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SANTA CRUZ COUNTY LOCAL PLAN 2022 UPDATES

Adopted July 2020

**As Required by the Workforce Innovation and Opportunity Act
(WIOA), Public Law 113-128, Section 108**

SANTA CRUZ COUNTY ONE STOP CENTER
610 North Morley Ave. Nogales, AZ 85621
Updated June 2022 -Final Approved Version

Santa Cruz County
Local Plan,
July 1, 2020 – June 30, 2024

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Santa Cruz County

Local Plan,

July 1, 2020 – June 30, 2024

Executive Background/ Summary

The Workforce Innovation and Opportunity Act (WIOA) is the federal law that governs the ARIZONA@WORK system, and it is designed to integrate services to support businesses and job seekers through strategic cross-sector partnerships. It envisions connecting workforce, education, and economic development entities to ensure strategic leveraging of resources and optimum results. The law addresses the needs of customers by establishing a comprehensive system that provides access to employment, education, training, and support services.

The **Santa Cruz County Local Plan, July 1, 2020 – June 30, 2024**, is written utilizing official federal and state data available. The COVID-19 Pandemic affected Santa Cruz County by creating a health crisis, as well as an economic, business, employment, education, training, housing, and worker crisis. As restrictions were gradually lifted, and we entered the post-pandemic phase, we were introduced to other challenges. We are diligently trying to learn more about the “New Norm” to identify and address post-pandemic workforce needs. As noted by Jerome Powell, Chairman, US Federal Reserve, Economic, *“recovery may take more than two years”*.

There is a consensus that the economic impact and recovery has been undetermined, Marvin Loh, Global Macro strategist, State Street, stated, *“There is an unprecedented degree of uncertainty.”* Thus, we acknowledge that after the COVID 19 Pandemic, we are forced to look ahead and adapt new strategies to strengthen our Workforce System, responding to the needs of post-pandemic life.

Customer Centric Delivery System

In our Santa Cruz County Local WIOA Plan, we provide the customer-centric framework of governance structure, current data driven labor market, socio-educational and economic conditions, workforce and business opportunities, comprehensive and seamless service delivery, partner relationships and commitments necessary for the economic growth and vitality of Santa Cruz County and our residents.

With the passage of the Workforce Innovation and Opportunity Act (WIOA), we, the Santa Cruz County Board of Supervisors, Workforce Development Board and One Stop System Partners have taken the opportunity to further integrate our services through strong partnerships to grow and develop a skilled workforce for business in a seamless, comprehensive, efficient and effective customer-centric system. The Santa Cruz County One-Stop Center System, overseen by the Santa Cruz County Workforce Development

Board in partnership with the Board of Supervisors, has a long history of quality, effective and efficient services. WIOA further enables us to further our Mission:

Through the Customer-Centered Data-Driven One-Stop System, we prepare and provide a qualified workforce to local businesses and assist businesses to grow and prosper.

Local Plan Requirements

Section 108 of WIOA and 20 CFR 679.500.560 requires that each Local Workforce Development Board, herein referred to as the Santa Cruz County Workforce Development Board (SCC LWDB) develop and submit to the State, in partnership with the Chief Elected Official(s) herein referred to the Santa Cruz County Chief Local Elected Official (SCC CLEO), a comprehensive four-year plan on the current and projected needs of the local area's ARIZONA@WORK system. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan.

The Local Plan is a four-year action plan to develop, align, and integrate service delivery strategies and resources across the ARIZONA@WORK system in a Local Workforce Development Area (LWDA). The Local Plan must support achievement of Arizona's vision, goals, and strategies as outlined in the State Plan and is implemented as a business-led, results-oriented, and integrated system. This is described in WIOA Section 108(a), and the contents of the Local Plan are described in WIOA Section 108(b) and 20 CFR 679.560.

To ensure an efficient review of the local plans by the Arizona state agencies, this guidance is being provided to clarify potential areas for confusion. Further, this guidance will provide clarification on the submission process and options for ensuring local plans are reviewed and approved as efficiently as possible.

State and Local Guiding Principles

The contents of the Santa Cruz County Local Plan reflect the State of Arizona's vision and customer centric goals. The Arizona Workforce System that has been evolving since the inception of the WIOA. Throughout this Plan, we incorporated the Arizona Workforce Vision and System Goals as stated in the *Arizona Unified Workforce Development Plan, 2020 - 2024*. The Vision is:

To build a pro-growth economy that provides opportunity for all and creates prosperous communities.

The goals are:

- *Promote a Strong Economy;*
- *Serve Business Needs;*
- *Prepare Job Seekers and Defend Against Poverty; and,*

- *Protect Taxpayers by Providing Effective, Accountable, Government Services.*

Each of the State of Arizona goals will have mission outcomes and lead measures that will be tracked statewide by the Arizona Workforce Council to gauge progress and better understand our system's success in working towards this shared vision and four goals. With this framework local area partners consider how services are delivered, whether the services are reaching in need populations, and where the system needs to improve to help address gaps in the system. Thus, we will:

- Build Arizona's capacity to attract, retain and grow thriving businesses;
- Serve Arizona job creators by understanding, anticipating, and helping them meet workforce needs;
- Prepare and match job seekers to a job creator for a successful career that provides amply; and,
- Accelerate measurable impact and performance for less cost.

Ten Strategies:

1. Promote industry sector partnerships/projects.
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system.
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level.
4. Ensure training provided to job seekers and workers has a focus on transferable skills.
5. Create a comprehensive business engagement plan to support consistency and availability of services.
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation.
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers.
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations.
9. Create a consistent system for continuous improvement. And
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

Section 1. Infrastructure

A. Description of ARIZONA@WORK system in Santa Cruz County to include the following, 20 CFR 679.560(b)(i).

1. Name of LWDA:

Santa Cruz County, AZ

2. Name of Entity designated as the Chief Elected Official (CLEO):

Bruce Bracker, Chairman of the Santa Cruz County Board of Supervisors

3. Names of the following entities:

i. Local Fiscal Agent:

Per 20 CFR 679.420, Santa Cruz CLEO designated the Santa Cruz County Administrative Services, Finance Department.

ii. LWDB Director and other staff:

Per 20 CFR 679.400, the Santa Cruz County Workforce Development Board Director position is currently vacant. As prescribed by WIOA Sec. 107 (f) the LWDB "... may hire a director and other staff ..." to carry out its functions.

Under Federal and State of Arizona Statutes, the SCC LWDB is not recognized as a legal entity and thus, has no capacity or authority to receive any public funds and/or hire staff. The SCC LWDB and SCC CLEO have agreed to have the County to provide the staffing for the SCC LWDB.

To avoid conflicts of interest the SCC LWDB staff is housed in SCC under the County Administrator who will not perform any functions of the LWDB staff. In partnership with the SCC CLEO, the SCC LWDB will define the staff responsibilities and will be written as part of the "Job Descriptions." As described in WIOA Sec. 107 (d) (8).

iii. Provider(s) Selection: (i) Adult, (ii) Dislocated Workers, and (iii) Youth.

Under Federal and State of Arizona Statutes, the SCC LWDB is not recognized as a legal entity and thus, has no capacity or authority to award contracts directly to operators or service providers. SCC CLEO has agreed to issue the Request for Proposals and contract with selected operators and service providers.

With the SCC's designation as a Local Area, the SCC CLEO and SCC LWDB have adhered to the State of Arizona Conflict of Interest Statutes and approved all appropriate Fire Walls to prevent Conflicts of Interest. The SCC LWDB and SCC CLEO signed a Service Delivery Agreement and agreed to SCC to provide the WIOA Title I Services, Adult, Dislocated Workers and Youth.

Youth Program, Delivery of fourteen program elements, is carried out by the Santa Cruz County Workforce Development Board and WIOA Program staff in partnership with the Santa Cruz County CLEO.

iv. Procured contracts or written agreements for subcontractors or contractors, 20 CFR 679.420 (c)(1).

A new One Stop Operator, per 20 CFR 682.420 has been procured through a competitive process. One Stop Operator is James Mize.

<https://www.santacruzcountyaz.gov/DocumentCenter/View/13005/Request-for-Proposal-of-One-Stop-Operator--Bid-Number-B04-20-C005>

v. Monitoring, audit, and other oversight of the following WIOA functions, 20 CFR 679.420 (c)(2).

As required Santa Cruz County adheres to 2 CFR 200 requirements, is Fiscally monitored under the Single Audit Act, the US Department of Labor, the State of Arizona Office of the Auditor's General and State of Arizona Department of Economic Security.

Per the SCC Shared Governance Agreement, the SCC LWDB in partnership with the SCC CLEO provide oversight of the WIOA funds and program performance.

In addition, Santa Cruz County has established and approved audit and monitoring systems.

The State's Methods of Administration (MOA) includes nine elements that the Board has addressed to ensure that WIOA Title I financially assisted programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of WIOA and regulations. The required elements of MOA are:

Element 1: Designated of State and Local-level EO Officer (29 CFR 37.54 (d) (1) (ii))

Element 2: Notice of Communication (29 CFR 37.54 (d) (1) (iii))

Element 3: Review Assurances, Job Training Plan, Contract, & Policies and Procedures (29 CFR 37.54 (d) (I) (i) and (d) (2) (i) (iii) and (iv))

Element 4: Universal Access (29 CFR 37.54 (d) (I) (vi))

Element 5: Compliance with Section 504 of the Rehabilitation Act of 1973 (as amended) and 29 CFR Part 37 (29 CFR 37.54 (d) (2) (v))

Element 6: Data & Information Collection and Maintenance (29 CFR 37.54 (d) (I) (iv) and vi))

Element 7: Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii))

Element 8: Complaint Processing Procedures (29 CFR 37.54 (d) (I) (vii))

Element 9: Corrective Actions/Sanctions Procedures (29 CFR 37.54 (d) (2) (vii))

To ensure compliance with the nine required elements of the State Methods of Administration (MOA), the local board directs the SCC staff and partners to maintain compliance with all regulations.

Policies to Ensure Compliance

Affirmative Action Policy – SCC is in compliance with the Workforce Investment Act Section 188(a)(1)(2)(4), and (5) which ensures that no individual shall be excluded from participation in, denied benefit of, subjected to discrimination under, or denied employment in the administration of, or in connection with any such program under the title.

Americans with Disabilities Act - SCC complies with the Americans with Disabilities Act of 1990, all requirements imposed by or pursuant to the implementing regulations. The Local Board works in collaboration with partner programs to ensure that Americans with disabilities receive timely and appropriate services.

Equal Opportunity Employment Policy – SCC complies with Equal Opportunity Employment Policy in compliance with Section 188(a)(1) and (2) which ensures that no individual shall be subjected to discrimination relating to employment in the administration of or in connection with any such program under this title.

