PUERTO RICO DEPARTMENT OF LABOR
AND HUMAN RESOURCES

PRDOL

GOVERNMENT OF PUERTO RICO

LETTER OF TRANSMITTAL

PROGRAM YEARS (PY) 2026–2027
Senior Community Service Employment Program (SCSEP)
Two-Year Modification to the PY 2024–2027 Stand-Alone State Plan

Date: August 14,2026

Ernestina Clark Castillo
Workforce Development Specialist-Region I
U.S. Department of Labor

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U.S. Department of Labor

Subject: **Submission of the Commonwealth of Puerto Rico Program Years (PY) 2026–2027 Two-Year Modification to the Senior Community Service Employment Program (SCSEP) Stand-Alone State Plan**

Dear Mrs. Clark and Mrs. Wills:

On behalf of the Commonwealth of Puerto Rico, I am pleased to submit the Program Years (PY) 2026–2027 Two-Year Modification to the Puerto Rico Senior Community Service Employment Program (SCSEP) Stand-Alone State Plan, prepared pursuant to Section 503 of the Older Americans Act, 20 CFR Part 641, and Training and Employment Guidance Letter (TEGL) No. 14-25 issued by the U.S. Department of Labor, Employment and Training Administration.

This Two-Year Modification updates the approved PY 2024–2027 State Plan to reflect changes in demographic conditions, labor market trends, federal policy guidance, and statewide workforce priorities affecting older workers in Puerto Rico. It also addresses the technical review comments provided by the Employment and Training Administration and strengthens the Commonwealth's strategic framework for the administration of SCSEP during Program Years 2026–2027.

The revised plan emphasizes employer engagement, integrated workforce services, coordination with Workforce Innovation and Opportunity Act (WIOA) partners, equitable distribution of

participant positions, continuous performance improvement, and expanded opportunities for eligible older workers to obtain unsubsidized employment. The plan further reinforces accountability, fiscal stewardship, and compliance with all applicable federal statutory and regulatory requirements.

The Puerto Rico Department of Labor and Human Resources remains committed to administering SCSEP in a manner that promotes economic self-sufficiency, meaningful community service, workforce participation, and improved employment outcomes for older adults throughout the Commonwealth.

We appreciate the continued partnership and technical assistance provided by the U.S. Department of Labor and respectfully submit this Two-Year Modification for review and approval.

Sincerely,

Maria del Pilar Vélez Casanova
Secretary
Puerto Rico Department of Labor and Human Resources

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PUERTO RICO DEPARTMENT OF LABOR
AND HUMAN RESOURCES

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SECRETARY'S CERTIFICATION

As Secretary of the Puerto Rico Department of Labor and Human Resources and the official authorized to act on behalf of the Commonwealth of Puerto Rico, I hereby certify that the Program Years (PY) 2026–2027 Two-Year Modification to the Senior Community Service Employment Program (SCSEP) Stand-Alone State Plan has been prepared in accordance with Title V of the Older Americans Act, 20 CFR Part 641, applicable federal grant requirements, and Training and Employment Guidance Letter (TEGL) No. 14-25.

I further certify that this document represents the Commonwealth's official strategic planning framework for the administration of the Senior Community Service Employment Program during Program Years 2026–2027 and reflects the Commonwealth's commitment to effective program administration, fiscal accountability, equitable service delivery, performance management, continuous improvement, and compliance with applicable federal laws and regulations.

The Puerto Rico Department of Labor and Human Resources will administer the Senior Community Service Employment Program in accordance with all applicable statutory, regulatory, and administrative requirements and will maintain the necessary records, internal controls, monitoring activities, and reporting systems required by the U.S. Department of Labor.

The Commonwealth further certifies that the public participation process described in Chapter VIII will be completed in accordance with applicable federal requirements before final implementation or as otherwise directed by the U.S. Department of Labor, and that documentation supporting that process will be maintained as part of the official administrative record.

I certify that the information contained in this Two-Year Modification is true and correct to the best of my knowledge and belief.

Maria del Pilar Vélez Casanova
Secretary
Puerto Rico Department of Labor and Human Resources
Date: August 14,2026

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Senior Community Service Employment Program (SCSEP)
Two-Year Modification to the Four-Year Stand-Alone State Plan
Program Years 2026–2027

CHAPTER I

Nature of the Submission

Senior Community Service Employment Program (SCSEP)

Two-Year Modification to the Four-Year Stand-Alone State Plan

Program Years 2026–2027

I. PURPOSE OF THIS SUBMISSION

This document constitutes the Program Years (PY) 2026–2027 Two-Year Modification to the Puerto Rico Senior Community Service Employment Program (SCSEP) Four-Year Stand-Alone State Plan originally submitted for Program Years 2024–2027. This modification is submitted by the Puerto Rico Department of Labor and Human Resources (PRDOLHR), the Governor's designated State Grantee for SCSEP, in accordance with Section 503(a) of the Older Americans Act (42 U.S.C. §3056a), Title V of the Older Americans Act, the implementing regulations contained in 20 CFR Part 641, Subpart C, and the guidance contained in Training and Employment Guidance Letter (TEGL) No. 14-25.

Consistent with TEGL No. 14-25, this document is not intended to replace or restate the original Four-Year State Plan. Rather, it serves as the required strategic modification that updates the State's planning assumptions, labor market information, workforce strategies, program priorities, performance improvement initiatives, equitable distribution analysis, and coordination activities based upon changes occurring since the approval of the original Program Year 2024–2027 State Plan.

The purpose of this modification is to ensure that Puerto Rico's SCSEP continues to operate as an integrated workforce development program responsive to changing labor market conditions, demographic trends, employer demand, participant needs, and Federal workforce priorities established by the U.S. Department of Labor.

II. LEGAL AUTHORITY

This Two-Year Modification is submitted pursuant to the following statutory and regulatory authorities:

Section 503(a) of the Older Americans Act (OAA), as amended;
Title V of the Older Americans Act;
20 CFR Part 641, Subpart C—State Plans;
Workforce Innovation and Opportunity Act (WIOA);
Training and Employment Guidance Letter (TEGL) No. 14-25;
Information Collection Request (OMB Control Number 1205-0522) governing the required elements of SCSEP Stand-Alone State Plans.

These authorities require each State operating a Stand-Alone SCSEP Plan to submit a Two-Year Modification that reflects significant changes affecting program administration during Program Years 2026 and 2027.

III. PURPOSE OF THE MODIFICATION

Since submission of the original Four-Year State Plan, Puerto Rico has experienced significant developments affecting workforce conditions, employment opportunities for older workers, employer demand, demographic trends, and implementation of Federal workforce priorities.

Accordingly, this modification updates the State's strategic direction in several critical areas, including:

- Updated economic conditions and labor market information;
- Revised occupational projections and high-demand industries;
- Current participant allocation and authorized positions;
- Enhanced workforce development strategies emphasizing employer engagement;
- Expanded coordination with Workforce Innovation and Opportunity Act (WIOA) core programs;
- Increased emphasis on co-enrollment and integrated service delivery;

- Updated equitable distribution strategies developed in coordination with all SCSEP grantee operating in Puerto Rico;
- Performance improvement strategies designed to strengthen employment outcomes;
- Expanded collaboration with employers, workforce boards, aging organizations, and community partners.

Rather than restating the original planning assumptions, this modification identifies the strategic adjustments adopted by PRDOLHR to improve participant outcomes during Program Years 2026–2027 while maintaining compliance with Federal statutory and regulatory requirements.

IV. CHANGES SINCE THE ORIGINAL FOUR-YEAR STATE PLAN

This modification reflects significant updates made after implementation of the original Program Years 2024–2027 Four-Year State Plan. These updates include:

Original Four-Year Plan (PY 2024–2027)	**Two-Year Modification (PY 2026–2027)**
Original economic assumptions	Updated labor market analysis using the most recent Commonwealth and Federal economic data
Initial occupational demand projections	Updated high-growth industries and occupations for older workers
Original workforce strategies	Expanded employer engagement and sector partnership strategies
Traditional WIOA coordination	Enhanced coordination emphasizing co-enrollment and integrated case management
Initial equitable distribution assessment	Updated statewide equitable distribution analysis including coordination among all SCSEP grantees
Original participant strategies	Enhanced employment-focused service delivery and performance improvement initiatives
Four-Year strategic framework	Two-Year strategic modifications responding to current workforce conditions and Federal priorities

V. OBJECTIVES OF THE TWO-YEAR MODIFICATION

The objectives of this modification are to:

- Align Puerto Rico's SCSEP strategies with the priorities established in TEGL No. 14-25.
- Respond to changing labor market conditions affecting older workers.
- Strengthening workforce development partnerships throughout Puerto Rico.
- Improve participant transitions to unsubsidized employment.
- Enhance coordination among the State SCSEP grantee, National Grantees, WIOA core programs, employers, and community organizations.
- Improve equitable distribution of authorized participant positions throughout the Commonwealth.

