input from our Alabama subgrantees to develop our response.

We believe this coordinated effort to develop a plan and appropriate strategies will help meet the needs of SCSEP-eligible participants and their communities.

Sincerely,

  
Marta Ames  
SCSEP National Director

MA/G/g

cc: Chris Garland, Director, SCSEP Field Operations



Alabama Dept. of Senior Services  
Senior Workforce Development Coordinator  
770 Washington Ave. RSA Plaza, Suite 470  
Montgomery, AL 36104

To: Mike Malandro, Aging Services Program Coordinator  
From: Carol A. Salter, National Director, SCSEP, Easter Seals Inc.  
Subject: Alabama State Senior Community Service Employment Program State Plan  
Date: May 5, 2008

This correspondence will serve as our letter of attestation; that we were actively involved in the state planning process for developing the four-year plan for carrying out Title V services in the State of Alabama. You will find comments and recommendations to your draft State Plan attached. We appreciate the opportunity to review and make recommendations on behalf of our organization. If you have any questions or comments, feel free to contact me at (202) 404-8341.

Sincerely,

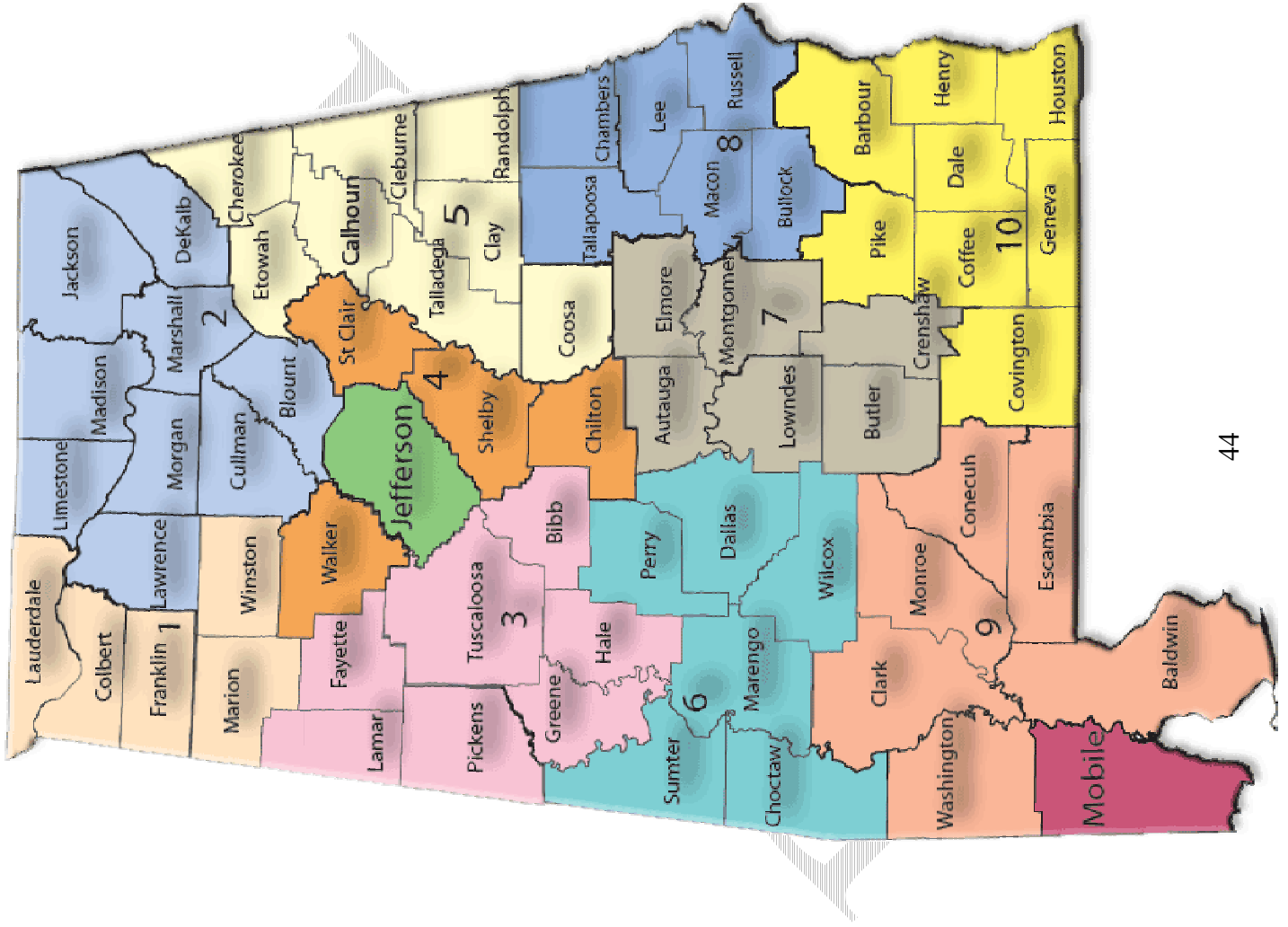
Carol A. Salter  
Asst. VP, Workforce Development  
National Director, SCSEP  
Easter Seals, Inc.