SCC LWDB works closely with its Core Partners to ensure that services are delivered on a non-discriminatory basis.

Santa Cruz County Contact

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ARIZONA@WORK Santa Cruz County
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State of Arizona Contact

Kerry Bernard
OEO Administrator
State-Level Workforce Innovation and Opportunity Act (WIOA)
Equal Opportunity Officer
OfficeofEqualOpportunity@azdes.gov
Phone: 602-364-3976
Fax: 602-364-3982
Arizona Department of Economic Security
Office of Equal Opportunity
1717 W. Jefferson St.
Mail Drop 1119
Phoenix, Arizona 85007

Federal Contact

U.S. Department of Labor, Civil Rights Center (CRC)
Naomi M. Barry-Perez, Director
Federal WIOA Equal Opportunity (EO) Officer
200 Constitution Avenue NW Room N-4123 Washington, DC 20210
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Fax: 1-202-693-6505
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English Language Learners (ELL's) - ELL'S Communication Policy - Provides information in a language other than English for clients with ELL's to effectively inform or enable those individuals to participate in core partner programs or activities. The guidance in serving ELL'S individuals is pursuant to Title IV of the Civil Rights Act of 1964 and Section 188 of the WIOA. The PBWD Board ensures that persons of Limited English-speaking abilities have equal and meaningful access to those who are proficient in English. The Local Board and partner

programs must translate written program materials into the language in question and provide effective interpretation services to clients of the significant ELL'S group. DES makes available Language Line Solutions, which offers the ability to provide interpretation for 240 languages and they also provide video translation for the deaf and hard of hearing

(Optional)

vi. Overall Operations, Administration, Fiscal Operations, Board membership.

Attached is the Santa Cruz County Organizational Structure illustrating the various departments and a list of Board members.

- SCC WIOA Operations Program Manager reports to the Community Development Director
- SCC Fiscal Reports to Administrative Services
- SCC LWDB Director reports to the County Manager
- SCC County Manager reports to SCC Board of Supervisors

SCC WIOA staff provides the SCC LWDB quarterly WIOA Title 1B Program performance. Reports are based on AJC data. The SCC LWDB analyzes the information and may make recommendations for improvements to ensure impact of resource expenditure in alignment with the Board's strategic plan and the performance according to federal common measures.

The SCC Administration Department ensures that expenditures are properly documented and reported. It follows all WIOA Regulations, and 2 CFR 200 requirements.

All reports to the SCC LWDB are intended to ensure SCC WIOA Programs meet or exceed agreed upon the federal common measures.

SCC LWDB utilizes the Arizona Eligible Training Provider List (ETPL) which includes In-Demand Occupations in our region. There are no Santa Cruz County Training Providers and we have encouraged and guided several training providers to submit the application to be part of the ETPL. We have not been successful. We utilize the ETPL for individualized career services and training to promote career advancement and secure employment that will help maintain long self-sufficiency.

As part of the oversight responsibility the SCC LWDB receives regular updates on the training, training providers, job placements and retention.

The SCC LWDB membership is based on the WIOA Sect. 107 (b). six month requirements:

- Business - 51%, majority of SCC LWDB is represented by large and small employers.
- Labor -20% are representatives of labor organizations.
- Education - Title II eligible provider and at least one from higher education
- Government, Economic and Community Development – includes at least one representative from Economic Development, Community Development, State Employment Service, and Vocational Rehabilitation.
- Other members – CLEO may appoint other members that will improve the delivery of services.

The role of the SCC LWDB is prescribed in the WIOA and Regulations, and in the **SCC CLEO and SCC LWDB Shared Governance Agreement**.

vii. Arizona Partner Programs that are included in the ARIZONA @WORK system.

Core Partners:

Title I	Santa Cruz County WIOA,
Title II	Santa Cruz County Adult Education and Family Literacy,
Title III	Department of Economic Security, Employment Service Administration, and
Title IV	Arizona Department of Economic Security, Vocational Rehabilitation Administration.

Title I WIOA Adult, Dislocated Workers, and Youth Programs

Services provided through the Santa Cruz County One-Stop delivery system by the Core Partners are:

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically disadvantaged, and other individuals.
3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain

employment. It may include but no limited to:

- Provide Labor Market Information
 - Resume Development
 - Job Development
 - Rapid Response
 - Re-employment services such as:
 - Orientation
 - Skills determination
 - Pre-lay off assistance
5. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
 6. Career Guidance - facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
 7. Employment Labor Market Information – provide data collected on Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on nontraditional employment provide information on local, regional, and national labor market areas, including job vacancies, job skills necessary and demand occupations.
 8. Performance information and Costs – provide current information on training with eligible training services by program and type of providers.
 9. Local Area Performance – maintain local Accountability Measures and other information on the One Stop Delivery System.
 10. Referrals and Coordination – coordinate activities with other programs and services, including those within the Santa Cruz County One Stop System. When appropriate with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs, financial assistance for training and education programs not provided by WIOA.
 11. Supportive Services Information - collect and provide information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
 12. Unemployment Insurance Compensation - collect and provide information on filing claims for state benefits payments that protects individuals from economic insecurity while conducting job searches. Claims may be filed online or at the ARIZONA@WORK Santa Cruz County One Stop center.
 13. Orientation – provides broad information to customers (offered in a group setting, one-on-one, or electronically) in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system or affiliate locations.

Individualized Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of

adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals.

2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
3. Individual or Group Counseling and mentoring.
4. Career Planning.
5. Short-Term Pre-Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment.
6. Internships and Work Experience with goal of career pathways.
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, training or unsubsidized employment.
8. Financial Literacy.
9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.
10. English Language Acquisition.

Rapid Response

The State of Arizona is not recently allocated any Rapid Response funding any Local Area. However, if funding became available the SCC LWDB would be able to deliver some or all of the services listed below.

Rapid Response is an activity that involves a “rapid response” team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will contact the affected employer within 48 hours or less upon notification. Information is provided to affected employers to facilitate access to available programs and services offered through the Local One Stop delivery system.

Santa Cruz County One Stop Center is a part of the State of Arizona Rapid Response Team established to assist employees and employers impacted by a plant closure, mass layoffs, reduction in-force or natural disaster. The State Rapid Response Team may receive a Worker Adjustment and Retraining Notification Act (WARN) or Trade Adjustment Assistance Act notice. These notices trigger a coordinated Rapid Response with the local WIOA area affected.

If a notice to the state is not required the Rapid Response Team may be activated when it is informed by any source such as an employer, employee, newspaper or television or other media newscast. The affected business and workers are informed of the potential

services and funding available to ensure the retraining or placement into other jobs, other businesses, or communities.

The Santa Cruz County Rapid Response Team is made up of the Santa Cruz County WIOA Core Partners and any other appropriate service agency as needed. The mission of the Santa Cruz County Rapid Response Team is to decrease worker dislocation and ensuring a quick return to meaningful employment with career-path advancement.

Activities of the Rapid Response Team include the following:

Receipt of layoff or plant closure by Santa Cruz County One Stop System Partners or State of Arizona triggers contact with the affected business within 48 hours of being notified. Meetings are set up with the employer and labor unions affected. An appointment is made to provide a brief description of the Rapid Response activities and services that may be provided.

In discussions with the company representatives it is important to determine the reasons for the layoffs or plant closure to determine if any technical assistance may be provided and initiate layoff aversion strategies, which may include:

- How layoff may be prevented
- Coordination and linking with economic development organizations
- Setting up meetings with labor unions and company employees to provide information on help in setting up labor-management committees
- Set up communication methods to keep everyone informed
- Offer Pre-Layoff Workshops
- Provide information on Unemployment Insurance benefits
- Offer workshops for labor market information, employment opportunities, training, upgrade training, education, and supportive services
- Offer career counseling, education classes and English Language Learner classes
- Linking affected workers with various local services offered by Non-Profit and Faith-Based Organizations

The Rapid Response Team offers seamless targeted services to the business and workers affected by layoffs and/or plant closures. As required by the Santa Cruz County Local Workforce Development Board, all Rapid Response activities must include strategies for leveraging One Stop System Partner resources as well as community resources.

By working with the company and its employees the Rapid Response Team can identify education and skills levels. If layoffs are not averted the Rapid Response Team may assist in identifying industries and occupations in the region that may benefit from the education and skilled levels of the workforce being laid off. In some cases, the laid off individuals may receive educational and/or specific training for other employment opportunities available in the regions.

Specific services to employers may include:

- Information on tax incentives
- Support from professional organizations
- Labor market information
- Business loan opportunities
- Connecting and working with industry organizations
- Linking with the Service Corps of Retired Executives (SCORE)
- Securing mentoring or professional support from AARP
- Training funds availability
- Linking with Economic Development Organizations
- Linking with the Arizona Commerce Authority and
- Linking with the US Small Business Administration.

In keeping with the spirit of the ARIZONA@WORK model all activities are coordinated with local and state Rapid Response teams.

Youth Programs

SCC LWDB received guidance from DOL and the State of Arizona, that the SCC LWDB could directly provide Youth services. Given the absence of local youth services providers in Santa Cruz County the SCC LWDB Youth Services Committee voted to recommend direct service delivery of all Youth Services.

The SCC LWDB at its regularly scheduled meeting discussed the agenda item, Youth Services Committee recommendation to directly provide the Youth Services. The SCC LWDB voted to approve the Youth Services Committee recommendation.

In Santa Cruz County WIOA Title I and Core Partners work diligently to do outreach, inform, and recruit special populations, which include individuals with disabilities and individuals lacking English Language skills. The Core Partners work together as a team to offer seamless services in the form of recruitment and referral for these individuals.

The DES Rehabilitation Services Administration housed in the Santa Cruz County One Stop Center is an invaluable Core Partner in providing information, cross training One Stop Center staff, recruiting and referring individuals with disabilities.

WIOA Core Partners work closely with all Santa Cruz County School Districts, School Counselors, parents, Non-Profit Organizations, Faith -Organizations, business organizations and law enforcement agencies to inform and identify individuals that may be enrolled in the Santa Cruz County Youth Services Programs.

Santa Cruz County has implemented new strategies in an effort to serve more Out-of-School Youth. Outreach is focused throughout the county and includes, alternative high schools, youth centers, youth groups and public recreational areas such as skate park and public basketball courts. The services offered to In-School and Out-of-School youth

are as per the youth program elements described in WIOA Section 129 (c) (2). To support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education and career readiness for participants shall provide elements consisting of:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential
2. Alternative secondary school services, or dropout recovery services
3. Paid and unpaid work experiences that have as a component academic and occupational education. These may include, summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and On-the-Job training opportunities
4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials and are aligned with industry demand sectors or occupations
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation cluster
6. Leadership development opportunities, which may include community service and peer-centered activities that encourage responsibility and other positive social and civic behaviors, as appropriate
7. Supportive services
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse referral, as appropriate
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand

industry sectors or occupations available in the local area, such as; career awareness, career counseling and career exploration services

14. Activities that help youth prepare for and transition to postsecondary education and training.

Title II - Adult Education and Family Literacy

Santa Cruz County operates the Title II - Adult Continuing Education Program and it is co-located within the Santa Cruz County One Stop Center.