- Strengthen accountability through performance improvement planning and continuous program evaluation.
- Promote workforce strategies that improve long-term employment opportunities for eligible older workers while supporting the workforce needs of Puerto Rico's employers.

VI. ORGANIZATION OF THIS DOCUMENT

This Two-Year Modification should be read in conjunction with the previously approved Program Years 2024–2027 Four-Year Stand-Alone State Plan. Except as specifically modified herein, the original goals, policies, and administrative framework remain in effect.

CHAPTER II

EXECUTIVE SUMMARY

Program Years 2026–2027 Two-Year Modification

Senior Community Service Employment Program (SCSEP)

I. INTRODUCTION

The Puerto Rico Department of Labor and Human Resources (PRDOLHR), as the designated State Grantee for the Senior Community Service Employment Program (SCSEP), submits this Program Years (PY) 2026–2027 Two-Year Modification to the approved Program Years 2024–2027 Stand-Alone State Plan in accordance with Section 503(a) of the Older Americans Act (OAA), 20 CFR Part 641, Subpart C, and Training and Employment Guidance Letter (TEGL) No. 14-25.

This modification reflects the Commonwealth's continued commitment to strengthening workforce opportunities for low-income individuals age 55 and older while responding to evolving labor market conditions, demographic trends, employer workforce needs, and Federal workforce priorities established by the U.S. Department of Labor.

Unlike the original Four-Year State Plan, this document focuses on the strategic changes implemented for Program Years 2026 and 2027. It updates labor market information, workforce development strategies, performance improvement initiatives, equitable distribution planning, employer engagement activities, and statewide coordination among all SCSEP grantees operating in Puerto Rico.

The State recognizes that successful implementation of SCSEP requires a dynamic planning process capable of responding to changing economic conditions and continuously improving employment outcomes for eligible older workers.

II. STRATEGIC VISION

Puerto Rico continues to experience demographic and economic changes that reinforce the importance of maintaining an effective workforce development system for older adults.

Population aging, persistent poverty among older workers, skills gaps, technological transformation, changing employer expectations, and workforce shortages in several industries require SCSEP to continuously adapt its service delivery model.

Accordingly, during Program Years 2026–2027, PRDOLHR will emphasize:

- improved participant transitions into unsubsidized employment;
- stronger employer partnerships;
- greater integration with Workforce Innovation and Opportunity Act (WIOA) core programs;
- expanded workforce training opportunities;
- data-driven program management;
- statewide coordination among all SCSEP providers.

These strategic priorities support the overall purpose of SCSEP by promoting economic self-sufficiency while helping employers address workforce shortages in occupations experiencing sustained demand.

III. ALIGNMENT WITH AMERICA'S TALENT STRATEGY

Consistent with TEGL No. 14-25, Puerto Rico has reviewed its previously approved State Plan and incorporated strategies that support the national workforce priorities identified in America's Talent Strategy.

During Program Years 2026–2027 the PRDOLHR SCSEP Program will contribute to these priorities by:

- ❖ Pillar One – Expanding America's Talent Pipeline

The program will increase outreach to eligible older adults experiencing barriers to employment, strengthen recruitment in underserved communities, expand access through American Job Centers, and coordinate with community organizations serving older individuals.

- ❖ Pillar Two – Preparing Workers for High-Demand Occupations

Individual Employment Plans will continue to emphasize industry-recognized skills, digital literacy, occupational training, work-based learning, and employment opportunities within sectors demonstrating sustained workforce demand.

- ❖ Pillar Three – Strengthening Employer Engagement

PRDOLHR will expand partnerships with employers, industry associations, chambers of commerce, nonprofit organizations, municipalities, and host agencies to improve employment opportunities and better align participant training with employer workforce needs.

- ❖ Pillar Four – Promoting Workforce Innovation

The program will continue using labor market information, participant assessments, measurable skill gains, Individual Employment Plans, and data-informed program management to improve employment outcomes while strengthening collaboration among workforce system partners.

- ❖ Pillar Five – Improving Accountability and Results

Program performance will continue to be monitored using the SCSEP core performance indicators established under the Older Americans Act. Performance data will be used to identify barriers, evaluate program effectiveness, implement corrective actions, and continuously improve service delivery.

IV. PROGRAM PRIORITIES FOR PROGRAM YEARS 2026–2027

During this modification period, PRDOLHR will focus its efforts on several strategic priorities designed to improve participant outcomes while strengthening the statewide SCSEP system.

These priorities include:

- ➢ expanding participant access to workforce services through enhanced coordination with American Job Centers;
- ➢ increasing co-enrollment with WIOA core programs whenever appropriate to provide integrated services and avoid duplication;
- ➢ strengthening employer-driven workforce development strategies aligned with current labor market needs;
- ➢ improving participant transitions into unsubsidized employment through individualized career planning and job placement activities;
- ➢ enhancing statewide coordination among the State SCSEP grantee and National Grantees operating within Puerto Rico;
- ➢ improving equitable distribution of authorized positions across the Commonwealth;
- ➢ strengthening data collection, program monitoring, and continuous performance improvement.

V. PERFORMANCE IMPROVEMENT STRATEGY

PRDOLHR recognizes that continuous program improvement requires systematic evaluation of participant outcomes, employment trends, and program performance.
Accordingly, this modification includes a comprehensive performance improvement strategy designed to:

- identify barriers affecting participant employment outcomes;
- strengthen participant readiness for unsubsidized employment;
- improve employer engagement and job development activities;
- expand workforce training opportunities in high-demand occupations;
- increase participant access to credential attainment and measurable skill gains;
- improve coordination with workforce system partners;
- strengthen accountability through ongoing performance monitoring and corrective action planning.

Performance data will be reviewed regularly to ensure that program strategies remain responsive to participant needs and labor market conditions.

VI. STATEWIDE COLLABORATION

Puerto Rico's statewide SCSEP system includes the PRDOLHR State Program together with National Grantees operating within the Commonwealth.

Throughout Program Years 2026–2027, these organizations will continue collaborating to improve service coordination, reduce duplication of services, enhance employer engagement, promote equitable distribution of participant positions, share labor market information, and strengthen employment opportunities for eligible older workers.

This collaborative approach supports a unified statewide workforce strategy while recognizing the distinct service areas and operational responsibilities of each SCSEP grantee.

VII. COMMITMENT TO CIVIL RIGHTS AND EQUAL OPPORTUNITY

PRDOLHR reaffirms its commitment to administering the Senior Community Service Employment Program in full compliance with all applicable Federal civil rights statutes, regulations, and nondiscrimination requirements.

All services, participant recruitment, eligibility determinations, community service assignments, training activities, supportive services, and employment opportunities funded under SCSEP will be administered without discrimination on the basis of race, color, national origin, sex, religion, age, disability, or any other status protected under applicable Federal law.

The Department further certifies that Federal funds provided under the Older Americans Act will be administered in a manner consistent with the United States Constitution and all applicable civil rights requirements, including Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title II of the Americans with Disabilities Act, and all implementing regulations.

VIII. CONCLUSION

This Two-Year Modification reflects Puerto Rico's commitment to maintaining a modern, accountable, and results-oriented Senior Community Service Employment Program that responds to the evolving needs of older workers, employers, and communities across the Commonwealth.

By updating workforce strategies, strengthening collaboration among SCSEP providers, expanding employer partnerships, improving performance management, and aligning program activities with TEGL No. 14-25, PRDOLHR seeks to ensure that eligible older adults receive high-quality employment and training services that promote economic self-sufficiency while supporting Puerto Rico's development goals.

CHAPTER III

STRATEGIC ANALYSIS OF CHANGES SINCE THE ORIGINAL PY 2024–2027 STATE PLAN

3.1 Purpose

The Program Years (PY) 2026–2027 Two-Year Modification updates the strategic framework established in Puerto Rico's approved PY 2024–2027 Stand-Alone State Plan for the Senior Community Service Employment Program (SCSEP). Consistent with Section 503(a) of the Older Americans Act, 20 CFR Part 641, Subpart C, and TEGL No. 14-25, this chapter identifies the significant developments that have occurred since approval of the original plan and explains how those developments influence the administration of SCSEP during Program Years 2026 and 2027.