**ATTACHMENT D**

**WORKFORCE DEVELOPMENT REGIONS**

**Map**

**Occupational Opportunities by Region**



## High Growth and other Occupations with Opportunities for SCSEP Participants (by Workforce Region)

**Region 1 covers Colbert, Franklin, Lauderdale, Marion and Winston counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 1. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 18 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 130 for retail salespersons to a low of 15 for counter and rental clerks and receptionists and information clerks during 2004-2014. All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	Employment	Employment	Change	(Percent)	Openings	Training Code	Hourly Wage
25-9041	Teacher Assistants	980	1,070	90	0.88	30	11	***
31-1011	Home Health Aides	520	740	220	3.59	25	11	\$8.13
35-2021	Food Preparation Workers	570	640	70	1.17	25	11	\$6.64
35-3021	Combined Food Preparation and Serving Workers	1,840	1,950	110	0.58	90	11	\$6.24
35-3031	Waiters and Waitresses	1,140	1,220	80	0.68	70	11	\$6.06
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,230	1,380	150	1.16	40	11	\$9.21
37-2012	Maids and Housekeeping Cleaners	840	910	70	0.80	30	11	\$6.67
37-3011	Landscaping and Grounds keeping Workers	460	490	30	0.63	15	11	\$9.66
39-9011	Child Care Workers	730	810	80	1.05	25	11	\$6.86
41-2011	Cashiers	2,510	2,510	0	0.00	120	11	\$6.91
41-2021	Counter and Rental Clerks	200	230	30	1.41	15	11	\$9.09
41-2031	Retail Salespersons	2,630	3,000	370	1.32	130	11	\$10.12
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,130	1,160	30	0.26	25	10	\$11.87
43-3071	Tellers	690	730	40	0.57	40	11	\$9.47
43-4171	Receptionists and Information Clerks	430	480	50	1.11	15	11	\$8.61
43-9061	Office Clerks, General	1,980	2,190	210	1.01	65	11	\$9.21
51-2092	Team Assemblers	2,580	3,050	470	1.69	110	10	\$9.46
51-9198	Helpers--Production Workers	800	980	180	2.05	40	11	\$10.54

**Region 2 covers Blount, Cullman, DeKalb, Jackson, Lawrence, Limestone, Madison, Marshall, and Morgan counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 2. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 25 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 710 for retail salespersons to a low of 35 for host and hostesses during 2004-2014.

All information is from the Alabama Department of Industrial Relations. Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	3,770	4,580	810	1.97	155	11	***
31-1011	Home Health Aides	1,800	2,820	1,020	4.59	130	11	\$7.22
31-9092	Medical Assistants	770	1,230	460	4.80	60	10	\$9.81
33-9032	Security Guards	2,170	2,570	400	1.71	85	11	\$9.31
35-2011	Cooks, Fast Food	1,520	1,830	310	1.87	75	11	\$6.58
35-2021	Food Preparation Workers	1,270	1,610	340	2.40	80	11	\$7.55
35-3021	Combined Food Preparation and Serving Workers	7,980	9,690	1,710	1.96	515	11	\$6.37
35-3031	Waiters and Waitresses	4,980	5,970	990	1.83	355	11	\$6.09
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	640	770	130	1.87	35	11	\$7.27
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	5,380	6,620	1,240	2.10	225	11	\$8.43
37-2012	Maids and Housekeeping Cleaners	2,990	3,650	660	2.01	130	11	\$7.33
37-3011	Landscaping and Grounds keeping Workers	2,240	2,710	470	1.92	95	11	\$9.56
39-9011	Child Care Workers	2,760	3,450	690	2.26	145	11	\$6.66
41-2011	Cashiers	10,010	11,080	1,070	1.02	590	11	\$7.48
41-2021	Counter and Rental Clerks	1,040	1,300	260	2.26	65	11	\$9.45
41-2031	Retail Salespersons	12,220	14,850	2,630	1.97	710	11	\$10.23
43-3031	Bookkeeping, Accounting, and Auditing Clerks	4,750	5,390	640	1.27	155	10	\$12.94
43-3071	Tellers	1,530	1,730	200	1.24	95	11	\$9.39
43-4171	Receptionists and Information Clerks	2,180	2,840	660	2.68	120	11	\$9.46

43-5081	Stock Clerks and Order Fillers	4,960	4,720	(240)	-0.49	185	11	\$9.76
43-6011	Executive Secretaries and Administrative Assistants	1,870	2,290	420	2.05	75	10	\$19.97
43-6014	Secretaries, Except Legal, Medical, and Executive	6,570	6,790	220	0.33	145	10	\$11.80
43-9061	Office Clerks, General	7,100	8,200	1,100	1.45	265	11	\$10.25
43-9199	Office and Administrative Support Workers, All Other	940	1,130	190	1.86	40	11	\$14.02
51-2092	Team Assemblers	5,750	6,540	790	1.30	230	10	\$11.67
53-3033	Truck Drivers, Light or Delivery Services	2,520	2,900	380	1.41	65	11	\$12.64