As of July 2020, Santa Cruz County Adult Education and Family Literacy Program is the only program in Santa Cruz County providing Adult Basic Education Services.

When a job seeking customer arrives at the Santa Cruz County One Stop Center, our goal is to conduct an initial assessment of the individual job seeker needs. The job seeker may transition into any of the services provided. Also, an immediate referral may be given for an Adult Education specialist. If the job seeker requests or is determined to be in-need of educational services, *The Test of Adult Basic Education (TABE)* may be administered. The Educational Specialist may also determine if the jobseeker is in-need of any of the following: Adult Basic Education or English Language Acquisition for Adults.

Although the individual job seeker may have been enrolled into one of the above options, the Santa Cruz County One Stop System Partners will ensure that the individual moves from the Adult Education Program into any number of services depending on the specific needs.

The job seeker may only be interested in learning about different occupations or industries within Santa Cruz County or anywhere in the United States or may be referred to a job skills related workshop. Depending on the customer needs, the job seeker may receive a variety of services with the ultimate goal of securing meaningful employment.

The Core Partners at the Santa Cruz County One Stop Center will have Accountability Measures that must be met or exceeded. Failure to do so may result in any number of sanctions. The Core Programs in the Santa Cruz County System will have the same Accountability Measures and each program will be integrated, braided, and NOT standing alone. The Core Partners make up the Santa Cruz County One Stop System.

The Adult Education contract was awarded to Santa Cruz County. This has maximized the seamless service delivery, increased efficiency in delivering wrap-around services, case management, and other support services.

Having the Santa Cruz County WIOA Core Partners co-located in the Santa Cruz County One Stop Center makes it possible for Adult Education to provide a continuum of services leading to a career path. A high School Certificate may allow the individual to seek pre-employment support or training leading to meaningful employment.

For the WIOA requirement to be innovative, we will continue to have discussions on how best to serve the job seekers that need any of the services provided by Adult Education in concert with the other Core Partners in the Santa Cruz County One Stop Center System.

Adult Education seeks to integrate the development of communication, critical thinking, student success, and job readiness skills that prepare learners for postsecondary education and/or the workforce.

Adult Education will also play a major role in meeting the needs of the Out-of-School Youth in Santa Cruz County. The emphasis from In-School Youth under the Workforce Investment Act to Out-of-School Youth under the WIOA mandates that we redesign, integrate, and align our system of recruitment, service and outcomes. Keeping in mind the career path for all individuals in the Santa Cruz County One Stop System forces us to have seamless services and contextualized common employment outcomes for our common customers.

It is the SCC LWDB intention to have Adult Education services to assist adults to:

- Increase their literacy gains;
- Obtain the knowledge and skills necessary for employment and self-sufficiency;
- Obtain the skills necessary to become full partners in their children's education;
- Completing their secondary school education;
- Transitioning to postsecondary education or training;
- Improving their reading, writing and comprehension skills of English Language Learners; and,
- Acquiring an understanding of the American system of government.

Specifically, the services to adults are meant to:

- Increase the reading, writing and math up to a graduating level;
- Prepare for testing leading to a High School equivalency diploma;
- Acquire English language skills; and
- Engage English learners into the American system of government.

Staff training is essential, and we continue to increase the staff capacity by attending specialized training sessions such as:

- Teaching Digital Literacy to ABE/ESL Learners for Successful College and Career Transitions;
- GED Prep Connect Overview for the benefit of recruiting students to the Adult Education Program; and,
- GED Prep Connect Manager enhancement: As managers we have access to students' scores and instructors can help students' more effectively on the GED testing preparation.

Santa Cruz County Adult Education (WIOA Title II) is a key Core Partner and an integral part of the SCC LWDB's strategy to ensure better employment opportunities for the job seekers and a better-skilled workforce needed by employers. As noted in the data provided by the Office of Economic Opportunity, the educational requirements for the three high-ranking industry sectors and almost all occupations require at least a High School Degree or equivalent. With the WIOA emphasis on Out-of-School Youth, Santa Cruz County's leveraging of Adult Education is not only practical but also necessary.

Title III - Department of Economic Security, Employment Security Administration

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination - the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically disadvantaged, and other individuals.
3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain employment. It may include but no limited to:
 - a. Provide Labor market Information
 - b. Resume development
 - c. Job Development
 - d. Rapid Response
 - e. Re-employment services such as:
 - Orientation
 - Skills determination
 - Pre-lay off assistance
5. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
6. Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
7. Employment Labor Market Information is collected on Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on nontraditional employment provide information on local, regional, and national labor market areas, including job vacancies, job skills necessary and demand occupations.
8. Performance Information and Costs – of training with eligible training services by program and type of providers.
9. Local Area Performance
10. Referrals and Coordination – of activities with other programs and services, including those within the Santa Cruz County One Stop System and when appropriate, with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs of financial assistance for training and education programs not provided by WIOA.
11. Supportive Services Information - collects and provides information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
12. Unemployment Insurance Compensation - collects and provides information on filing claims for state benefits payments that protects individuals from economic

insecurity while conducting job searches. Claims may be filed online or via telephones available in the ARIZONA@WORK Santa Cruz County One Stop Center.

13. Orientation - whether offered in a group setting, one-on-one, or electronically, it is the process of providing broad information to customers in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system.

Individualized Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals
2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals
3. Individual or Group Counseling and mentoring
4. Career Planning
5. Short-Term Pre-Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment
6. Internships and Work Experience with goal of career pathways
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training or unsubsidized employment
8. Financial Literacy
9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance
10. English Language Acquisition.

Trade Adjustment Assistance Act - Although we may not have a TAA Counselor in the rural areas, all TAA customers are assigned to a TAA Counselor's case load. The TAA Counselors work with "out-of-area" customer remotely and when necessary. The TAA Counselor will travel to an individual's location to work with the customer in-person.

Trade Adjustment Assistance (TAA): TAA will coordinate with WIOA/W-P to provide seamless services to participants in the following areas:

- A. Provides early intervention to worker groups on whose behalf a TAA petition has been filed:
- Rapid Response teams consist of TAA, WIOA and W-P (Employment Services) representatives, who as a team conduct on-site (whenever permissible) presentations at the Employer location. Rapid Response Coordinators notify the TAA Program when they receive information about an upcoming lay-off if it appears the lay-off is due to foreign competition and therefore, potentially Trade eligible. Every effort is made to provide information sessions prior to the commencement of the lay-offs / plant closure.
 - These presentations consist of overviews of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how TAA, WIOA and W-P staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Whenever possible after a lay-off occurs, Intake/Orientation sessions for the TAA and WIOA programs are co-led and combined so the customer is being co-enrolled and observes firsthand the service integration between the two programs.
- B. Provides services to TAA Participants, as indicated in the encouragement of co-enrollment policies:
- All TAA customers are required to be referred to WIOA for co-enrollment. TAA Counselors emphasize the benefits of co-enrollment to allow the maximum benefit from all available resources. All customers have Individual Employment Plans developed which are shared and agreed upon between the TAA Counselors and WIOA Case Managers. Leveraging of resources is utilized by having WIOA take the lead in conducting assessments (Basic education levels, aptitudes, interests, etc.) from which the results guide the TAA and WIOA partners in developing customers' reemployment plans. These plans identify any possible barriers to employment and how those barriers will be addressed. Both WIOA and WP/Employment Service staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. All TAA Customers have access to any resources provided by W-P and all customers co-enrolled with WIOA are able to partake in any workshops provided by WIOA staff. Because W-P staff have on-going direct connection to local and statewide employers / job openings, customers may be assigned to a staff person for assistance with intensive Job Search activities.
 - Case Management is shared between TAA Counselors and WIOA Case Managers. Because TAA and WIOA have a shared computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made; if contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy

both programs' requirements. Ongoing communication is stressed between both TAA and WIOA staff; periodic combined staff meetings reinforce the open communication. "Staffing's" between a customer and both program representatives occur as needed to address customer needs or issues while working toward an integrated approach to address such needs and issues.

- When it is determined a customer needs re-training to be more competitive in the job market, TAA takes the lead in development of the training plans. The training plans are developed and justified based on WIOA test assessments, Labor Market information provided through W-P/ TAA staff and assessment of the customer's background regarding employment history, education, etc. While TAA will be the primary funding source for an individual's training, WIOA may offer assistance with Supportive Services (bus vouchers, counseling, utility and rental assistance, extra school supplies, medical exams, etc.) as needed for a customer to be able to be successful in the chosen training program. Co-funding of training also may occur if it is necessary to meet a customer's needs. Once a customer enters approved training, there is coordination with Unemployment Insurance for an individual's ongoing income support.

C. Has developed and managed resources to integrate data provided through different agencies administering benefits and services in order to ensure consistent program administration and fiscal integrity as well as reliable fiscal and performance reporting.

TAA, Trade Readjustment Allowances (TRA), Re-Employment Trade Adjustment Assistance (RTAA), WIOA, and W-P/Employment Service all utilize the Arizona Job Connection (AJC) computer system to collect universal information (customer demographics, Veteran Information, Migrant Worker information, Employment Status, Disability, Older Worker, Low Income, Public Assistance, Needs & Barriers, etc.) for each customer. This system also tracks the various program enrollments. AJC is a Case Management based system, which captures information to assist in determining eligibility for various government/community-based programs. It also tracks customer participation under the various programs one may be enrolled in, and program exit outcomes.

Title IV - Department of Economic Security, Vocational Rehabilitation Administration

The Rehabilitation Services Administration (RSA) is committed to providing quality services to members of the local community. RSA staff members will be available to meet with potential clients for the Vocational Rehabilitation program. Staff members will be available to take client referrals, provide on-site orientations, and provide other services as needed.

Additionally, RSA staff members are available to provide youth with information regarding the RSA program. This includes taking referrals and facilitating orientations for youth

interested in receiving services through RSA.

RSA works collaboratively with the Santa Cruz County One Stop Center by offering RSA clients that will be placed under Order of Selection (OOS) the option of being referred to the One Stop Center for employment related services.

The Santa Cruz County One Stop delivery system and Core Partners are committed to ensure the policies, procedures, program, and services comply with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

The Vocational Rehabilitation (VR) Program provides a variety of services to individuals with disabilities, with the ultimate goal to prepare for, enter into, or retain employment.