Rather than replacing the original Four-Year State Plan, this modification refines and strengthens its implementation by incorporating updated demographic, economic, workforce, and programmatic information while maintaining the statutory mission of serving low-income individuals age 55 and older through employment and training opportunities that promote economic self-sufficiency and successful transitions to unsubsidized employment.

3.2 Changes in the Workforce Environment

Since approval of the original State Plan, Puerto Rico's labor market has continued to evolve. While overall economic indicators demonstrate gradual stabilization and continued job creation in several sectors, employers increasingly report challenges recruiting qualified workers for occupations requiring both technical competencies and transferable workplace skills.

Simultaneously, demographic trends continue to reflect an aging population, declining labor force participation among older individuals, and increasing demand for experienced workers in sectors such as health care, social assistance, municipal services, hospitality, maintenance, and administrative support.

These conditions create an opportunity for SCSEP to serve not only as a community service program, but also as a workforce development strategy that prepares experienced older workers to meet current and emerging labor market needs.

Accordingly, PRDOLHR has expanded its emphasis on occupational training, individualized employment planning, employer engagement, and career pathway development as essential components of program delivery.

3.3 Evolution of Federal Workforce Policy

Since the submission of the original Four-Year State Plan, the U.S. Department of Labor has placed increased emphasis on integrated workforce development strategies that align federally funded employment and training programs with employer demand, measurable employment outcomes, and long-term workforce sustainability.

TEGL No. 14-25 reinforces these priorities by requiring States to evaluate the effectiveness of existing strategies, identify necessary modifications, strengthen statewide coordination among SCSEP grantees, improve equitable distribution planning, expand collaboration with Workforce Innovation and Opportunity Act (WIOA) partners, and demonstrate continuous program improvement.

This Two-Year Modification reflects those expectations by shifting the focus from describing program operations to evaluating statewide workforce strategies and identifying actions that will improve participant outcomes during Program Years 2026 and 2027.

3.4 Strategic Changes in Program Administration

While the statutory mission of SCSEP remains unchanged, PRDOLHR has identified several operational areas requiring enhancement based on program experience, participant needs, performance results, and evolving workforce conditions.

The principal strategic modifications include:

- Employer-Driven Service Delivery

- Program services will increasingly reflect employer workforce requirements by strengthening relationships with public agencies, nonprofit organizations, municipalities, educational institutions, workforce boards, business associations, and private employers operating within high-demand industries.

- Greater emphasis will be placed on identifying employment opportunities that correspond with regional labor market demand while promoting successful participant transitions into unsubsidized employment.

- Integrated Workforce Services

SCSEP participants will receive expanded access to workforce resources available through the American Job Center network and Workforce Innovation and Opportunity Act (WIOA) core programs.

- Integrated case management, coordinated referrals, shared labor market information, and collaborative service planning will strengthen participant access to education, occupational training, supportive services, and employment opportunities.

- Enhanced Individual Employment Planning

- Individual Employment Plans (IEPs) will continue to serve as the primary workforce development tool for each participant.

- Career assessments, employment goals, supportive service needs, occupational training requirements, measurable skill development, and employment placement activities will be reviewed and updated regularly to ensure continued alignment with participant objectives and labor market opportunities.

- Continuous Performance Management

Program management will increasingly rely on performance data to evaluate participant outcomes, identify barriers to employment, assess employer engagement activities, monitor service effectiveness, and support continuous quality improvement throughout the program year.

3.5 Strengthening Statewide Coordination

Puerto Rico's SCSEP system includes both the State Grantee and National Grantees operating within the Commonwealth.

Recognizing the shared responsibility for serving eligible older workers, PRDOLHR will continue strengthening statewide collaboration through regular communication, coordinated outreach activities, labor market information sharing, equitable distribution planning, participant referral processes, and employer engagement initiatives.

Improved coordination among grantees is expected to reduce duplication of effort, maximize available resources, and improve participant access to employment opportunities across the Commonwealth.

3.6 Expansion of Co-Enrollment and Workforce Integration

A significant enhancement incorporated into this Two-Year Modification is the increased emphasis on co-enrollment and integrated service delivery.

Whenever appropriate, SCSEP participants will be referred to and co-enrolled in other workforce development programs administered through the Workforce Innovation and Opportunity Act, Wagner-Peyser Employment Services, Adult Education, Vocational Rehabilitation, and other partner programs.

Co-enrollment will enable participants to benefit from a broader range of employment, education, supportive services, occupational training, digital literacy instruction, and career development resources while promoting efficient use of Federal workforce investments.

3.7 Commitment to Continuous Improvement

PRDOLHR recognizes that effective workforce development requires ongoing evaluation, adaptation, and innovation.

Accordingly, this Two-Year Modification establishes a framework for continuous improvement through regular performance analysis, employer feedback, participant satisfaction, labor market monitoring, fiscal accountability, and strategic planning.

Program improvements identified through monitoring activities, technical assistance, performance reviews, or stakeholder engagement will be incorporated into future operational practices whenever appropriate and consistent with Federal requirements.

3.8 Strategic Priorities for Program Years 2026–2027

Based on the changes identified throughout this chapter, PRDOLHR establishes the following strategic priorities for the remainder of the planning period:

- Improve participant transitions to unsubsidized employment.
- Strengthen employer engagement and sector partnerships.
- Expand coordination with WIOA core programs and the American Job Center network.
- Increase co-enrollment to provide integrated workforce services.
- Enhance equitable distribution through collaboration with National Grantees.
- Improve program performance through continuous monitoring and corrective action.
- Increase participant access to industry-recognized training and workforce credentials.
- Promote data-driven decision-making supported by labor market information and performance analytics.
- Strengthen fiscal stewardship and accountability in the administration of Federal funds.
- Ensure compliance with the Older Americans Act, 20 CFR Part 641, TEGL No. 14-25, and all applicable Federal requirements.

CHAPTER IV

ENVIRONMENTAL SCAN, DEMOGRAPHIC PROFILE, AND LABOR MARKET ANALYSIS

4.1 Purpose

The purpose of this chapter is to evaluate the demographic, economic, and labor market conditions that influence implementation of the Senior Community Service Employment Program (SCSEP) during Program Years (PY) 2026–2027.

Consistent with Section 503 of the Older Americans Act, 20 CFR Part 641, and TEGL No. 14-25, the Commonwealth of Puerto Rico has conducted an updated assessment of the factors affecting employment opportunities for eligible older workers. This environmental scan provides the analytical foundation for the strategic priorities presented throughout this Two-Year Modification and demonstrates how changing economic and demographic conditions inform program planning, service delivery, employer engagement, and performance improvement.

Unlike the demographic discussion contained in the original PY 2024–2027 State Plan, this chapter emphasizes the relationship between labor market conditions and workforce development strategies rather than presenting demographic information solely for descriptive purposes.

4.2 Demographic Trends Affecting Older Workers

Puerto Rico continues to experience significant demographic changes characterized by population decline, accelerated population aging, declining birth rates, and sustained migration of younger working-age adults.

These trends have increased the proportion of residents aged 55 years and older within the Commonwealth while simultaneously reducing the available labor force in many industries. As a result, employers increasingly rely upon experienced workers to address recruitment challenges in both the public and private sectors.

For SCSEP, these demographic changes increase both the demand for program services and the importance of supporting older individuals who seek to remain economically active through employment, training, and workforce participation.

The aging of Puerto Rico's population reinforces the continued relevance of SCSEP as a workforce development strategy that promotes economic security while helping employers address workforce shortages.

4.3 Economic Conditions

Puerto Rico's economy continues its gradual recovery while undergoing structural transformation influenced by federal investments, infrastructure development, technological modernization, and private-sector expansion.

Employment growth has occurred in several sectors that traditionally provide opportunities suitable for experienced workers, including:

- Health Care and Social Assistance
- Educational Services
- Government
- Administrative and Support Services
- Hospitality and Tourism
- Retail Trade
- Professional and Business Services
- Transportation and Logistics

Although these sectors present expanded employment opportunities, employers continue reporting difficulty recruiting qualified workers possessing both occupational competencies and essential workplace skills.

This evolving labor market creates opportunities for SCSEP participants who receive appropriate training, individualized employment planning, and coordinated workforce services.

4.4 Workforce Challenges Affecting Older Adults

Despite improving economic conditions, many eligible older individuals continue to experience significant barriers that limit successful attachment to the labor market.