**Region 3 covers Bibb, Fayette, Greene, Hale, Lamar, Pickens, and Tuscaloosa counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 3. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 20 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 240 for team assemblers to a low of 15 for office and administrative support workers during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,300	1,540	240	1.71	50	11	***
31-1011	Home Health Aides	590	830	240	3.47	35	11	8.04
35-2021	Food Preparation Workers	470	580	110	2.13	25	11	\$7.33
35-3021	Combined Food Preparation and Serving Workers	2,690	3,190	500	1.72	165	11	\$6.40
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	270	320	50	1.71	20	11	\$6.86
35-3031	Waiters and Waitresses	1,600	1,900	300	1.73	110	11	\$5.98
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,850	2,200	350	1.75	70	11	\$8.42
37-2012	Maids and Housekeeping Cleaners	1,100	1,290	190	1.61	45	11	\$6.80
37-3011	Landscaping and Grounds keeping Workers	700	840	140	1.84	30	11	\$9.04
39-9011	Child Care Workers	870	1,040	170	1.80	40	11	\$6.60
41-2011	Cashiers	3,190	3,350	160	0.49	170	11	\$7.08
41-2021	Counter and Rental Clerks	420	550	130	2.73	30	11	\$8.08
41-2031	Retail Salespersons	3,040	3,650	610	1.85	170	11	\$10.31
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,670	1,830	160	0.92	45	10	\$12.83
43-3071	Tellers	510	530	20	0.39	25	11	\$9.98
43-4171	Receptionists and Information Clerks	670	830	160	2.16	30	11	\$8.92
43-6014	Secretaries, Except Legal, Medical, and Executive	2,280	2,340	60	0.26	50	10	\$11.24
43-9061	Office Clerks, General	2,170	2,370	200	0.89	70	11	\$9.45
43-9199	Office and Administrative Support Workers, All Other	460	510	50	1.04	15	11	***

**Region 4 covers Chilton, Shelby, St Clair and Walker counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 4. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 24 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 240 for cashiers and retail salespersons to a low of 20 for office and administrative support workers, and personal and home care aides during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,370	1,910	540	3.38	80	11	***
31-1011	Home Health Aides	470	780	310	5.20	35	11	\$7.38
35-2011	Cooks, Fast Food	860	1,210	350	3.47	60	11	\$6.34
35-2021	Food Preparation Workers	460	670	210	3.83	35	11	\$7.55
35-3021	Combined Food Preparation and Serving Workers	2,040	2,850	810	3.40	170	11	\$6.33
35-3022	Counter Attendants, Cafeteria, Food Concession, & Coffee Shop	410	560	150	3.17	40	11	\$7.16
35-3031	Waiters and Waitresses	1,490	2,110	620	3.54	135	11	\$6.44
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,710	2,300	590	3.01	90	11	\$8.37
37-2012	Maids and Housekeeping Cleaners	970	1,360	390	3.44	60	11	\$7.05
37-3011	Landscaping and Grounds keeping Workers	810	1,130	320	3.39	50	11	\$9.80
39-2021	Non-farm Animal Caretakers	250	380	130	4.28	20	11	\$7.77
39-9011	Child Care Workers	1,220	1,880	660	4.42	100	11	\$7.41
39-9021	Personal and Home Care Aides	240	380	140	4.70	20	11	\$7.05
41-2011	Cashiers	3,490	4,210	720	1.89	240	11	\$7.36
41-2021	Counter and Rental Clerks	580	770	190	2.87	40	11	\$9.04
41-2031	Retail Salespersons	3,420	4,570	1,150	2.94	240	11	\$10.04
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,500	1,870	370	2.23	65	10	\$13.35
43-3071	Tellers	460	560	100	1.99	30	11	\$9.92
43-4171	Receptionists and Information Clerks	870	1,210	340	3.35	55	11	\$9.67
43-5081	Stock Clerks and Order Fillers	1,460	1,510	50	0.34	60	11	\$9.88
43-6014	Secretaries, Except Legal, Medical, and Executive	2,220	2,610	390	1.63	85	10	\$12.17
43-9061	Office Clerks, General	2,000	2,490	490	2.22	95	11	\$9.57
43-9199	Office and Administrative Support Workers, All Other	300	430	130	3.67	20	11	\$11.09

**Region 5 covers Calhoun, Cherokee, Cleburne and Etowah counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 5. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 18 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 265 for retail salespersons to a low of 30 for counter and rental clerks and restaurant cooks during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	2,210	2,530	320	1.36	75	11	***
31-1011	Home Health Aides	610	880	270	3.73	35	11	\$7.59
31-1012	Nursing Aides, Orderlies, and Attendants	1,780	2,040	260	1.37	50	11	\$8.50
35-2012	Cooks, Institution and Cafeteria	1,050	1,060	10	0.09	35	10	\$7.22
35-2014	Cooks, Restaurant	670	760	90	1.27	30	11	\$7.69
35-3031	Waiters and Waitresses	2,570	2,870	300	1.11	160	10	\$6.02
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	2,510	2,920	410	1.52	90	11	\$8.62
37-2012	Maids and Housekeeping Cleaners	1,520	1,740	220	1.36	50	11	\$7.12
37-3011	Landscaping and Grounds keeping Workers	1,000	1,160	160	1.50	35	10	\$8.76
41-2021	Counter and Rental Clerks	500	590	90	1.67	30	11	\$7.89
41-2031	Retail Salespersons	4,900	5,760	860	1.63	265	11	\$8.96
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,020	2,180	160	0.77	55	11	\$11.92
43-3071	Tellers	680	760	80	1.12	45	11	\$9.85
43-6011	Executive Secretaries and Administrative Assistants	860	1,040	180	1.92	35	10	\$17.53
43-6014	Secretaries, Except Legal, Medical, and Executive	2,860	2,860	0	0.00	55	11	\$11.73
43-9061	Office Clerks, General	3,020	3,190	170	0.55	80	11	\$10.08
51-2092	Team Assemblers	4,200	4,610	410	0.94	150	11	\$16.90
51-9198	Helpers--Production Workers	1,890	1,930	40	0.21	60	10	\$9.40