Eligibility requirements for the VR program are as follows:

- Having a documented disability
- Having a disability which presents a barrier to employment
- Having the potential and desire to work
- Needing services in order to work

Based on individual needs and informed choice, eligible individuals may receive the following types of services:

- Assessment to determine eligibility and VR needs
- Vocational guidance and counseling
- Training
- Work site evaluations
- Job development
- Job Placement services
- Rehabilitation technology services and devices
- Other support services

Required WIOA Core Partners and Other Programs and Activities: And Supportive Partners:

WIOA Title I, Santa Cruz County Workforce Department	WIOA Title IB, Adults, Dislocated Workers and Youth Programs
WIOA Title II, Arizona Department Education (ADE).	WIOA Title II, Adult Education and Literacy Activities, Career and Technical Education Programs at the Postsecondary Level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
WIOA Title III, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration	WIOA Title III, Employment/Workforce Services Programs under the Wagner Peyser Act
WIOA Title IV, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration	WIOA Title IV, Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973.
Supportive Partners	
Arizona Department of Economic Security	Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance Activities authorized under chapter 2 of Title II of the Trade Act of 1974. Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under Chapter 41 of Title 38, United States Code Programs authorized under State Unemployment Compensation Laws
Portable, Practical Educational Preparation, Inc. (PPEP)	WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs
Arizona Department of Economic Security	Supplemental Nutrition Assistance Program (SNAP) Program, authorized under Part A of Title IV of the Social Security Act
Arizona Department of Economic Security	Temporary Assistance for Needy Families (TANF) Program, authorized under Part A of Title IV of the Social Security Act
Santa Cruz County Schools Superintendent's Office	Educational Certificates: HS, Associate
Pima Community College, University Of Arizona and other Educational Institutions	Degrees, Bachelor Degrees and specialized training programs leading to Industry Certification.
Santa Cruz Sheriff and Courts	Adjudicated youth and adults.

Other Partners:

- Senior Community Service Employment Program (SCSEP)
- Jobs for Veterans State Grants
- Community Services Block Grant (CSBG) employment and training activities
- Housing and Urban Development
- State Unemployment Insurance
- Programs authorized under Section 212 of the Second Chance Act of 2007
- SCC United Way
- ResCare
- Job Corps
- Wellness Connection
- Mariposa Community Health Center
- Chamber of Commerce
- SouthEastern Arizona Community Action Program

B. The Governor has designated regions based on the LWDA designation. Describe regional planning efforts if the LWDB is engaging in regional planning and/or coordination with other LWDA, 20 CFR 679.540.

Santa Cruz County has a history of planning, coordinating, collaborating and receiving funding from the US Department of Labor. The multi-million-dollar Workforce Innovation in Regional Economic Development (WIRED) Grant was a regional talent development initiative that brought partners together. We named it the Innovation Frontier Arizona Grant and it included Santa Cruz County, Pima County, Yuma County and Cochise County. The collaborative efforts further expanded to include, the workforce development, economic development, business, Non-Profits Organizations, Faith Based Organizations, Educational Institutions, K-12, Community Colleges and Universities in the Border Workforce Areas.

Santa Cruz County has developed the basic regional structure, as a result, of the WIRED Grant, and continues to build on it. By building on the regional partnerships we are part of the network working with the various industry groups, businesses, University of Arizona, Community Colleges, K – 12 Schools, Non-Profit Organizations, Faith-Based Organizations, and labor unions. With this regional partnership foundation, we will be better able to respond to business, job seeker needs, and develop future partnerships to implement apprenticeship programs where appropriate.

Santa Cruz County was also a partner with Pima County, Cochise County and Yuma County in the Health Profession Opportunity Grant (HPOG). The partnerships also included: workforce development, economic development, business, Non-Profits Organizations, Faith-Based Organizations, Educational Institutions, K-12, JTEDs, Community Colleges and Universities in the Border Workforce Areas. The Grant allowed to train low-income eligible students for careers in high-demand health fields.

Opportunities in the health-field include:

- Mapping more career advancement pathways to high skilled, specialized health care occupations.
- Identifying and highlighting shortage areas based on projected growth.
- Expanding financial support options to address system gaps (eligibility holes and effective placement services).
- Raising awareness of health careers.

As part of the Partnerships Santa Cruz County has had service delivery agreements with Pima, Cochise, and Yuma Counties. In addition, the educational and community partners listed above had agreements with the WIOA System Partners.

Include description of any regional service strategies that include the use of cooperative service delivery agreements including entities in which the agreements are with.

Santa Cruz County has a history of planning, coordinating, collaborating and receiving funding from the US Department of Labor. The multi-million-dollar Innovation Frontier Arizona Grant, Regional Economic Development Grant, referred to as the WIRED Grant, was a regional talent development initiative that brought partners together. The formal and informal collaborative efforts included:

- Pima County,
- Cochise County
- Yuma County,
- Workforce development,
- Economic development,
- Business,
- Industry groups,
- Non-Profits Organizations,
- Faith Based Organizations
- Educational Institutions
- K-12,
- Community Colleges, and
- University of Arizona.

Santa Cruz County has developed the basic regional structure, as a result, of the WIRED Grant, and continues to build on it. By building on the regional partnerships we are part of the network working with the various industry groups, businesses, University of Arizona, Community Colleges, K – 12 Schools, Non-Profit Organizations, Faith-Based Organizations, and labor unions. With this regional partnership foundation, we will be better able to respond to business, job seeker needs, and develop future partnerships to implement apprenticeship programs where appropriate.

Santa Cruz County was also a partner with Pima County, Cochise County and Yuma County in the Health Profession Opportunity Grant (HPOG). The partnerships also

included: workforce development, economic development, business, Non-Profits Organizations, Faith-Based Organizations, Educational Institutions, K-12, JTEDs, Community Colleges, and Universities in the Border Workforce Areas. The Grant allowed training of to low-income eligible students for careers in high-demand health fields.

Section 2. Strategic Planning Elements

Part a. Economic, Workforce, and Workforce Development Activities Analysis

A. Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the: Economic conditions, including existing and emerging in-demand industry sectors and occupations;

In the development of the Santa Cruz County Local Plan we note the **State of Arizona Unified Workforce Development Plan, 2020-2024**, states that:

An In-Demand industry, as defined under WIOA, is a sector that has a substantial current or potential impact on the state economy and contributes to the growth or stability of other supporting businesses.

Prior to COVID 19, The Workforce Arizona Council approved a list of seven In-Demand industries which currently are or are projected to have employment opportunities, favorable wages, and industry competitiveness. These In-demand industries are large and strong (existing industries) and industries that are smaller but, emerging. These sectors represent a significant source of economic opportunity for both job seekers and employers.

Arizona In-Demand Industries

Table 1 contains the Arizona In-Demand Industries by rank with their respective average weekly wage. We have them here as a basis to compare with Santa Cruz County.

These industries were identified in part as “In-Demand” from 2017-2020, the In-Demand industry with the most significant weekly wage increase is Information, with a 10.5% increase averaging \$1,831 per week. The industry with the least significant increase between 2017-2020 is Transportation and Warehousing, averaging \$982 per week. Transportation and Warehousing is one of the top three industries in Santa Cruz County, with an average weekly salary of \$873.

Table 1

Arizona Industry Rankings

Industry	Overall	Average Weekly Wage (2020)		Historical Average Weekly Wage Percent Change (2017-2020)	
Title	Rank	Estimate	Rank	Estimate	Rank
Health care and social assistance	1	\$1,237	11	6.6%	9
Finance and insurance	2	\$1,808	5	9.2%	3
Transportation and warehousing	3	\$982	14	0.7%	16
Administrative and waste services	4	\$931	16	7.7%	5
Construction	5	\$1,386	9	7.5%	6
Professional and technical services	6	\$1,838	3	5.0%	14
Manufacturing	7	\$1,691	8	6.6%	8
Real estate and rental and leasing	8	\$1,371	10	8.6%	4
Arts, entertainment, and recreation	9	\$1,024	13	10.4%	2
Information	10	\$1,831	4	10.5%	1
Educational services	11	\$980	15	6.9%	7
Wholesale trade	12	\$1,800	6	5.7%	11
Information Technology ¹	13	\$1,124	12	5.7%	12
Management of companies and enterprises	14	\$2,018	2	6.2%	10
Utilities	15	\$2,206	1	5.4%	13
Mining, quarrying, and oil and gas extraction	16	\$1,705	7	4.5%	15

¹ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals.
Source: Office of Economic Opportunity

Table 2

and Share of Total Area Employment

Industry	Rank	Employment Level (2018)	Employment Share (2018)
Health care and social assistance	1	663	8.7%
Wholesale trade	2	1,831	24.1%
Transportation and warehousing	3	1,689	22.2%
Other services, except public administration	4	221	2.9%
Finance and insurance	5	195	2.6%
Manufacturing	6	490	6.4%
Real estate and rental and leasing	7	119	1.6%
Information	8	73	1.0%
Retail trade	9	2,049	27.0%
Educational services	10	71	0.9%
Construction	11	201	2.6%

Source: Office of Economic Opportunity

The table above lists employment levels and each industry's share of total area employment. The table is provided to help identify the number of jobs and share of total employment that would be affected by including or excluding each industry.

Santa Cruz County In-demand Industries

In this Local Plan we used Office of Economic Opportunity data, published works, website, input from our LWDB, industry partners, business partners, and community members to ascertain the Santa Cruz County In-Demand Industries and In-Demand Occupations. While the data collected is "First Class" we have to recognize that all data found in this Local Plan has to be used cautiously in projecting for the next year or two due to the impacts of COVID 19 Pandemic on the Santa Cruz County economy, businesses, workers and health systems.

To comply with the WIOA requirements we provide this Local Plan with the fact that we will continue to assist the Office of Economic Opportunity in gathering Santa Cruz County data from industry, business groups and job seekers.

Indeed, we agree with the statement and recognize that the world-of-work is changing and although Retail and Wholesale Trade employ the most people, we show Leisure and Hospitality projected to have the greatest growth.

By utilizing data, we are better able to target our WIOA Education and Training funds and ensure that we meet the needs of our business and job seeker customers.

While Utilities may offer an opportunity for higher wages the data illustrates that in Santa Cruz County it is not ranked within the top ten industries. The data gives us opportunities to correctly target or invest in targeted industries and occupations. In later section we discuss Santa Cruz County as a major Port of Entry.

The Office of Economic Opportunity notes that:

Job skills are constantly evolving with the emergence of new technologies and changing consumer habits. Job seekers can better prepare themselves by gaining skills within industries projected to have large employment needs.