Common challenges include:

- Extended periods outside the workforce.
- Limited digital literacy and technology skills.
- Obsolete occupational skills result from technological change.
- Transportation limitations, particularly in rural municipalities.
- Limited access to occupational training.
- Age-related hiring barriers.
- Physical limitations requiring workplace accommodation.
- Financial insecurity requires immediate employment.
- Limited English proficiency for occupations requiring bilingual communication.
- Caregiving responsibilities affecting workforce participation.

Recognizing these barriers, PRDOLHR will continue providing individualized assessments, supportive services, occupational training, community service assignments, and employment placement assistance designed to improve participant competitiveness within the labor market.

4.5 High-Demand Industry Sectors

Labor market information indicates continued demand for workers in industries compatible with the knowledge, experience, and transferable skills possessed by many SCSEP participants.

Priority sectors include:

- Health Care and Social Assistance

Population aging has increased demand for health care support occupations, community health services, home care, patient support services, medical administration, and nonprofit social service organizations.

- Government and Municipal Services

State agencies, municipalities, and public service organizations continue to provide meaningful community service opportunities while also serving as potential employers for experienced workers.

- Education

Educational institutions continue requiring classroom assistants, administrative personnel, library support staff, and community outreach workers.

- Hospitality and Tourism

Puerto Rico's tourism industry continues creating employment opportunities involving customer service, visitor assistance, administrative support, facility operations, and hospitality services.

- Administrative Support Services

Employers continue seeking experienced administrative personnel possessing organizational skills, customer service experience, records management expertise, and office technology competencies.

4.6 Implications for SCSEP

The demographic and economic conditions described above require SCSEP to emphasize workforce development strategies that respond directly to employer demand while addressing participant barriers to employment.

Accordingly, PRDOLHR will prioritize:

- occupational training aligned with labor market demand;
- digital literacy development;
- employer engagement and sector partnerships;
- individualized employment planning;
- supportive services addressing participant barriers;
- integrated workforce services through WIOA partners;
- increased co-enrollment;
- continuous participant assessment;
- placement into unsubsidized employment.

These strategies reflect the transition from a program centered primarily on community service assignments toward one emphasizing employment outcomes and long-term workforce participation.

4.7 Equity Considerations

Puerto Rico's municipalities differ considerably with respect to labor market opportunities, transportation infrastructure, economic activity, educational attainment, and access to workforce services.

Consequently, SCSEP implementation must remain sufficiently flexible to address regional workforce conditions while maintaining equitable access to services for eligible individuals throughout the Commonwealth.

Special attention will continue to be directed toward:

- rural communities;
- economically distressed municipalities;
- areas experiencing persistent unemployment;
- individuals with multiple barriers to employment;
- veterans and qualified spouses;
- people with disabilities;
- individuals with limited literacy;
- participants requiring supportive services to successfully enter employment.

This approach supports both equitable service delivery and compliance with the Older Americans Act's priority of service requirements.

4.8 Strategic Planning Implications

The environmental scan demonstrates that Puerto Rico's changing demographic and labor market conditions require a workforce strategy emphasizing adaptability, employer engagement, and evidence-based decision-making.

During Program Years 2026–2027, PRDOLHR will continue strengthening SCSEP by:

- aligning participant training with projected labor market demand;
- increasing employer involvement in workforce planning;
- improving coordination with Workforce Innovation and Opportunity Act partners;
- expanding participant access to occupational skills development;
- using labor market information to guide service delivery decisions;
- monitoring workforce trends to support continuous program improvement.

These priorities provide the analytical foundation for the strategic initiatives described throughout the remainder of this Two-Year Modification.

CHAPTER V

STATEWIDE SCSEP SERVICE DELIVERY SYSTEM, GOVERNANCE, AND STRATEGIC PARTNERSHIPS

5.1 Purpose

The purpose of this chapter is to describe the statewide service delivery system through which the Senior Community Service Employment Program (SCSEP) is administered in the Commonwealth of Puerto Rico and to explain how interagency coordination, governance, and strategic partnerships support the achievement of the program's statutory objectives.

Consistent with the Older Americans Act, 20 CFR Part 641, and TEGL No. 14-25, Puerto Rico recognizes that successful implementation of SCSEP depends upon collaboration among multiple organizations rather than the activities of a single grantee. Accordingly, this chapter describes the statewide framework through which eligible older workers receive coordinated employment, training, supportive services, and job placement assistance.

5.2 Statewide SCSEP Governance Structure

The Puerto Rico Department of Labor and Human Resources (PRDOLHR) serves as the Governor's designated State Grantee for SCSEP and is responsible for administering the State allocation awarded under Title V of the Older Americans Act.

The State Grantee is responsible for:

- administering Federal funds in accordance with the Older Americans Act and 20 CFR Part 641;
- ensuring fiscal integrity and regulatory compliance;
- conducting program oversight and monitoring;

- developing and implementing the State Plan;
- coordinating with National Grantees operating within Puerto Rico;
- collaborating with the Workforce Development System established under WIOA;
- monitoring performance and implementing continuous improvement strategies;

ensuring equitable distribution of authorized participant positions throughout the Commonwealth.

These responsibilities are carried out within a broader statewide network of Federal, Commonwealth, municipal, nonprofit, educational, and private-sector partners.

5.3 Statewide SCSEP Delivery System

SCSEP services are delivered through a coordinated network consisting of:

- the Puerto Rico Department of Labor and Human Resources (State Grantee);
- National SCSEP Grantees operating within Puerto Rico;
- American Job Centers (AJCs);
- Local Workforce Development Boards (LWDBs);
- Area Agencies on Aging;
- community-based organizations;
- municipalities;
- nonprofit host agencies;
- educational institutions;
- employers;
- workforce system partners.

Each organization contributes specialized expertise while maintaining responsibility for the services assigned under applicable Federal statutes and grant agreements.

This collaborative model allows eligible participants to access a broader range of workforce services than could be provided by any individual organization acting independently.

5.4 Coordination with National Grantees

Puerto Rico recognizes that statewide implementation of SCSEP requires continuous collaboration between the State Grantee and National Grantees operating within the Commonwealth.

Accordingly, PRDOLHR will continue strengthening coordination in the following areas:

- Strategic Planning
- Development and periodic review of statewide workforce priorities.
- Equitable Distribution
- Coordination regarding authorized positions, modified positions, service areas, vacancies, and participant enrollment to ensure compliance with Federal equitable distribution requirements.
- Employer Engagement
- Sharing employer contacts, labor market information, and employment opportunities whenever appropriate.
- Participant Referrals
- Referring participants between grantees when another provider is better positioned to meet an individual's employment objectives or geographic needs.
- Technical Assistance
- Sharing promising practices, operational guidance, and continuous improvement strategies.

- Performance Collaboration

- Reviewing statewide performance trends to identify opportunities for improvement and strengthen employment outcomes.

This coordinated approach promotes efficient utilization of Federal resources while reducing unnecessary duplication of services.

5.5 Integration with the Workforce Innovation and Opportunity Act (WIOA)

SCSEP is an integral component of Puerto Rico's workforce development system.

PRDOLHR will continue coordinating SCSEP activities with Workforce Innovation and Opportunity Act (WIOA) core programs to provide participants with comprehensive workforce services that support long-term employment success.

Coordination includes collaboration with:

- Adult Program;
- Dislocated Worker Program;
- Wagner-Peyser Employment Service;
- Adult Education and Family Literacy;
- Vocational Rehabilitation;
- Jobs for Veterans State Grant (JVSG);
- other workforce initiatives operating through the American Job Center network.

Whenever appropriate, participants will be co-enrolled to maximize access to training, supportive services, career counseling, and employment opportunities while minimizing duplication of services.

5.6 American Job Centers (AJCs)

American Job Centers serve as the primary point of integration for workforce services available throughout Puerto Rico.

SCSEP participants will continue receiving access to:

- labor exchange services;
- career counseling;
- labor market information;
- occupational skills assessments;
- résumé development;
- interview preparation;
- job search assistance;
- supportive service referrals;
- employer recruitment events;
- training opportunities.

American Job Centers also facilitate employer engagement by connecting qualified participants with businesses seeking experienced workers.

5.7 Local Workforce Development Boards

Local Workforce Development Boards play an important role in ensuring that SCSEP remains aligned with regional workforce priorities.

PRDOLHR will continue collaborating with Local Workforce Development Boards to:

- identify regional labor market trends;
- determine high-demand occupations;
- coordinate workforce investments;

- develop employer partnerships;
- support participant training;
- expand career pathway opportunities;
- strengthen sector-based workforce initiatives.