**Region 6 includes Choctaw, Dallas, Marengo, Perry, Sumter and Wilcox counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 6. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 12 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 70 for cashier to a low of 10 for tellers, child care workers, and cleaners during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	710	710	0	0.00	15	11	***
35-3021	Combined Food Preparation and Serving Workers	600	630	30	0.49	30	11	\$6.18
35-3031	Waiters and Waitresses	360	340	(20)	-0.57	20	11	\$5.89
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	580	590	10	0.17	10	11	\$7.73
37-2012	Maids and Housekeeping Cleaners	510	490	(20)	-0.40	10	11	\$6.94
39-9011	Child Care Workers	400	420	20	0.49	10	11	\$6.59
41-2011	Cashiers	1,430	1,310	(120)	-0.87	70	11	\$6.63
41-2031	Retail Salespersons	750	770	20	0.26	25	11	\$9.02
43-3031	Bookkeeping, Accounting, and Auditing Clerks	670	680	10	0.15	15	10	\$11.61
43-3071	Tellers	250	230	(20)	-0.83	10	11	\$9.37
43-9061	Office Clerks, General	730	690	(40)	-0.56	15	11	\$9.67
51-2092	Team Assemblers	460	520	60	1.23	15	10	\$9.61

**Region 7 includes Butler, Crenshaw, Lowndes, Autauga, Elmore, and Montgomery counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 7. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 23 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 290 for retail salespersons to a low of 35 for host and hostesses during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,890	2,310	420	2.03	75	11	***
31-1011	Home Health Aides	600	970	370	4.92	45	11	\$7.42
33-9032	Security Guards	1,340	1,520	180	1.27	50	11	\$8.54
35-2011	Cooks, Fast Food	1,050	1,310	260	2.24	55	11	\$6.66
35-2021	Food Preparation Workers	570	720	150	2.36	35	11	\$7.45
35-3021	Combined Food Preparation and Serving Workers	2,400	2,980	580	2.19	165	11	\$6.45
35-3022	Counter Attendants, Cafeteria, Food Concession & Coffee Shop	430	520	90	1.92	40	11	\$7.18
35-3031	Waiters and Waitresses	2,870	3,500	630	2.00	215	11	\$6.22
35-9021	Dishwashers	880	1,060	180	1.88	50	11	\$6.42
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	710	830	120	1.57	35	11	\$6.31
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	3,230	4,010	780	2.19	140	11	\$7.38
37-2012	Maids and Housekeeping Cleaners	1,840	2,220	380	1.90	80	11	\$6.66
37-3011	Landscaping and Grounds keeping Workers	1,270	1,540	270	1.95	55	11	\$10.12
39-9011	Child Care Workers	1,590	2,060	470	2.62	90	11	\$7.10
41-2011	Cashiers	4,930	5,310	380	0.75	280	11	\$7.02
41-2021	Counter and Rental Clerks	580	780	200	3.01	40	11	\$10.90
41-2031	Retail Salespersons	5,040	6,090	1,050	1.91	290	11	\$11.61
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,260	3,660	400	1.16	100	10	\$12.84
43-3071	Tellers	1,050	1,120	70	0.65	55	11	\$9.28
43-4171	Receptionists and Information Clerks	1,140	1,430	290	2.29	60	11	\$9.24
43-6014	Secretaries, Except Legal, Medical, and Executive	3,480	3,580	100	0.28	75	10	\$11.93
43-9061	Office Clerks, General	6,100	6,640	540	0.85	190	11	\$10.23
51-2092	Team Assemblers	2,120	4,760	2,640	8.42	320	10	\$10.25