Table 3

Santa Cruz Workforce Area Employment Level

Santa Cruz Projected Industry Employment, 2020-2022

Area	Projected Employment (2020)	Projected Employment (2022)	Projected Numeric Growth (2020-2022)	Annualized Percentage Growth (2020-2022)
Construction	173	176	3	0.9%
Education and Health Services	1,667	1,721	54	1.6%
Financial Activities	308	312	4	0.6%
Government	2,641	2,705	64	1.2%
Information	89	99	10	5.5%
Leisure and Hospitality	982	1,323	341	16.1%
Manufacturing	429	455	26	3.0%
Natural Resources and Mining	790	857	67	4.2%
Other Services	273	299	26	4.7%
Professional and Business Services	434	478	44	4.9%
Trade, Transportation and Utilities	5,511	6,270	759	6.7%

Source: Office of Economic Opportunity, Quarterly Census of Employment and Wages

Santa Cruz County In-Demand and Emerging Industries

For Santa Cruz County In-Demand Industries and In-Demand Occupations refer to Appendix II. Based on data from the Office of Economic Opportunity, between 2017 and 2020 the top six In-Demand Industries are illustrated in Table 4.

Table 5, “Santa Cruz County Annual Wages,” has Wholesale Trade, Health Care and Social Assistance ranked first and second, respectively. Wholesale Trade is a major industry due to Santa Cruz County being an International Border Port of Entry. The annual

wages ranking reflects an industry that is vital and demands high skills.

The partnership with Pima, Cochise, and Yuma County in the Health Profession Opportunity Grant (HPOG) was well targeted since the demand and wage rankings made it a great investment in WIOA resources.

Table 4
Santa Cruz County
Industry Rankings
Employment Rates, 2020-2022

Industry	Overall	Employment Level (2020)		Historical Employment Annual Percent Change (2017-2020)		Projected Employment Numeric Change (2020-2022)		Projected Employment Annual Percent Change (2020-2022)	
		Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank
Wholesale trade	1	1,876	1	1.7%	3	192	2	4.7%	6
Health care and social assistance	2	762	3	8.4%	1	84	3	5.7%	3
Transportation and warehousing	3	1,759	2	4.5%	2	395	1	10.1%	2
Manufacturing	4	399	4	-2.2%	5	26	4	3.0%	7
Information	5	74	9	0.9%	4	10	6	5.5%	4
Other services, except public administration	6	169	6	-5.9%	8	26	4	4.7%	5
Finance and Insurance	7	174	5	-2.2%	6	7	7	1.7%	8
Information and Technology	8	10	10	*	*	3	8	12.3%	1
Real estate	9	106	8	-5.8%	7	-3	10	-1.5%	10

and rental and leasing									
Construction	10	163	7	-10.2%	9	3	8	0.9%	9

NOTE: Industry sectors with an asterisk () were excluded from the rankings because of low wages*

1 Employment Location Quotient and Wage Location Quotient were combined into one variable.

Source: Office of Economic

Table 5

Santa Cruz County Industry Rankings Annual Wages, 2020

Santa Cruz Industry Rankings

Industry	Overall	Employment Level (2020)		Historical Employment Annual Percent Change (2017-2020)		Average Weekly Wage (2020)		Historical Weekly Wage Percent Change (2020-2022)	
		Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank
Wholesale trade	1	1,876	1	1.7%	3	\$1,511	1	3.9%	7
Health care and social assistance	2	762	3	8.4%	1	\$1,049	4	0.8%	9
Transportation and warehousing	3	1,759	2	4.5%	2	\$873	9	3.3%	8
Manufacturing	4	399	4	-2.2%	5	\$1,153	3	12.7%	2
Information	5	74	9	0.9%	4	\$1,180	2	22.9%	1
Other services, except public administration	6	169	6	-5.9%	8	\$680	10	9.2%	5
Finance and insurance	7	174	5	-2.2%	6	\$963	6	10.5%	4
Information Technology ¹	8	10	10	*	*	\$1,011	5	*	*
Real estate and rental and leasing	9	106	8	-5.8%	7	\$954	7	11.0%	3
Construction	10	163	7	-10.2%	9	\$929	8	5.3%	6

* Data unavailable

¹ The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals.

Source: Office of Economic Opportunity

The Workforce Arizona Council selected seven In Demand industries:

1. Construction
2. Healthcare and social assistance
3. Professional and technical services
4. Information Technology
5. Finance and insurance
6. Manufacturing, and
7. Transportation and warehousing

The Arizona Industry ranking is obviously different from the industry ranking in Santa Cruz County, as the Office of Economic Opportunity has written in their analysis of Industries in the state. The difference is illustrated in Table 7 below. As required Santa Cruz County's top six industries contain three of the states' top industries: Health Care and Social Assistance, Finance and Insurance, and Manufacturing

Table 6 illustrates the annual employment rate by industry. The ranking of wage rates and rankings of employment rates appear to support each other. Although they are for different year periods it appears that the higher the wages, the higher the employment rate. Thus, Trade, Transportation and Utilities, Government and Education and Health Services are areas that offer the best opportunities for the WIOA Programs.

Table 6

Santa Cruz County Private Sector Industry Employment, 2014-2019

Industry	Employment (2014)	Employment (2019)	Numeric Growth (2014-2019)	Annualized Percentage Growth (2014-2019)
Construction	249	174	-75	-6.9%
Education and Health Services	738	777	39	1.0%
Financial Activities	351	309	-42	-2.5%
Information	147	75	-72	-12.6%
Leisure and Hospitality	1,426	*	*	*
Manufacturing	473	403	-70	-3.2%
Other Services	187	202	15	1.6%
Trade Transportation and Utilities	2,366	5,484	3,118	18.3%

**Data unavailable for selected period*

NOTE: This includes private employment only.

Source: Quarterly Census of Employment and Wages, Office of Economic Opportunity

- Three of the eight private-sector industries in Santa Cruz recorded positive employment growth from 2014 to 2019, gaining a total of 1,487 jobs over this time period.
- Growth from 2014 to 2019 was led by Trade, Transportation, and Utilities (18.3 percent).

Table 7

**Santa Cruz County
Arizona and Santa Cruz County
Industry Rankings**

Top-Ranked Industries - Arizona and Santa Cruz Workforce Area

Arizona		Santa Cruz County	
Rank	Industry Title	Rank	Industry Title
1	Construction	1	Health care and social assistance
2	Health care and social assistance	2	Wholesale trade
3	Professional and technical services	3	Transportation and warehousing
4	Information technology ¹	4	Other services, except public administration
5	Finance and insurance	5	Finance and insurance
6	Manufacturing	6	Manufacturing
7	Administrative and waste services	7	Real estate and rental and leasing
8	Transportation and warehousing	8	Information
9	Real estate and rental and leasing	9	Retail trade
10	Wholesale trade	10	Educational services
11	Retail trade	11	Construction
12	Other services, except public administration	N/A	Information technology ¹
13	Educational services		
14	Arts, entertainment, and recreation		
15	Mining, quarrying, and oil and gas extraction		
16	Management of companies and enterprises		
17	Agriculture, forestry, fishing and hunting		
18	Utilities		
N/A	Accommodation and food services		

¹The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals.

Source: Office of Economic Opportunity

The table above lists industry rankings for the state and our local area, respectively. Here are a few things to consider when reviewing this table:

- During the in-demand industry selection process, the Workforce Arizona Council selected seven industries for in-demand designation. These industries are the top seven ranked industries in the table above (Construction; Healthcare and social assistance; Professional and technical services; Information Technology; Finance and insurance; Manufacturing and Transportation and warehousing)
- In total, the seven in-demand industries selected at the state level represent 52% of total state employment

In the top three industries, opportunities appear for the Santa Cruz County Workforce System Partners to provide training, placement, educational level upgrade, incumbent worker, and/or skill-upgrade services (More detail discussion on the services available is forthcoming in a later section). Additionally, the Santa Cruz County Workforce System Partners may provide On-the-Job Training and services to special populations such as,

- High School Drop-Outs
- Youth
- Veterans and their spouses
- Disabled, and
- Displaced homemakers.

In Demand Occupations

For Santa Cruz County In-Demand Industries and In-Demand Occupations refer to Appendix II. Table 8 shows Santa Cruz County's' In-Demand Occupations and reinforces the relationship between wages, future employment opportunities and educational level for these occupations. Earlier we quoted the Office of Economic Opportunity regarding the level of education with the level an individual may expect to earn. This is not something new and we have recognized that the education of individuals is extremely important for their economic security.

The Arizona Industry ranking is obviously different from the Industry rankings in Santa Cruz County, as the Office of Economic Opportunity has written in their analysis of Industries in the state. The difference is illustrated in Table 7 above. As required Santa Cruz County's top six industries contain three of the states' top industries:

- Health Care and Social Assistance
- Finance and Insurance, and
- Manufacturing

Table 8

Santa Cruz Workforce Area - In-Demand Occupations

SOC Code	Occupation Title	Average Annual Wages (2020)	Employment (2020)	Annualized Proj Emp Pct Chg (2020-2022)	Annual Projected Openings (2020-2022)	Education Level ¹	Rating by Education Level
13-1198	Project Management Specialists and Business Operations Specialists, All Other	\$71,062	224	2.9%	26	Bachelor's degree	5
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$65,009	302	4.4%	43	High school diploma or equivalent	5
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$37,516	175	4.5%	27	Some college, no degree	5
53-3033	Light Truck or Delivery Services Drivers	\$51,879	66	10.8%	15	High school diploma or equivalent	5
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	\$28,260	771	8.9%	174	No formal educational credential	5
13-2011	Accountants and Auditors	\$55,731	145	2.7%	16	Bachelor's degree	4
43-5032	Dispatchers, Except Police, Fire, and Ambulance	\$33,337	163	7.1%	27	High school diploma or equivalent	4
43-9061	Office Clerks, General	\$35,317	518	3.5%	77	High school diploma or equivalent	4
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	\$33,370	353	4.7%	70	No formal educational credential	4
53-7051	Industrial Truck and Tractor Operators	\$33,294	152	6.7%	25	No formal educational credential	4
13-1020	Buyers and Purchasing Agents	\$63,899	90	1.7%	11	Bachelor's degree	3
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$28,072	219	5.8%	41	No formal educational credential	3
43-5011	Cargo and Freight Agents	\$41,562	67	8.6%	13	High school diploma or equivalent	3
53-7065	Stockers and Order Fillers	\$28,172	252	7.8%	53	High school diploma or equivalent	3
13-1041	Compliance Officers	\$67,368	70	0.7%	6	Bachelor's degree	2
15-1232	Computer User Support Specialists	\$42,503	76	1.3%	7	Some college, no degree	2
39-2021	Nonfarm Animal Caretakers	\$30,965	67	14.0%	21	High school diploma or equivalent	2
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	\$46,080	107	3.2%	16	High school diploma or equivalent	2
13-1071	Human Resources Specialists	\$46,685	53	1.9%	6	Bachelor's degree	1
37-3011	Landscaping and Groundskeeping Workers	\$29,157	81	3.0%	12	No formal educational credential	1
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$34,474	251	0.8%	28	High school diploma or equivalent	1

¹ Education categories represent the minimum education level required for a given occupation. Education categories are assigned by the United States Bureau of Labor Statistics.