This collaboration improves consistency between SCSEP activities and regional economic development strategies.

5.8 Collaboration with Aging Network Partners

Because SCSEP serves older adults, coordination with organizations serving aging populations remains essential.

PRDOLHR will continue collaborating with:

- Area Agencies on Aging;
- senior centers;
- nonprofit organizations serving older adults;
- health and human service organizations;
- community action agencies;
- organizations serving individuals with disabilities.

These partnerships support participant recruitment, supportive services, outreach activities, and referrals while helping address barriers affecting successful employment.

5.9 Employer Partnerships

Employer engagement represents one of the principal strategic priorities of this Two-Year Modification.

PRDOLHR will strengthen relationships with employers through:

- outreach to industry associations;
- chambers of commerce;
- municipal employers;
- nonprofit organizations;
- educational institutions;
- healthcare organizations;
- hospitality employers;
- manufacturing employers;
- administrative service providers.

Employer feedback will continue informing occupational training priorities, participant skill development, and workforce planning decisions.

5.10 Host Agency Network

Host agencies remain an essential component of SCSEP because they provide community service assignments that allow participants to develop current workplace experience while contributing meaningful public service.

PRDOLHR will continue working with host agencies to:

- provide structured training opportunities;
- monitor participant progress;
- evaluate worksite quality;
- identify transferable skills;
- encourage participant transition into unsubsidized employment.

Host agencies will continue receiving technical assistance regarding participant supervision, performance expectations, and SCSEP program requirements.

5.11 Integrated Case Management

To strengthen participant outcomes, PRDOLHR will continue emphasizing integrated case management.

Each participant will receive:

- comprehensive assessment;
- Individual Employment Plan (IEP);
- periodic reassessment;
- supportive service coordination;
- occupational training referrals;
- employment counseling;
- job placement assistance;
- follow-up services after employment.

Case management activities will increasingly involve collaboration with workforce partners whenever multiple programs serve the same participant.

5.12 Strategic Partnership Framework

The statewide SCSEP partnership model is based upon six guiding principles:

- Participant-Centered Services

- Services are organized around participant employment goals.

- Employer Responsiveness

- Training priorities reflect current labor market demand.

- Integrated Workforce Delivery
- Partners coordinate services to maximize participant success.
- Continuous Communication
- Regular information sharing strengthens statewide implementation.
- Accountability
- Performance data informs strategic decisions and continuous improvement.
- Collaboration

Organizations work collectively to strengthen employment opportunities for older workers throughout Puerto Rico.

5.13 Strategic Outlook

Puerto Rico's statewide SCSEP service delivery system has evolved beyond a traditional grant administration model into an integrated workforce partnership focused on employment outcomes, employer engagement, and coordinated service delivery.

The continued strengthening of partnerships among the State Grantee, National Grantees, workforce agencies, educational institutions, employers, municipalities, and community organizations will enhance participant access to employment opportunities while supporting compliance with the Older Americans Act, Workforce Innovation and Opportunity Act, and TEGL No. 14-25.

CHAPTER VI

STATEWIDE EQUITABLE DISTRIBUTION, POSITION MANAGEMENT, AND COORDINATION WITH NATIONAL GRANTEES

6.1 Purpose

This chapter presents Puerto Rico's strategy for ensuring the equitable distribution of Senior Community Service Employment Program (SCSEP) positions throughout the Commonwealth during Program Years (PY) 2026–2027. It describes the process used to coordinate with National Grantees, evaluate participant position allocations, assess service coverage, and ensure that eligible older individuals have equitable access to SCSEP services regardless of geographic location.

Consistent with the Older Americans Act, 20 CFR §§ 641.360–641.365, and TEGL No. 14-25, equitable distribution is a continuous statewide planning responsibility requiring consultation among the State Grantee, National Grantees, workforce partners, and other stakeholders to ensure that available SCSEP resources are distributed fairly and effectively.

6.2 Principles of Equitable Distribution

Puerto Rico administers equitable distribution using the following guiding principles:

- compliance with the allocation methodology established by the U.S. Department of Labor;
- equitable access to services for eligible individuals throughout the Commonwealth;
- efficient use of authorized participant positions;
- coordination among all SCSEP grantees;
- responsiveness to demographic and labor market conditions;
- consideration of areas experiencing significant concentrations of eligible older adults;
- continuous evaluation of service availability and participant needs.

Equitable distribution is viewed as an ongoing management process rather than a one-time allocation exercise.

6.3 Statewide SCSEP Structure

The statewide SCSEP system consists of:

- the Puerto Rico Department of Labor and Human Resources (State Grantee);
- National Grantees authorized by the U.S. Department of Labor to operate within Puerto Rico;
- host agencies;
- workforce partners;
- municipalities;
- nonprofit organizations;
- employers;
- Agencies on Aging.

Each grantee serves eligible participants within assigned service areas while remaining part of a coordinated statewide delivery system.

Accordingly, equitable distribution requires ongoing communication among all organizations responsible for serving eligible older workers throughout the Commonwealth.

6.4 Equitable Distribution Assessment

PRDOLHR periodically evaluates statewide service coverage to determine whether SCSEP resources remain aligned with:

- the geographic distribution of eligible older individuals;
- demographic changes;
- poverty concentrations;
- labor market conditions;
- participant demand;
- service capacity;

- employer opportunities.
- The assessment includes review of:
- authorized positions;
- modified positions, when applicable;
- participant enrollment;
- vacancies;
- waiting lists;
- participant exits;
- unsubsidized employment outcomes;
- host agency capacity;
- municipal service availability.

This information supports informed decisions regarding future position adjustments while maintaining compliance with Federal requirements.

6.5 Coordination with National Grantees

PRDOLHR recognizes that .equitable distribution cannot be achieved without continuous collaboration with National Grantees operating within Puerto Rico.

Accordingly, the State will continue consulting with National Grantees regarding:

- Position Distribution

- Review of authorized positions, participant enrollment, vacancies, and geographic coverage.

- Service Areas

- Identification of municipalities where additional coordination or adjustments may improve participant access.

- Participant Referrals

- Referral of eligible individuals when another grantee can better provide services based on geographic location, service availability, or participant employment objectives.

- Labor Market Information

- Sharing workforce information supporting employment planning and employer outreach.

- Program Coordination

- Identification of opportunities to strengthen statewide implementation while avoiding duplication of services.

- Consultation will occur periodically throughout the planning period and whenever significant operational changes affect statewide implementation.

6.6 Position Management Strategy

Effective position management is essential to maintaining equitable service delivery and maximizing participant opportunities.

PRDOLHR will monitor:

- enrollment levels;
- participant vacancies;
- participant exits;
- authorized positions;
- modified positions, if approved by the U.S. Department of Labor;
- waiting lists;

- host agency capacity;
- participant movement into unsubsidized employment.

Position management decisions will be based on documented operational needs, demographic trends, and equitable distribution principles.

Whenever adjustments become necessary, PRDOLHR will coordinate with National Grantees and the U.S. Department of Labor in accordance with applicable Federal requirements.

6.7 Geographic Access to Services

Puerto Rico's geography presents unique workforce service challenges.
Several municipalities experience:

- limited transportation;
- rural isolation;
- declining populations;
- reduced employer availability;
- limited public workforce infrastructure.

Accordingly, equitable distribution requires consideration not only of population statistics but also participant accessibility, workforce resources, and community service opportunities.

PRDOLHR will continue evaluating service accessibility to ensure eligible participants residing in rural and economically distressed municipalities receive meaningful opportunities to participate in SCSEP.

6.8 Priority Populations

Equitable distribution also requires attention to populations experiencing the greatest barriers to employment.

Consistent with the Older Americans Act and program regulations, outreach and enrollment efforts will continue emphasizing eligible individuals who:

- are age 65 years or older;
- have disabilities;
- possess limited literacy or English proficiency;
- reside in rural communities;
- are veterans or qualified spouses;
- are at risk of homelessness or experiencing homelessness;
- have low employment prospects;
- have failed to find employment after utilizing workforce services;
- experience multiple barriers to employment.

Ensuring equitable access for these populations remains a statewide priority.

6.9 Data-Driven Decision Making

PRDOLHR will continue strengthening its use of data to evaluate equitable distribution and statewide service delivery.

Information considered during program management includes:

- demographic trends;
- Census and labor market information;
- participant characteristics;
- host agency utilization;
- employment outcomes;
- waiting lists;
- service demand;
- employer feedback;

- performance indicators;
- participant satisfaction.