**Region 8 includes Bullock, Chambers, Lee, Macon, Russell, and Tallapoosa counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 8. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 19 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 150 for cashiers to a low of 20 for home health aides, landscaping and grounds keeping working, security guards, and tellers during 2004-2014.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,220	1,420	200	1.53	45	11	***
31-1011	Home Health Aides	290	430	140	4.02	20	11	\$6.74
33-9032	Security Guards	570	660	90	1.48	20	11	\$8.11
35-2011	Cooks, Fast Food	630	730	100	1.48	30	11	\$6.47
35-2021	Food Preparation Workers	390	480	90	2.10	25	11	\$6.57
35-3021	Combined Food Preparation and Serving Workers	1,890	2,220	330	1.62	115	11	\$6.33
35-3031	Waiters and Waitresses	1,850	2,200	350	1.75	130	11	\$6.06
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,610	1,890	280	1.62	60	11	\$8.37
37-2012	Maids and Housekeeping Cleaners	700	810	110	1.47	25	11	\$6.88
37-3011	Landscaping and Grounds keeping Workers	520	610	90	1.61	20	11	\$8.30
39-9011	Child Care Workers	640	770	130	1.87	35	11	\$6.68
41-2011	Cashiers	2,580	2,830	250	0.93	150	11	\$7.19
41-2031	Retail Salespersons	2,190	2,640	450	1.89	125	11	\$9.89
43-3031	Bookkeeping, Accounting, and Auditing Clerks	980	1,070	90	0.88	30	10	\$12.40
43-3071	Tellers	320	340	20	0.61	20	11	\$9.77
43-4171	Receptionists and Information Clerks	510	620	110	1.97	25	11	\$9.11
43-6014	Secretaries, Except Legal, Medical, and Executive	1,660	1,660	0	0.00	30	10	\$11.99
43-9061	Office Clerks, General	1,500	1,620	120	0.77	50	11	\$9.40
51-2092	Team Assemblers	1,290	1,660	370	2.55	70	10	\$9.74

**Region 9 includes Clarke, Conecuh, Monroe, Escambia, Baldwin and Washington counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 9. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 20 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 240 for retail salespersons to a low of 25 for home health aides and food preparation workers during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,180	1,400	220	1.72	45	11	***
31-1011	Home Health Aides	290	490	200	5.39	25	11	\$7.21
33-9032	Security Guards	650	730	80	1.17	25	11	\$8.66
35-2011	Cooks, Fast Food	1,070	1,330	260	2.20	60	11	\$6.90
35-2021	Food Preparation Workers	380	490	110	2.57	25	11	\$7.03
35-3021	Combined Food Preparation and Serving Workers	1,900	2,410	510	2.41	135	11	\$6.34
35-3031	Waiters and Waitresses	2,250	2,880	630	2.50	180	11	\$6.35
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,780	2,340	560	2.77	90	11	\$8.39
37-2012	Maids and Housekeeping Cleaners	1,510	1,950	440	2.59	75	11	\$8.03
37-3011	Landscaping and Grounds keeping Workers	850	1,160	310	3.16	50	11	\$9.36
39-9011	Child Care Workers	1,070	1,430	360	2.94	65	11	\$6.36
41-2011	Cashiers	3,130	3,440	310	0.95	180	11	\$7.43
41-2021	Counter and Rental Clerks	380	510	130	2.99	30	11	\$8.68
41-2031	Retail Salespersons	4,030	5,000	970	2.18	240	11	\$9.49
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,740	2,080	340	1.80	70	10	\$11.54
43-3071	Tellers	530	590	60	1.08	30	11	\$9.36
43-4171	Receptionists and Information Clerks	610	780	170	2.49	30	11	\$9.32
43-6014	Secretaries, Except Legal, Medical, and Executive	2,010	2,240	230	1.09	65	10	\$10.84
43-9061	Office Clerks, General	2,170	2,510	340	1.47	85	11	\$9.12
51-2092	Team Assemblers	1,190	1,500	310	2.34	60	10	\$11.65

**Region 10 includes Barbour, Coffee, Covington, Dale, Geneva, Henry, Houston, and Pike counties.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region 10. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 16 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 215 for cashiers to a low of 25 for security guards during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	1,460	1,650	190	1.23	50	11	***
33-9032	Security Guards	740	830	90	1.15	25	11	\$7.62
35-2021	Food Preparation Workers	660	840	180	2.44	45	11	\$7.25
35-3021	Combined Food Preparation and Serving Workers	3,140	3,650	510	1.52	185	11	\$6.21
35-3031	Waiters and Waitresses	2,300	2,600	300	1.23	150	11	\$6.34
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	1,730	1,980	250	1.36	60	11	\$8.22
37-2012	Maids and Housekeeping Cleaners	1,330	1,470	140	1.01	45	11	\$6.76
37-3011	Landscaping and Grounds keeping Workers	820	910	90	1.05	30	11	\$8.70
39-9011	Child Care Workers	1,310	1,540	230	1.63	60	11	\$6.49
41-2011	Cashiers	4,190	4,280	90	0.21	215	11	\$6.95
41-2021	Counter and Rental Clerks	750	910	160	1.95	45	11	\$8.32
41-2031	Retail Salespersons	4,040	4,650	610	1.42	205	11	\$9.67
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,970	2,080	110	0.54	45	10	\$11.36
43-3071	Tellers	680	760	80	1.12	40	11	\$9.33
43-4171	Receptionists and Information Clerks	740	870	130	1.63	35	11	\$8.97
43-9061	Office Clerks, General	2,680	2,870	190	0.69	80	11	\$8.94
51-2092	Team Assemblers	1,380	1,450	70	0.50	40	10	\$10.29