Source: Office of Economic Opportunity

The occupation with the highest employment was Laborers and Freight, Stock and Material Movers employing 771 with an average annual wage of \$28,260 (lowest wages) and it is projected to grow 8.9%.

These occupations, though only requiring High School Degree or Equivalent most likely require special occupational certification or training. Data from the Office of Economic Opportunity in 2020 projected around 10% growth for these occupations in the Merchant Wholesalers Industry, which is a major industry in Santa Cruz County.

Post-Secondary Credentials

The SCC LWDB and WIOA Core Partners are committed to serving our businesses and job seeking customers with quality, effective and efficient service delivery. Through the

Santa Cruz County Provisional Community College District, we have established long-term relationships with Cochise Community College, Pima Community College and the University of Arizona.

The post-secondary institutions serving Santa Cruz County also offer online internet web-based instruction and certificates. When appropriate, we use these institutions. We have diligently worked to identify in-demand industries and occupations and ensure our job seeking customers will be able to acquire the industry recognized postsecondary credentials, certificates, or degrees.

When web-based instruction leading to a professional industry approved certificates is not available the Santa Cruz County One Stop, participants are offered transportation via travel vouchers and/or transportation in a One Stop Center vehicle.

It is the intent of the SCC LWDB to ensure priority in securing industry approved professional certificates leading to career pathways. Certificates should be stackable, transferable and portable.

In addition to the formal academic and/or training programs, we leverage WIOA Core Partner program services. Thus, a participant in any of the Santa Cruz County One Stop Programs may be receiving classroom instruction paid by a Core Program and receiving On-the- Job training paid by another. Furthermore, cost of transportation may be paid by still another Core Program. If the individual job seeker needs additional support, we may utilize an outside agency that specializes in the needed services.

The SCC LWDB also considers the career pathways in determining the service mix for the participant. A structured approach, yet flexible enough to meet the individual needs of the participants. We are focused on a clear return of investment by ensuring the educational and training investments lead to an industry recognized skillset, credential, certificate or degree.

Recognizing the need for educational upgrading the SCC LWDB has supported the Santa Cruz County applications for the Title II Adult Literacy and Family Literacy Act Grant Applications. The SCC LWDB has advocated a stronger linkage between the Title I B and Title II programs and historically the partnership has been strengthened year after year. In addition, with a large Spanish-Speaking population the SCC LWDB and SCC WIOA Program have been recognized for their efforts to ensure training and employment opportunities for all Santa Cruz County Customers.

Table 9

Santa Cruz Workforce Area Employment Level and Share of Total Area Employment

Industry	Rank	Employment Level (2018)	Employment Share (2018)
Health care and social assistance	1	663	8.7%
Wholesale trade	2	1,831	24.1%
Transportation and warehousing	3	1,689	22.2%
Other services, except public administration	4	221	2.9%
Finance and insurance	5	195	2.6%
Manufacturing	6	490	6.4%
Real estate and rental and leasing	7	119	1.6%
Information	8	73	1.0%
Retail trade	9	2,049	27.0%
Educational services	10	71	0.9%
Construction	11	201	2.6%

Source: Office of Economic Opportunity

The table above lists employment levels and each industry's share of total area employment. The table is provided to help identify the number of jobs and share of total employment that would be effected by including or excluding each industry.

The Nogales Economic Development Foundation's Webpage contains the following information as critical to the Workforce and Economic vitality of Santa Cruz County. They categorize two industries: Logistics and Fresh Produce. While these are not specifically part of the data discussed above these two are intertwined with the six Industries selected by Santa Cruz County. Furthermore, the Logistics and Fresh Produce cannot ignore their impact on innovation and employment opportunities in Santa Cruz County.

Figure 1

Santa Cruz County Logistics Chain



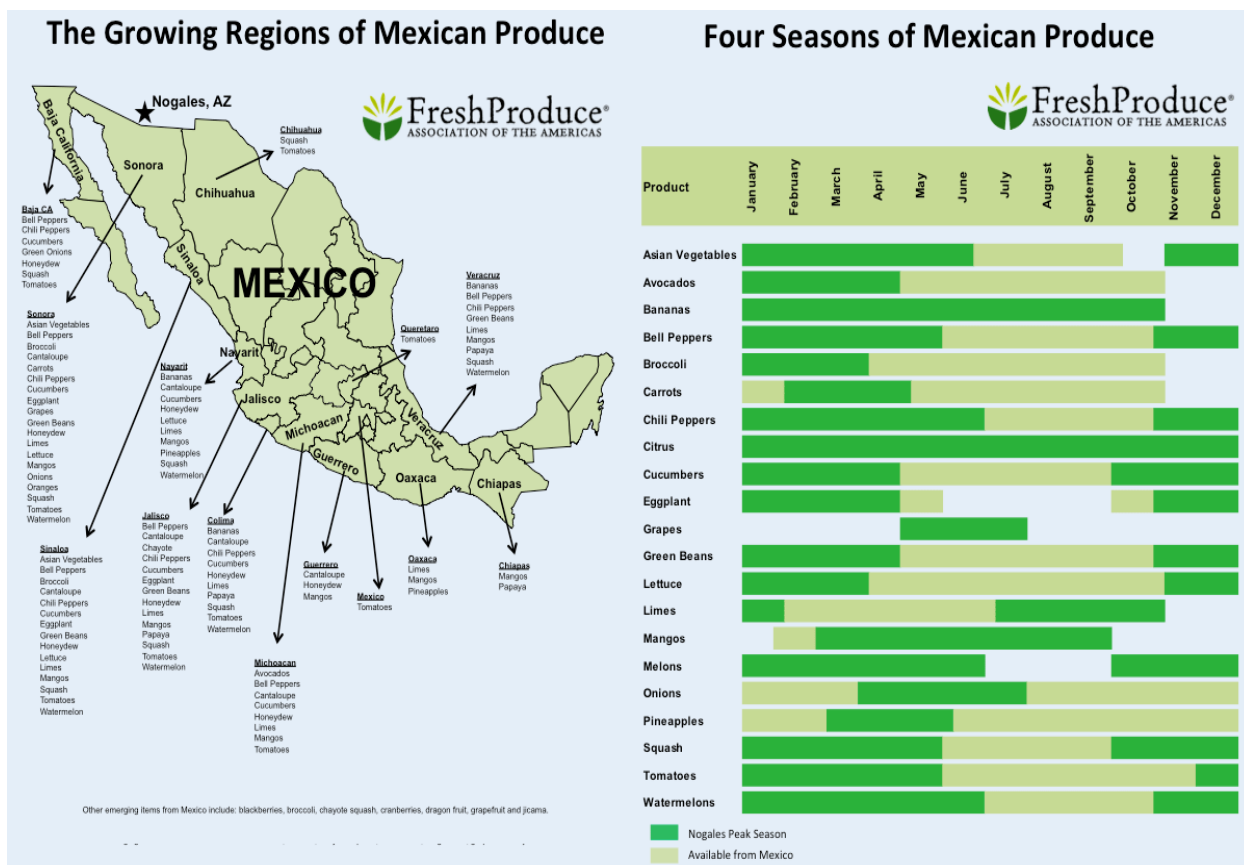
Source: Nogales.com

As can be seen by this illustration in Figure 1, the Logistics industry affects numerous occupations. The SCC LWDB is working with the Industry to determine their needs and develop training programs which will allow local Citizens to work in Santa Cruz County and not out-migrate.

In conjunction with the Logistics Industry we have the Produce Industry. The Map below, Figure 2, contains the Map of Mexico, produce in Mexico, and the four seasons of produce. Although some produce goods are seasonal the produce imports are year-round.

Figure 2

Santa Cruz County Produce Industry Origins and seasons of Produce



Source: Nogales.com

The economic impact of the Produce Industry cannot be ignored. The Nogales Economic Development Foundation estimates that it is more than \$303 million annually with over 2,500 jobs in primary and associated activities

The Produce Industry also is leading in innovation and alerting us to the need for new innovative technologies. As pointed out,

One produce distributor has implemented a Microsoft enterprise resource planning (ERP) solution specifically

designed for fresh food industry, NAV Linkfresh ERP, to manage and administer all operational processes from farm to greenhouse growing operations to packing and warehousing management through to grower returns, logistics and full financial management

The obvious conclusion is that the Produce Industry will need a skilled workforce and the lessons here are multifold:

- Focus on customer needs
- Secure trained workforce
- Innovate with new technologies, and
- Have a positive impact in the community

The SCC LWDB role is apparent - work with our partners, determine the industry needs and provide the education, job training and job placement necessary for our WIOA customers.

B. Workforce Analysis (20 CFR 679.560(a)(2)-(3)): Include a current analysis of:

The knowledge and skills needed to meet the employment needs of the businesses in the region, including employment needs in in-demand industry sectors and occupations; and Regional workforce needs, including current labor force employment and unemployment data, information on labor market trends, and educational and skill- levels of the workforce, including individuals with barriers to employment.

As noted above Santa Cruz County borders with Mexico. It is an International Port of Entry and has a large Spanish-Speaking population. The use of Spanish is a beneficial attribute but also a limiting one. While many businesses require Spanish-Speaking employees, they also require that the employee be fluent in English. The SCC LWDB ensures that Title IB and Title II coordinate and better equip the participants to be successful in the business world.

In Table 9 we see that the top three ranked industries, Health Care and Social Assistance, Wholesale Trade, and Transportation and Warehousing, are not monolingual industries in Santa Cruz County. The need to speak and write both languages is great and well paid for as illustrated in Table 8. The Office of Economic Opportunity issued a Santa Cruz County Profile and the data also supports the need for these industries and occupations.

The previous Santa Cruz County Local Area Plan analysis still holds true for Merchant Wholesalers Industry Occupations and their requirements. This is consistent with many businesses which repeatedly ask for potential employees that have soft-skills and the employer will train them on the job. However, those occupations requiring a Bachelor's Degree are expected to have at least 5 years of experience and no on the job training provided.

For the Support Activities for Transportation industry sector occupations, the Bachelor's Degree is not required. However, these occupations do require a High School Degree or equivalent. In this industry sector, the Core Partners will be able to leverage each other by providing the educational tools and degrees or certificates necessary to fill these positions and when necessary provide training to qualify for the jobs that become available.