These data sources support evidence-based planning and continuous improvement.

6.10 Continuous Monitoring

Equitable distribution is monitored continuously throughout the program year.

Monitoring activities include:

- review of enrollment activity;
- evaluation of participant vacancies;
- assessment of host agency utilization;
- review of participant transitions to employment;
- consultation with National Grantees;
- evaluation of demographic changes;
- review of workforce trends.

When monitoring identifies opportunities for improvement, PRDOLHR will evaluate appropriate corrective actions in consultation with affected partners.

6.11 Strategic Objectives

During Program Years 2026–2027, Puerto Rico establishes the following statewide equitable distribution objectives:

- Objective 1

Maintain equitable participant access throughout the Commonwealth.

- Objective 2

Strengthen consultation with National Grantees regarding statewide implementation.

- Objective 3

Improve utilization of authorized participant positions.

- Objective 4

Reduce unnecessary participant vacancies through proactive recruitment.

- Objective 5

Strengthen coordination with workforce partners to expand employment opportunities.

- Objective 6

Use demographic and labor market information to support future allocation decisions.

- Objective 7

Promote transparency, accountability, and continuous improvement in statewide position management.

CHAPTER VII

PERFORMANCE MANAGEMENT, BARRIERS TO EMPLOYMENT, AND CONTINUOUS IMPROVEMENT STRATEGY

7.1 Purpose

The purpose of this chapter is to establish Puerto Rico's performance management framework for the Senior Community Service Employment Program (SCSEP) during Program Years (PY) 2026–2027. The framework is designed to improve participant outcomes through continuous performance evaluation, identification of barriers to employment, implementation of corrective actions, and evidence-based program management.

Consistent with the Older Americans Act, 20 CFR Part 641, and TEGL No. 14-25, PRDOLHR recognizes that performance accountability is a continuous management process that integrates planning, implementation, monitoring, evaluation, and improvement to ensure that SCSEP

participants successfully transition to unsubsidized employment while receiving high-quality services.

7.2 Performance Management Philosophy

Puerto Rico's SCSEP performance management system is founded on the principle that program success should be measured not only by regulatory compliance but also by the effectiveness of services provided to eligible older workers and the value delivered to employers and communities.

Accordingly, PRDOLHR will maintain a performance management system that:

- uses objective performance data to guide decision-making;
- identifies operational strengths and improvement opportunities;
- supports continuous staff development;
- promotes accountability at all organizational levels;
- integrates participant feedback and employer input;
- encourages innovation and adoption of best practices.

7.3 Performance Indicators

Performance will be monitored using the SCSEP performance indicators established under the Older Americans Act and implemented through 20 CFR Part 641.

The State's performance management process includes regular evaluation of:

- Entered Employment;
- Employment Retention;
- Median Earnings;
- Service to Most-in-Need Participants;
- Service Level;
- Community Service Hours;

- Participant and Employer Satisfaction, as applicable under current federal reporting requirements.

Performance data will be reviewed throughout the program year to identify trends, emerging risks, and opportunities for improvement.

7.4 Analysis of Barriers to Employment

PRDOLHR recognizes that SCSEP participants frequently experience multiple barriers that affect successful entry into unsubsidized employment.

The principal barriers identified for Puerto Rico include:

- Labor Market Barriers
- Limited employment opportunities in certain rural municipalities.
- Competition for entry-level positions.
- Skills mismatch between participant experience and employer demand.
- Seasonal employment fluctuations.
- Participant Barriers
- Extended periods outside the workforce.
- Limited digital literacy.
- Low educational attainment for some participants.
- Limited English proficiency where required by employers.
- Physical limitations requiring workplace accommodation.
- Transportation challenges.
- Caregiving responsibilities.
- Financial hardship requiring immediate income.
- Employer Barriers
- Misconceptions regarding the employability of older workers.
- Limited awareness of SCSEP.
- Insufficient understanding of participant capabilities.

- Reluctance to hire workers requiring additional training.

Understanding these barriers allows the program to tailor interventions that improve participant readiness and employer engagement.

7.5 Continuous Performance Improvement Strategy

To address identified barriers, PRDOLHR will implement a comprehensive Continuous Performance Improvement (CPI) strategy that includes:

- Quarterly Performance Reviews

Performance data will be reviewed quarterly to evaluate progress toward negotiated goals, identify trends, and initiate corrective actions when necessary.

- Corrective Action Planning

When performance deficiencies are identified, program management will develop written corrective action plans that include measurable objectives, responsible staff, implementation timelines, and follow-up monitoring.

- Technical Assistance

Training and technical assistance will be provided to program staff and host agencies to strengthen case management, participant development, employer engagement, and regulatory compliance.

- Best Practice Sharing

Successful practices identified through monitoring, peer learning, and collaboration with National Grantees will be incorporated into statewide operations whenever appropriate.

7.6 Employer Engagement as a Performance Strategy

Employer engagement is recognized as a critical component of improving employment outcomes.

PRDOLHR will:

- expand outreach to employers in high-demand industries;
- participate in workforce and business association meetings;
- increase employer awareness of SCSEP;
- strengthen relationships with municipalities, nonprofit organizations, and private employers;
- solicit employer feedback regarding participant skills and workforce needs.

Employer input will inform occupational training priorities and participant development strategies.

7.7 Individual Employment Planning

Each participant will receive an Individual Employment Plan (IEP) that serves as the primary tool for workforce development.

The IEP will:

- identify employment goals;
- assess participant strengths and barriers;
- establish training objectives;
- document supportive service needs;
- define measurable milestones;
- guide participant transition to unsubsidized employment.

Plans will be reviewed and updated regularly throughout program participation.

7.8 Data-Driven Program Management

PRDOLHR will strengthen the use of data to support strategic decision-making.

Information reviewed will include:

- participant demographics;
- labor market information;
- employer demand;
- training completion;
- placement outcomes;
- retention outcomes;
- participant exits;
- host agency evaluations;
- customer satisfaction;
- fiscal performance.

Data analysis will be integrated into management meetings and annual planning activities.

7.9 Continuous Monitoring

Program monitoring will include:

- desk reviews;
- onsite monitoring;
- case file reviews;
- fiscal monitoring;
- participant interviews;
- host agency interviews;
- performance analysis;
- compliance reviews.

Monitoring findings will be used to strengthen service delivery and ensure compliance with federal requirements.

7.10 Strategic Performance Objectives

During Program Years 2026–2027, PRDOLHR establishes the following objectives:

- Improve participant transitions to unsubsidized employment.
- Increase employer participation.
- Strengthen integrated case management.
- Expand co-enrollment with workforce partners.
- Improve participant skill development.
- Reduce participant barriers through supportive services.
- Enhance data quality and performance reporting.
- Strengthen fiscal and program accountability.
- Increase participant and employer satisfaction.
- Promote continuous organizational learning.

7.11 Conclusion

Performance management is an integral component of Puerto Rico's strategy for administering SCSEP. By integrating performance analysis, employer engagement, participant-centered service delivery, and continuous improvement into program operations, PRDOLHR seeks to improve employment outcomes while ensuring full compliance with the Older Americans Act, 20 CFR Part 641, and TEGL No. 14-25.