**Jefferson County is a separate region.** This analysis identified those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 23 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 745 for retail salespersons to a low of 65 for medical assistants during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
25-9041	Teacher Assistants	3,490	3,960	470	1.27	115	11	***
31-1011	Home Health Aides	2,240	3,550	1,310	4.71	160	11	\$8.19
31-9092	Medical Assistants	960	1,410	450	3.92	65	10	\$12.23
33-9032	Security Guards	4,280	4,940	660	1.44	160	11	\$8.72
35-2021	Food Preparation Workers	2,080	2,580	500	2.18	125	11	\$8.03
35-3021	Combined Food Preparation and Serving Workers	6,950	7,910	960	1.30	395	11	\$6.81
35-3031	Waiters and Waitresses	5,900	6,600	700	1.13	375	11	\$6.82
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	5,480	6,140	660	1.14	170	11	\$8.52
37-2012	Maids and Housekeeping Cleaners	4,010	4,780	770	1.77	160	11	\$7.35
37-3011	Landscaping and Grounds keeping Workers	2,280	2,570	290	1.20	80	11	\$10.44
39-9011	Child Care Workers	2,400	2,740	340	1.33	100	11	\$7.90
41-2011	Cashiers	10,420	10,840	420	0.40	545	11	\$7.49
41-2021	Counter and Rental Clerks	1,460	1,780	320	2.00	85	11	\$10.36
41-2031	Retail Salespersons	14,460	16,660	2,200	1.43	745	11	\$11.50
43-3031	Bookkeeping, Accounting, and Auditing Clerks	8,580	9,570	990	1.10	260	10	\$14.71
43-3071	Tellers	1,490	1,640	150	0.96	90	11	\$9.70
43-4051	Customer Service Representatives	7,160	8,590	1,430	1.84	250	10	\$13.90
43-4171	Receptionists and Information Clerks	4,060	4,850	790	1.79	180	11	\$10.34
43-6011	Executive Secretaries and Administrative Assistants	2,920	3,250	330	1.08	90	10	\$18.46
43-6014	Secretaries, Except Legal, Medical, and Executive	8,510	8,490	(20)	-0.02	165	10	\$12.65
43-9061	Office Clerks, General	7,990	8,440	450	0.55	220	11	\$10.84

51-2092	Team Assemblers	1,980	2,540	560	2.52	105	10	\$15.09
53-3033	Truck Drivers, Light or Delivery Services	3,160	3,620	460	1.37	75	11	\$13.14

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**Mobile County is a separate region.** This analysis identifies those occupations which have significant opportunity for employment either through growth or high turnover and are appropriate for the SCSEP population in Workforce Investment Region Mobile County. As the majority of the SCSEP participants do not have a post-secondary degree, we concentrated on occupations with training requirements of short-term or moderate term on-the-job-training. Further, we identified a cross section of occupations to accommodate the particular challenges of the most-in-need SCSEP enrollees.

The chart shows 21 occupational titles that offer employment opportunities for SCSEP enrollees. The job openings on an annual basis range from a high of 280 for retail salespersons and cashiers to a low of 30 for medical assistants during 2004-2014.

All information is from the Alabama Department of Industrial Relations, Labor Market Information Division.

SOC Code	Occupation Title	2004 Base Year Employment	2014 Projected Employment	Net Change	Annual Avg. Growth Rate (Percent)	Annual Avg. Openings	Education & Training Code	Average Hourly Wage
31-1011	Home Health Aides	830	1,290	460	4.51	55	11	\$8.31
33-9032	Security Guards	1,370	1,590	220	1.50	50	11	\$9.35
35-2021	Food Preparation Workers	550	690	140	2.29	35	11	\$8.06
35-3021	Combined Food Preparation and Serving Workers	4,270	4,900	630	1.39	250	11	\$6.42
35-3022	Counter Attendants, Cafeteria, Food Concession, Coffee Shop	360	420	60	1.55	30	11	\$6.49
35-3031	Waiters and Waitresses	3,430	4,040	610	1.65	235	11	\$6.02
37-2011	Janitors and Cleaners, Except Maids & Housekeeping Cleaners	2,840	3,330	490	1.60	105	11	\$7.48
37-2012	Maids and Housekeeping Cleaners	2,070	2,350	280	1.28	75	11	\$6.81
37-3011	Landscaping and Grounds keeping Workers	1,240	1,500	260	1.92	50	11	\$9.15
39-9011	Child Care Workers	1,520	1,810	290	1.76	70	11	\$6.47
39-9021	Personal and Home Care Aides	700	980	280	3.42	35	11	\$7.34
41-2011	Cashiers	5,120	5,400	280	0.53	280	11	\$6.99
41-2021	Counter and Rental Clerks	680	810	130	1.76	40	11	\$9.30
41-2031	Retail Salespersons	5,340	6,200	860	1.50	280	11	\$11.48
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,770	3,050	280	0.97	80	10	\$12.76
43-3071	Tellers	780	860	80	0.98	50	11	\$9.35
43-4171	Receptionists and Information Clerks	1,300	1,590	290	2.03	60	11	\$8.82
43-5081	Stock Clerks and Order Fillers	2,340	2,190	(150)	-0.66	85	11	\$8.67
43-6014	Secretaries, Except Legal, Medical, and Executive	3,450	3,580	130	0.37	80	10	\$11.61
43-9061	Office Clerks, General	3,370	3,890	520	1.45	130	11	\$9.77
53-3033	Truck Drivers, Light or Delivery Services	1,850	2,170	320	1.61	45	11	\$12.75

# ATTACHMENT E

## EXECUTIVE ORDER NUMBER 36

**WHEREAS**, on December 30, 2003, and again on February 19, 2004, Executive Orders were issued creating the Office of Workforce Development. Subsequently, the requirements for the most effective and efficient operation of this office, and of this function, have changed, causing the need to amend the current structure of this office. Therefore, I hereby rescind both versions of Executive Order Number 17 and replaced them with a new Executive Order.