The Transportation, Storage and Distribution Managers industry sector occupation does require at least 5 years of experience. Here, the Santa Cruz County WIOA Core Partners may be able to provide upgrade-skills training for incumbent workers, thus preventing potential future lay-offs.

For Heavy and Tractor-Trailer Drivers occupations, a Postsecondary Non-Degree Award is required and a short-term on the job training is also necessary. Dispatchers, except Police, Fire and Ambulance occupations require a High School Diploma or Equivalent and moderate-term on the job training.

The Warehousing and Storage industry sector occupations and the General Operations Manager occupation requires a Bachelor's Degree, less than 5 years of experience and no on the job training. However, in this industry sector the following occupations do not require a Bachelor's Degree but a HS Diploma or Equivalent or less:

- Laborers and Freight, Stock and Material Movers
- First-Line Supervisors of Helpers, Laborers and Material Movers
- Industrial Truck and Tractor Operators and
- Office Clerks, General

Previous analysis by the Office of Economic Opportunity supports the Santa Cruz County Existing Demand Occupation Detail for Sales Managers. This occupation requires a Bachelor's Degree with less than 5 years of experience and no on the job training. Sales Managers earn wages of an average of over \$70.00 an hour. The projected employment growth through 2020 of 2.4% means that there are opportunities for the Santa Cruz County WIOA Core Partners to provide placement and/or skills upgrade for new job seekers or incumbent workers, respectively.

As can be seen the Santa Cruz County One Stop WIOA System Core Partners have ample opportunities to leverage resources and offer quality, efficient and effective customer-centric services to business and to grow a skilled workforce. The SCC LWDB using data has committed to enhance communication with the noted industry sectors as indicative of the new WIOA approach to working with businesses and job seekers.

Demographics Characteristics

In this section we provide the demographic characteristics of Santa Cruz County to provide a context of where it is located and the size of the population. Santa Cruz County

is Arizona's smallest county. It is located in the south-central part of the state of Arizona. To the south is Sonora, México, to the west and north is Yuma County and Pima County. To the east is Cochise County which is now a part of a consortium made up of Graham and Greenlee Counties. Santa Cruz County is a rural border county of 1,238 square miles located along the US/México border. As a border county, Santa Cruz County has a long and important history of commerce with Nogales, Sonora, the state of Sonora and other states in México. Santa Cruz County and México have established major trade partnerships with each other, as will be discussed later in this Local Plan.

Santa Cruz County's population in 1990 was 29,676 and in 2000 it grew to 38,381 people (Economy.com, Inc. and *Arizona's Economic Future*, Arizona Department of Commerce, August 2002). In 2006 it had a population of 45,245 and in 2011 the population was 47,676. Santa Cruz County was ranked the 4th fastest growing county in Arizona in percentage growth. In fifteen years, the county's population nearly doubled.

As illustrated in Table 10, in 2014 the Santa Cruz County population was 50,038 and was expected to be 53,877 in 2018. The continuous population growth has been steady during the last twenty years and is projected to continue to grow.

Although the projected growth has not been as drastic as other local areas in Arizona, the Santa Cruz County population growth has been steady.

The Office of Economic opportunity projects Arizona's population to add 406,032 people to its population from 2019-2022, growing by an annualized rate of 1.0 percent. From 2019 to 2022, 53 percent of population is projected to come from natural change, with the remaining 48 percent coming from migration into the county.

Population projections in Table 11 allows us the ability to do short-term and long-term planning and stay on target since there are no projected drastic increases or declines in population. We can plan on the need for more bilingual education and training since 26 percent of Santa Cruz's population growth from 2019 to 2022 is projected to come from foreign migration, likely due to its proximity to the border.

Based on past population growth patterns, we expect Santa Cruz County will continue to grow at a steady pace. Of interest to the Santa Cruz County Workforce Development Board and WIOA Core Partners are the future job opportunities due to the continuous growth of youth and older workers. These trends will be discussed later but we should remain open to the opportunities for educational, entrepreneurial, and specialized skills training in the Santa Cruz County Industry sectors identified in this Plan.

Table 10
Five Year Population

	2017	2018	2019	2020	2021
Projected Population	47,318	47,459	47,707	47,787	48,468

Source: Office of Economic Opportunity, 2020

Table 11
Santa Cruz County
Population Projections, 2020

Santa Cruz County Population Projections, 2020

Year	Population Estimate	Projected Numeric Change	Projected Percentage Change	Projected Natural Change ¹	Projected Total Net Migration ²
2020	53,742	606	1.1%	338	269
2021	54,340	598	1.1%	331	268
2022	54,928	588	1.1%	323	266
2023	55,507	579	1.1%	313	266
2024	56,075	568	1.0%	304	266

¹ Natural Change = Births – Deaths

² Net Migration = (Domestic In-Migration – Domestic Out-Migration) + (Foreign In-Migration – Out Migration) Source: Office of Economic Opportunity, Population Projections Medium Series

Comparing the data from Table 12 and Figure 1, though not of the same year we can see the similarities remain. The population pyramid in Figure 1 illustrates a large proportion of youth from birth to about 20 years of age to be Hispanic males and Hispanic women in Santa Cruz County. This pyramid, provided by the Arizona Office of Economic Opportunity (OEO), also illustrates that the Hispanic male and female population is greater from ages 45 to 60 years of age.

For Santa Cruz County, this population pyramid presents a challenge in serving youth and seniors approaching or in retirement age. However, the challenge also represents an opportunity for creating a vibrant young, skilled, and prepared workforce. Retirees may also represent an opportunity for businesses catering to the retiree needs, especially if they are retiring with pension plans or other accumulated wealth and resources. Santa Cruz County may also benefit from the abundant amount of knowledge and skills that may be beneficial in youth mentoring and supportive activities.

Table 12

**Santa Cruz County
Population by Age Groups, 2020**

Age	Percent
0 - 19	30.1
20 - 34	17.5
35 - 54	22.3
55 - 74	22.6
75+	12.0

Table 10 presents more detail about the population characteristics in Santa Cruz County. This detail shows that the Hispanic population ratio has remained the same between 2015 and 2020. The percentage change is minimal. The Hispanic population is the largest single racial/ethnic group in Santa Cruz County.

Based to The Office of Economic Opportunity, the 2020 educational levels for Santa Cruz County are projected to remain at approximately the same level for the next 5 years. As they affirm, *“Understanding the current educational attainment of your local area’s available workforce is a crucial step in identifying job seeker and business needs.”*

Indeed, numerous studies have shown that education has a strong and direct correlation to job success, better-paying jobs, and lower rates of unemployment. 75.6 percent of all Santa Cruz County residents are at least high school graduates which are lower than the statewide rate of 86.8 percent.

Table 13

**Santa Cruz County
Racial/Ethnic Composition, 2015-2019**

Race/Ethnicity	2015	2017	2019
Hispanic or Latino	81.1%	82.0%	81.5%
Black or African American alone	0.23%	0.21%	0.40%
American Indian and Alaska Native alone	0.13%	0.26%	0.55%
Asian alone	0.99%	0.76%	0.83%
Native Hawaiian and Other Pacific Islander alone	0.0%	00.1%	0.05%
White alone	15.6%	15.0%	14.9%

Source: US Census 2010 and 2015 and Office of Economic Opportunity 2020

Based on The Office of Economic Opportunity, Santa Cruz County's educational level is projected to remain at the same level for the next 5 years.

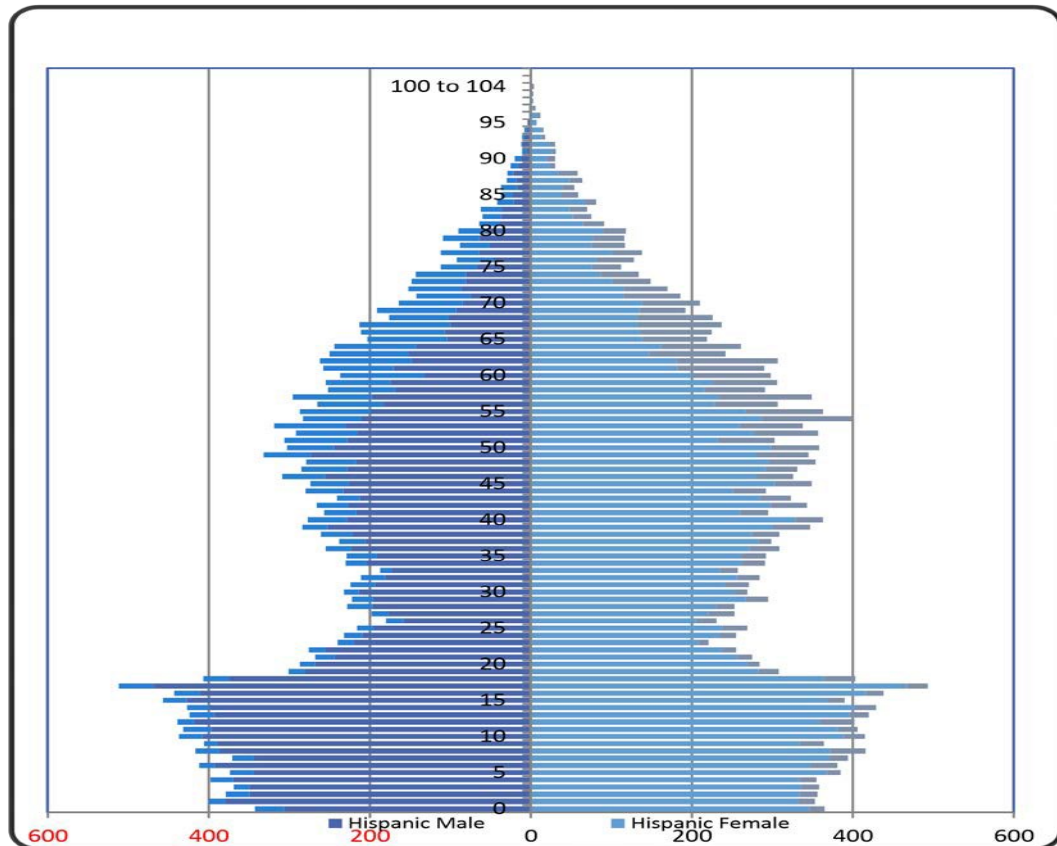
Table 14

Highest Educational Achieved, 2019, Population over 25 years of age

Indicator	Santa Cruz County	Arizona	United States
Less than High School	11.5%	5.5%	5.1%
High School Graduate (includes equivalency)	28.7%	23.9%	27.0%
Some College, no degree	21.3%	25.2%	20.4%
Associate's Degree	6.2%	8.6%	8.5%
Bachelor's Degree	13.2%	18.4%	19.8%
Graduate or Professional Degree	7.3%	11.1%	12.4%