ETA Review Observation	Corrective Action	Chapter
Document submitted as a revised Four-Year Plan instead of a Two-Year Modification	Reorganized the document as a Program Years 2026–2027 Two-Year Modification with a new legal and strategic framework	Chapters I–II
Insufficient explanation of changes since the original PY 2024–2027 Plan	Added a strategic analysis identifying policy, demographic, workforce, and operational changes	Chapter III
Need for stronger alignment with TEGL 14-25 and federal workforce priorities	Incorporated strategic priorities, employer-driven workforce development, co-enrollment, and accountability	Chapters II–VII
Limited analysis of the statewide SCSEP system	Added comprehensive governance, partnership, and statewide coordination chapters	Chapters V–VI
Incomplete equitable distribution discussion	Added statewide equitable distribution strategy, coordination process, and position management framework	Chapter VI
Limited performance analysis	Developed a comprehensive performance management and continuous improvement framework	Chapter VII
Missing discussion of barriers to employment	Added detailed barrier analysis and corrective strategies	Chapter VII
Limited discussion of employer engagement	Expanded employer partnerships and sector-based workforce strategies	Chapters V and VII
Need for stronger co-enrollment and WIOA coordination	Added integrated workforce system strategy and co-enrollment framework	Chapters V and VII
Missing civil rights commitment	Added comprehensive Equal Opportunity and Civil Rights certification	Chapter II

Required Element	Location in Revised Plan
Identification as a Two-Year Modification	Chapter I
Legal Authority	Chapter I
Executive Summary	Chapter II
Strategic Changes Since the Original Plan	Chapter III
Environmental Scan	Chapter IV
Demographic Analysis	Chapter IV
Labor Market Analysis	Chapter IV
Workforce Priorities	Chapters II–IV
America's Talent Strategy Alignment	Chapter II
Governance Structure	Chapter V
Statewide SCSEP System	Chapter V
Coordination with National Grantees	Chapters V–VI
WIOA Coordination	Chapter V
American Job Center Integration	Chapter V
Employer Partnerships	Chapters V and VII
Equitable Distribution	Chapter VI
Position Management	Chapter VI
Priority of Service	Chapters II and VI
Performance Management	Chapter VII
Barriers to Employment	Chapter VII
Continuous Improvement	Chapter VII
Civil Rights and Equal Opportunity	Chapter II
Stakeholder Coordination	Chapters V–VI
Accountability and Monitoring	Chapter VII

CHAPTER VIII

PUBLIC PARTICIPATION, CONSULTATION, AND STAKEHOLDER ENGAGEMENT

8.1 Purpose

Section 503(a) of the Older Americans Act, 20 CFR Part 641, and Training and Employment Guidance Letter (TEGL) No. 14-25 emphasize the importance of public participation and stakeholder consultation in the development and modification of the Senior Community Service Employment Program (SCSEP) State Plan.

The Puerto Rico Department of Labor and Human Resources (PRDOLHR) recognizes that meaningful public participation strengthens program planning by incorporating the perspectives of stakeholders, workforce partners, employers, community organizations, and individuals served by the program.

This chapter describes the Commonwealth's planned process for public participation and stakeholder engagement in connection with this Program Years (PY) 2026–2027 Two-Year Modification.

8.2 Planned Public Review Process

At the time this Two-Year Modification was prepared, the formal public review process had not yet been completed.

The formal public review process will be carried out following the preparation of this Two-Year Modification. Although the review process has not yet taken place, the Puerto Rico Department of Labor and Human Resources (PRDOLHR) is actively completing all preparatory steps to ensure full compliance with applicable Federal requirements. These efforts include developing required notifications, preparing publication materials, and establishing review procedures that will govern public access and the submission of written comments. PRDOLHR affirms its commitment to implementing the public review process in a manner consistent with all SCSEP statutory and regulatory obligations.

The public review process will include, as appropriate:

• Publication of the proposed Two-Year Modification through official Department communication channels
• Notification to interested stakeholders and workforce partners
• A designated period for submission of written comments
• Review and evaluation of all comments received
• Incorporation of appropriate revisions into the final document, when warranted

8.3 Stakeholder Consultation

PRDOLHR recognizes the importance of collaboration with organizations involved in workforce development, aging services, education, and employment.

As part of the implementation of this Two-Year Modification, the Department will continue consultation with stakeholders that may include:

- National SCSEP Grantees operating within Puerto Rico;
- Local Workforce Development Boards;
- American Job Centers;
- Area Agencies on Aging;
- municipalities;
- community-based organizations serving older adults;
- nonprofit host agencies;
- employers and employer associations;
- educational and training institutions;
- Vocational Rehabilitation;
- Adult Education providers;
- Wagner-Peyser Employment Service;
- veterans' employment representatives;
- other Workforce Innovation and Opportunity Act (WIOA) partners.

Consultation with these organizations will support implementation of the State Plan, strengthen coordination among workforce partners, and identify opportunities for continuous improvement throughout Program Years 2026–2027.

8.4 Consideration of Public Comments

Following completion of the public review process, PRDOLHR will evaluate all timely comments received.

Comments determined to improve the quality, accuracy, or effectiveness of the State Plan and that are consistent with applicable federal law and regulations may be incorporated into the final version of the Two-Year Modification.

The Department will prepare and maintain a summary of comments received and the actions taken in response to those comments as part of the official planning record.

If no comments are received during the public review period, the Department will document that no comments were submitted.

8.5 Continuing Stakeholder Engagement

Public participation is not limited to development of the State Plan. Throughout Program Years 2026–2027, PRDOLHR will continue engaging stakeholders through ongoing communication and collaboration to support successful implementation of SCSEP.

Activities may include:

- consultation meetings with National Grantees;
- coordination with Local Workforce Development Boards;
- collaboration with American Job Centers and WIOA core partners;
- outreach to employers and host agencies;
- participant and host agency feedback;

- technical assistance activities;
- program monitoring and performance review meetings.

This continuing engagement will assist the Department in identifying emerging workforce trends, improving participant services, strengthening employer partnerships, and supporting continuous program improvement.

8.6 Future Documentation

Upon completion of the public participation process, PRDOLHR will prepare a Public Comment Summary and Response Report documenting:

- the dates of the public review period;
- the methods used to notify the public;
- organizations and stakeholders participating in the review;
- comments received;
- the Department's response to each substantive comment;
- revisions incorporated into the final State Plan, where applicable.

This report will become part of the official administrative record supporting the Program Years 2026–2027 SCSEP Two-Year Modification.

CHAPTER IX
ASSURANCES, CERTIFICATIONS, AND COMPLIANCE

9.1 Purpose

This chapter sets forth the assurances and certifications of the Puerto Rico Department of Labor and Human Resources (PRDOLHR) in connection with the Program Years (PY) 2026–2027 Two-Year Modification to the Senior Community Service Employment Program (SCSEP) Stand-Alone State Plan.

These assurances are provided in accordance with Title V of the Older Americans Act (OAA), 20 CFR Part 641, the Workforce Innovation and Opportunity Act (WIOA), applicable Federal grant

requirements, and Training and Employment Guidance Letter (TEGL) No. 14-25. They reflect the Commonwealth's commitment to administer the SCSEP in compliance with all applicable statutory, regulatory, and administrative requirements.

9.2 General Assurance

The Puerto Rico Department of Labor and Human Resources, as the Governor's designated State Grantee for the Senior Community Service Employment Program, assures that the SCSEP will be administered in accordance with:

- Title V of the Older Americans Act, as amended;
- 20 CFR Part 641;
- the Workforce Innovation and Opportunity Act (WIOA), where applicable;
- 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards;
- all applicable U.S. Department of Labor regulations, guidance, and grant requirements;
- all terms and conditions applicable to the SCSEP grant award.

9.3 Administration of the State Plan

PRDOLHR certifies that this Two-Year Modification has been developed to update the approved Program Years 2024–2027 Stand-Alone State Plan and reflects the strategic modifications necessary to address changing workforce conditions, demographic trends, labor market information, and federal policy guidance applicable to Program Years 2026–2027.

The Department further certifies that implementation of this State Plan will be carried out in accordance with applicable Federal requirements and within the scope of available appropriated funds.

9.4 Equal Opportunity and Nondiscrimination

PRDOLHR assures that the SCSEP will be administered without discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, citizenship or participation in any program or activity receiving Federal financial assistance, or any other basis protected by applicable Federal law.

The Department will ensure compliance with all applicable civil rights requirements, including:

- Title VI of the Civil Rights Act of 1964;
- Title VII of the Civil Rights Act of 1964, as applicable;
- Section 504 of the Rehabilitation Act of 1973;
- Age Discrimination Act of 1975;
- Title II of the Americans with Disabilities Act of 1990;
- applicable nondiscrimination provisions of the Workforce Innovation and Opportunity Act;
- other applicable Federal civil rights statutes and regulations.

Reasonable accommodation will be provided to qualified individuals with disabilities consistent with applicable law.

9.5 Priority of Service

PRDOLHR assures that participant recruitment, enrollment, and service delivery will be conducted in accordance with the priority of service requirements established under the Older Americans Act and 20 CFR Part 641.

Priority will continue to be provided to eligible individuals with the greatest economic need, the greatest social need, and those who experience multiple barriers to employment, including those identified in applicable Federal law and regulations.

9.6 Fiscal Accountability

PRDOLHR assures that appropriate financial management systems, internal controls, and administrative procedures are maintained to ensure proper stewardship of Federal funds.

The Department further assures that:

- grant funds will be expended only for authorized purposes;
- financial records will be maintained in accordance with Federal requirements;
- expenditures will be subject to internal review and audit;
- required financial and performance reports will be submitted accurately and timely;
- appropriate corrective actions will be implemented when deficiencies are identified.