**WHEREAS**, improving Alabama's system of workforce development is a primary goal of State government; and

**WHEREAS**, there are a number of existing executive agencies directly responsible to the Governor that have rights, powers, duties and responsibilities that involve, in significant part, employment training and development. Streamlining and consolidating the functions of certain of these agencies into a single agency that offers the opportunity to realize significant cost savings, eliminate redundancy and simplify the organizational structure of the Executive Branch, improve accessibility and accountability, provide more efficient use of specialized expertise and facilities, reduce administrative support, and promote more effective sharing of best practices and state of the art technology, among other things; and

**WHEREAS**, strengthening Alabama's system of workforce and economic development to build a highly skilled and globally competitive workforce throughout the State is a primary goal of State government; and

**WHEREAS**, State government must continue to improve the effective utilization of existing resources in support of workforce and economic development to significantly reduce fragmentation and duplication of efforts.

**NOW THEREFORE**, based upon those considerations, and for other good and valid reasons which relate thereto, I, Bob Riley, Governor of the State of Alabama, by virtue of the authority vested in me by the Constitution and laws of the State of Alabama, do hereby direct the consolidation of the administration of federal and state workforce development activities by creating the Office of Workforce Development. This Executive Order replaces both versions of Executive Order No. 17, dated December 30, 2003 and February 19, 2004.

**BE IT ORDERED** that the Governor shall appoint the Director of Workforce Development for the state's two-year college system to serve as the Director of the Governor's Office of Workforce Development. The Director of the Governor's Office of Workforce Development shall serve in that capacity at the pleasure of the Governor. The State Workforce Planning Council shall develop, administer and coordinate the implementation of a comprehensive State Plan for Workforce Development to be approved by the Governor with input from the State Workforce Investment Act (WIA) Board. The Council shall be composed of the following members or their respective designees:

the Director of the Office of Workforce Development;  
the Chancellor of The Alabama College System;  
the Director of the Alabama Department of Economic and Community Affairs;  
the Director of the Department of Industrial Relations;  
the Director of the Alabama Development Office;  
the Commissioner of the Department of Human Resources;  
the Executive Director of the Department of Senior Services;  
the Director of the Alabama Industrial Training Institute; and  
the State Superintendent of Education.

Three at-large members shall be appointed by the Governor, one of whom shall be the president of an Alabama public two-year college and the other two representing Alabama business and industry. The chairperson of the Planning Council shall be the Chancellor of The Alabama College System and the Co-chairperson shall be the Director of the Department of Industrial Relations.

**BE IT FURTHER ORDERED** that all the powers, duties, rights and responsibilities related to workforce development vested in the Alabama Department of Economic and Community Affairs with respect to the administration of the federal Workforce Investment Act of 1998 and any subsequent re-authorization and all liabilities arising therefrom are transferred to the Office of Workforce Development.

**BE IT FURTHER ORDERED** that all the workforce development powers, duties, rights and responsibilities of other units of State government and programs under the direction of the Governor whose responsibility is to provide workforce development and/or training within the State including, but not limited to those not vested in statute, and all liabilities arising therefrom are transferred to the Office of Workforce Development.

**BE IT FURTHER ORDERED** that personnel in the Alabama Department of Economic and Community Affairs, and other units of State government who are assigned directly or indirectly to programs transferred by this Executive Order shall continue their service within the Office of Workforce Development. While such transferred employees shall receive no change in grade or pay, their roles and responsibilities may change subject to the discretion of the Director.

**BE IT FURTHER ORDERED** that, whenever any provision of an Executive Order or any Act or section thereof transferred by this Executive Order provides for membership on any council, commission, board or other entity, the Director of the Office of Workforce Development or his/her designee(s) shall serve in that place. If more than one such commissioner/director is required by law to serve on any council, commission, board or other entity, an equivalent number of representatives of the Office of Workforce Development shall so serve.

**BE IT FURTHER ORDERED** that all unexpended balances of appropriations, grants, and contracts, including federal, state, and other funds or allocations for the past program years ending June 30, 2007 and past fiscal years ending September 30, 2007 of the programs transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development shall be transferred to the Office of Workforce Development. All funds, including federal, state and other funds appropriated, granted, or contracted to Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order for the program years beginning July 1, 2007 and fiscal years beginning October 1, 2007 shall be transferred to the Office of Workforce Development for its use under the same terms and conditions as specified by any act, grant or contract, or as otherwise specified by law. All books, records, papers, documents, property (real and personal), and pending business pertaining to the rights, powers and duties transferred by this Executive Order from the Alabama Department of Economic and Community Affairs, and other units of State government and programs effected by this Executive Order to the Office of Workforce Development, including but not limited to material in electronic or magnetic format and necessary computer hardware and software, shall be delivered to the Office of Workforce Development pursuant to the direction of the Director of the Office of Workforce Development.