9.7 Program Integrity

The Department assures that SCSEP will be administered with integrity, transparency, and accountability.

Program administration will include:

- participant eligibility determinations consistent with Federal requirements;
- maintenance of participant records;
- monitoring of host agencies and subrecipients, where applicable;
- implementation of internal controls;
- protection of participant information;
- compliance with applicable record retention requirements;
- procedures for addressing complaints and grievances.

9.8 Coordination with Workforce Partners

PRDOLHR will continue to coordinate SCSEP activities with Workforce Innovation and Opportunity Act core programs, American Job Centers, National SCSEP Grantees, Local

Workforce Development Boards, employers, community organizations, and other partners to promote integrated service delivery and improve employment outcomes for eligible older workers.

9.9 Monitoring and Continuous Improvement

The Department assures that program performance will be monitored throughout Program Years 2026–2027 through:

- performance reviews;
- fiscal monitoring;
- program monitoring;
- technical assistance;
- corrective action, when necessary;
- continuous evaluation of participant outcomes.

Information obtained through these activities will be used to improve program effectiveness and strengthen compliance with Federal requirements.

9.10 Public Participation

At the time this Two-Year Modification was prepared, the public participation process described in Chapter VIII has not yet been completed.

PRDOLHR commits to conducting the public participation process in accordance with applicable Federal requirements and to maintaining documentation of that process as part of the official administrative record. The Department will consider timely public comments received and, where appropriate, incorporate revisions into the final version of the State Plan before final implementation or as otherwise directed by the U.S. Department of Labor.

9.11 Certification

The Puerto Rico Department of Labor and Human Resources certifies that the information contained in this Program Years 2026–2027 Two-Year Modification is true and correct to the best of its knowledge and has been prepared in accordance with applicable Federal statutes, regulations, and guidance governing the Senior Community Service Employment Program.

The Department further certifies that this document represents the Commonwealth's official strategic planning framework for the administration of SCSEP during Program Years 2026–2027, subject to completion of any remaining procedural requirements and approval by the U.S. Department of Labor.

9.12 Signature Page

COMMONWEALTH OF PUERTO RICO
Department of Labor and Human Resources
Program Years 2026–2027
Senior Community Service Employment Program (SCSEP)
Two-Year Modification to the PY 2024–2027 Stand-Alone State Plan

I hereby certify that this Program Years 2026–2027 Two-Year Modification has been submitted on behalf of the Commonwealth of Puerto Rico and that the assurances contained herein are made in good faith and are true and correct to the best of my knowledge.

_____ Date: 31/8/26

Maria del Pilar Vélez Casanova
Secretary
Puerto Rico Department of Labor and Human Resources

CHAPTER X
IMPLEMENTATION, MONITORING, EVALUATION, AND CONTINUOUS IMPROVEMENT FRAMEWORK

10.1 Purpose

The purpose of this chapter is to establish the implementation and oversight framework for the Program Years (PY) 2026–2027 Two-Year Modification of the Senior Community Service Employment Program (SCSEP). The framework identifies the organizational responsibilities, implementation priorities, monitoring activities, evaluation methods, and continuous improvement processes that will guide the execution of this State Plan.

The Puerto Rico Department of Labor and Human Resources (PRDOLHR) recognizes that strategic planning must be supported by effective implementation and ongoing evaluation to ensure that planned activities result in measurable improvements in participant outcomes and program performance.

10.2 Implementation Framework

Implementation of this Two-Year Modification will be guided by the following principles:

- compliance with applicable Federal statutes and regulations;
- accountability for program results;
- participant-centered service delivery;
- employer-driven workforce strategies;
- coordination among workforce system partners;
- continuous assessment of program effectiveness;
- responsible stewardship of Federal resources.

Each strategic objective identified in this State Plan will be incorporated into the annual operational planning process of the SCSEP.

10.3 Organizational Responsibilities

Implementation of this State Plan requires coordinated action among multiple organizations.

- Puerto Rico Department of Labor and Human Resources
- The State Grantee is responsible for:
- statewide program administration;
- fiscal management;
- implementation of this State Plan;
- monitoring performance;
- coordination with National Grantees;
- Federal reporting;
- technical assistance;
- corrective action;
- continuous improvement.
- National SCSEP Grantees

National Grantees operating within Puerto Rico remain responsible for implementing their respective grants while coordinating with the State Grantee on matters involving equitable distribution, statewide planning, participant referrals, employer engagement, and workforce system coordination.

Workforce Partners

Workforce partners support implementation through referrals, co-enrollment, occupational training, supportive services, labor market information, employer outreach, and participant development.

10.4 Implementation Priorities

During Program Years 2026–2027, implementation activities will prioritize:

- improving participant transitions into unsubsidized employment;
- strengthening employer engagement;
- expanding coordination with WIOA core programs;
- increasing participant access to occupational training;
- strengthening host agency performance;
- improving equitable distribution;
- enhancing data quality;
- strengthening fiscal accountability;
- improving participant satisfaction;
- **promoting continuous staff development.**

10.5 Monitoring Framework

PRDOLHR will maintain a comprehensive monitoring system designed to evaluate compliance, program effectiveness, and performance.

Monitoring activities will include:

- Program Monitoring
- participant file reviews;
- eligibility verification;
- Individual Employment Plan reviews;
- host agency monitoring;
- participant interviews;
- supervisory reviews.
- Fiscal Monitoring
- expenditure review;
- budget monitoring;
- internal control assessment;

- financial reporting review;
- grant compliance.
- Performance Monitoring
- SCSEP performance indicators;
- service level;
- participant outcomes;
- employment outcomes;
- employer engagement;
- data quality.

10.6 Evaluation Strategy

The effectiveness of this State Plan will be evaluated through both quantitative and qualitative methods.

Evaluation activities include:

- analysis of SCSEP performance indicators;
- participant outcome reviews;
- labor market analysis;
- employer feedback;
- participant satisfaction;
- host agency evaluations;
- stakeholder consultation;
- comparison of planned versus actual implementation.

Evaluation findings will support future planning and continuous program improvement.

Risk Area	Potential Impact	Mitigation Strategy
Participant recruitment	Under-enrollment	Expanded outreach and referrals
Employer participation	Reduced placements	Employer engagement strategy
Labor market changes	Fewer employment opportunities	Continuous labor market monitoring
Data quality	Reporting deficiencies	Staff training and validation procedures

Fiscal compliance	Grant findings	Internal controls and monitoring
Staff turnover	Operational disruption	Cross training and documented procedures
Natural disasters and emergencies	Service interruptions	Continuity of operations planning

10.8 Continuous Improvement Process

Continuous improvement is an ongoing management responsibility.

PRDOLHR will:

- review performance quarterly;
- evaluate implementation progress;
- monitor corrective actions;
- identify operational improvements;
- incorporate lessons learned;
- update internal procedures as appropriate;
- provide technical assistance;
- encourage innovation consistent with Federal requirements.

10.9 Communication Strategy

Effective communication is essential for successful implementation.

The Department will maintain communication with:

- ETA;
- National SCSEP Grantees;
- Local Workforce Development Boards;
- American Job Centers;
- employers;
- host agencies;
- participants;
- workforce partners.

Communication methods may include meetings, technical assistance sessions, written guidance, electronic communications, and periodic implementation updates.

Review Activity	Frequency
Performance indicator review	Quarterly
Fiscal review	Quarterly
Data quality review	Quarterly
Host agency monitoring	Ongoing
Employer engagement review	Semiannual
Stakeholder consultation	As needed and at least annually
State Plan implementation review	Annual

10.11 Preparing for Future State Plan Updates

The implementation and evaluation processes established in this chapter will also support the preparation of future State Plan modifications by:

- documenting implementation progress;
- identifying successful practices;
- evaluating workforce trends;
- incorporating stakeholder feedback;
- assessing demographic and labor market changes;
- strengthening evidence-based planning.

10.12 Conclusion

This Implementation, Monitoring, Evaluation, and Continuous Improvement Framework establishes the operational structure through which the Puerto Rico Department of Labor and Human Resources will execute the Program Years 2026–2027 SCSEP Two-Year Modification.

By integrating strategic planning with performance management, fiscal oversight, stakeholder collaboration, risk management, and continuous evaluation, the Commonwealth seeks to ensure that the Senior Community Service Employment Program remains responsive to the needs of older

workers, employers, and communities while maintaining full compliance with the Older Americans Act, 20 CFR Part 641, and applicable guidance issued by the U.S. Department of Labor.