**BE IT FURTHER ORDERED** that the rights, powers and duties transferred to the Office of Workforce Development by this Executive Order shall be vested in and shall be exercised by the Office of Workforce Development. Each act done in exercise of such rights, powers and duties shall have the same legal effect as if done by the Alabama Department of Economic and Community Affairs, or other affected units of State government and programs, their officers or employees thereof as it pertains to the programs transferred by this Executive Order.

**BE IT FURTHER ORDERED** that this Executive Order shall not affect any act done, ratified or canceled or any right occurring or established or any action or proceeding had or commenced in an administrative, civil or criminal cause regarding a unit of State government effected by this Executive Order as it pertains to the programs transferred before this Executive Order takes effect, but such actions or proceedings may be prosecuted and continued by the Office of Workforce Development.

**BE IT FURTHER ORDERED** that, as soon as practicable hereafter, the Office of Workforce Development shall revise and clarify the rules transferred to it under this Executive Order to reflect the reorganization of rights, power and duties affected by this Order. The parent state agency of the Office of Workforce Development may propose and adopt such other rules of the reorganized agencies that will now be administered by the Office of Workforce Development and approved by the Legislative Council where applicable.

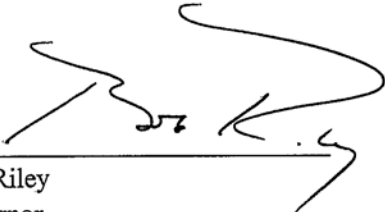
**BE IT FURTHER ORDERED** that the Office of Workforce Development shall operate in full cooperation with the Department of Postsecondary Education which shall be the primary, but not sole, provider of workforce education and training.

**BE IT FURTHER ORDERED** that, if any provision of this Executive Order or its application to any person or circumstance is held invalid by any court of competent jurisdiction, this invalidity does not affect any other provision or application of this Executive Order which can be given effect without the invalid provision or application. To achieve this purpose, the provisions of this Executive Order are declared to be severable.

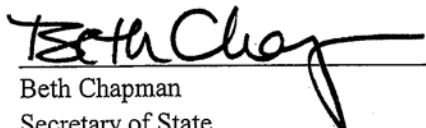
**BE IT FURTHER ORDERED** that this Executive Order shall become effective immediately upon its execution and shall remain in effect until amended or modified by the Governor.

**DONE AND ORDERED** this 5<sup>th</sup> day of October, 2007.



  
Bob Riley  
Governor

Attested:

  
Beth Chapman  
Secretary of State

# ATTACHMENT F

## Memorandum of Understanding Checklist

Local Area	Grantee(s) in Local Area	Existing MOU? Yes or No	Existing MOU? **If NO, explain why not.	**If MOU does not exist, provide timeline for accomplishing MOU.	MOU Type: Single or Blanket	GRANTEE and MOU PARTNERS	
<b>Alabama Workforce Investment Area</b>  <b>65 Counties</b>	1. Northwest Alabama Council of Local Gov.	Yes	N/A	N/A	Blanket	MOU partners for the grantees listed in the 65County AWIA are the following: Dept. of Industrial Relations (DIR) Dept. of Economic and Comm. Affairs Dept. of Human Resources (DHR) Dept. of Rehabilitation Services (ADRS) Dept. of Post Secondary Education Dept. of Senior Services Senior Service America	
	2. West Alabama Regional Commission	Yes	N/A	N/A	Blanket		
	3. East AL Regional Planning and Dev. Com	Yes	N/A	N/A	Blanket		
	4. Alabama Tombigbee Regional Commission	Yes	N/A	N/A	Blanket		
	5. Southeast Alabama Regional Planning and Dev. Commission	Yes	N/A	N/A	Blanket		
	6. Lee Russell Council of Governments	Yes	N/A	N/A	Blanket		
	7. North Central AL Regional Council of Governments	Yes	N/A	N/A	Blanket		
	8. Top of Alabama Regional Council of Governments	Yes	N/A	N/A	Blanket		
	Easter Seals Central Alabama	YES	N/A	N/A	SINGLE		Easter Seals is grantee. MOU is with Montgomery and Prattville Career Centers.
	Easter Seals Achievement Center	YES	N/A	N/A	SINGLE		Easter Seals is grantee. MOU is with Lee County Career Center (One Stop)
<b>Jefferson County</b>	Regional Planning Commission of Greater Birmingham	Yes	N/A	N/A	Blanket	RPCGB and OSGS are grantees. Partners are Jefferson Co. WIB, DIR, DHR, ADRS, and Senior Service America	
	Office of Senior Citizens Services						
<b>Mobile County</b>	South AL Regional Planning Commission	Yes	N/A	N/A	Blanket	SARPC is grantee. Partners are Mobile Co. WIB, DIR, ADRS, DHR	
	Mobile Goodwill Easter Seals	Yes	N/A	N/A	SINGLE	Easter Seals is grantee. MOU is with Mobile, Baldwin, Escambia One Stops.	

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