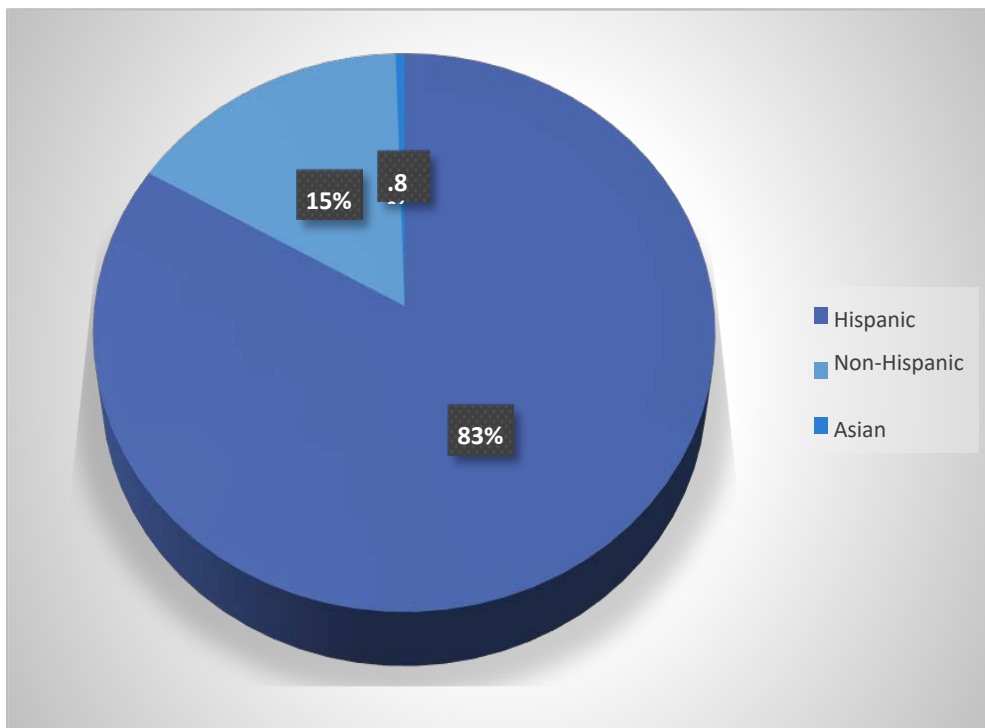
Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates Office of Economic Opportunity

Figure 1
Santa Cruz County
Population Pyramid by Age, 2016



Source: Office of Economic Opportunity, LMI, 2016

Figure 2
Santa Cruz County
Population by Race, 2020



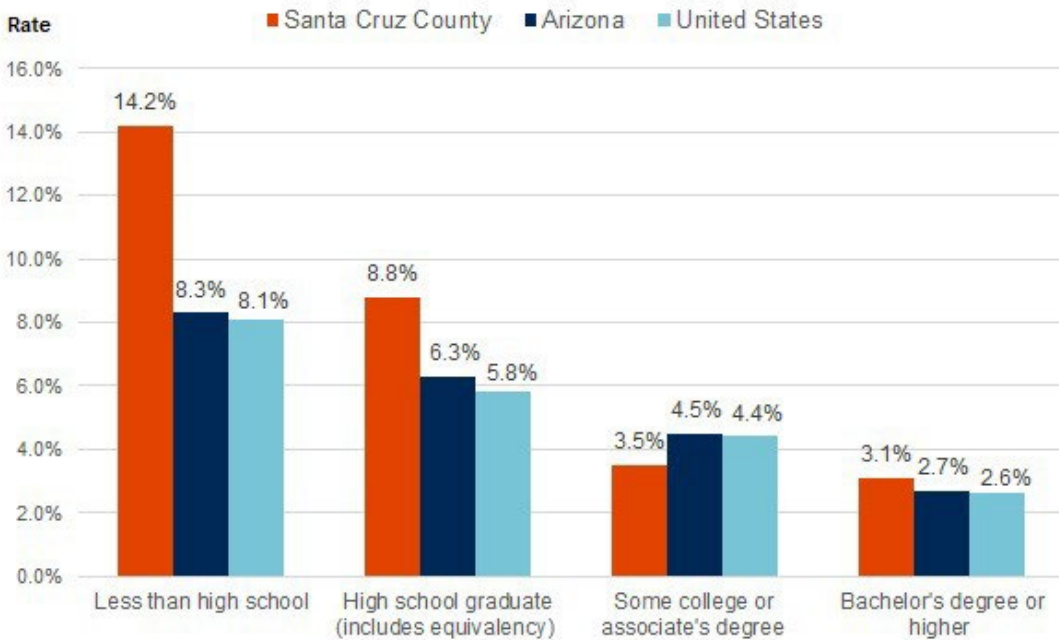
Source: City-Data October 2016 and Office of Economic Opportunity. 2020

*Hispanic or Latino (83%)
White Non-Hispanic Alone (16.0%)
Asian alone (0.8%)*

The low educational level presents challenges for future workforce needs. Though we have a challenge we also have opportunities to increase the educational levels by leveraging the WIOA Title IB with Title II. The SCC LWDB will seek out more opportunities for partnering with K-12, Community Colleges, and University of Arizona.

Graph 1

Santa Cruz County, Arizona, and United States Unemployment Rate by Educational Attainment, 2020 Ages 25-64



Source: U.S. Census American Community Survey, 2019 5-Year Estimates Office of Economic Opportunity

Historically, higher educational attainment levels lead to lower levels of unemployment.⁴ Understanding the relationship between unemployment and education can help determine which education levels are most in need of targeted workforce efforts.

- Across all educational attainment levels, unemployment rates in Santa Cruz County were higher with the exception of residents with some college or an associate's degree.
- The unemployment rate for Santa Cruz residents without a high school diploma (14.2 percent) was almost double when compared to Arizona or the United States.
- Unemployment rates decreased from 2018 to 2019 across all educational attainment levels except for those with less than a high school diploma.

Table 12 illustrates the Santa Cruz County poverty level is almost twice the Arizona Level. Table 13 reinforces the fact that the high poverty level leads to higher reliance on Public Assistance. Thus, the data leads us to the conclusion that we must raise the educational level, increase skills that business demands and give Santa Cruz County an opportunity to be employed, receive good-wages and leave

public assistance programs.

The data presented above illustrates the challenge for the workforce System to serve the population with multiple barriers to employment. Again, we use the word System because one program cannot remedy eliminate barriers to a High School Degree, Professional Certification, training, and employment.

Table 15

Population Characteristics, 2019

Indicator	Santa Cruz County	Arizona	United States
Population over 16	35,419	5,600,921	259,662,880
Civilian Labor Force Participation Rate 16 and Over	53%	59%	63%
Median Household Income	\$41,259	\$58,945	\$62,843
Poverty Rate	23%	15%	13%
Median Age	36.7	37.7	38.1
Individuals with a Disability	6,066	903,268	40,335,099
Uninsured	10%	10%	9%

*Source: U.S. Census Bureau, American Community Survey, 2019 5-Year Estimates
Office of Economic Opportunity*

Table 16

**Santa Cruz County
Public Assistance Households, 2018**

Indicator	Santa Cruz	Arizona	United States
TANF (Temporary Assistance for Needy Families)	8%	2%	2%
Food Stamps/SNAP	27%	11%	12%
SSI (Supplemental Security Income)	7%	5%	5%

Medicaid/AHCCCS Individuals	28%	17%	15%
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NOTE: TANF, SSI, and SNAP proportions are based on households, Medicaid/AHCCCS proportions are based on individuals.

Source: U.S. Census Bureau, American Community Survey, 2018 5-Year Estimates Office of Economic Opportunity

Unemployment

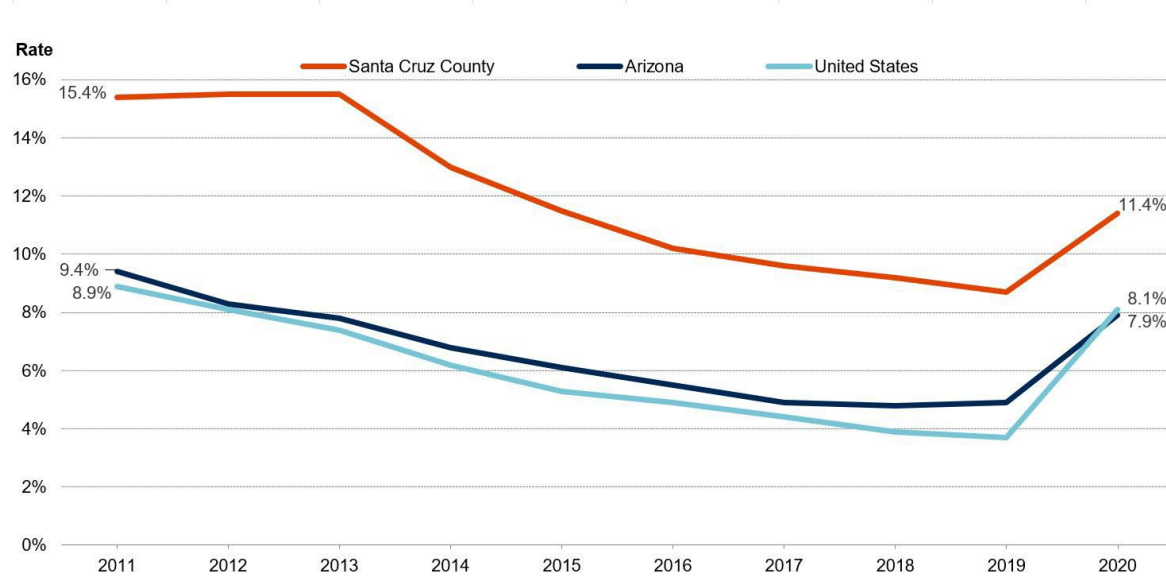
Santa Cruz County's unemployment rate is 10.6% compared to 4.5% for Arizona, See Graph 2. Though the labor force in Santa Cruz County is only 19,001 with 8,036 in the City of Nogales. Special challenges arise in preparing the employees the businesses workforce needs.

As Workforce professionals we know that higher educational attainment levels and industry certifications lead to lower levels of unemployment. Again, quoting the Office of Economic Opportunity, *Understanding the relationship between unemployment and education can help determine which education levels are most in need of targeted workforce efforts.*

Graph 2

Santa Cruz County, Arizona, and United States WORKFORCE

Unemployment Rate Comparisons, Sept. 2011-Sept. 2020, Not-Seasonally Adjusted



*Source: U.S. Bureau of
Labor Statistics Office of*

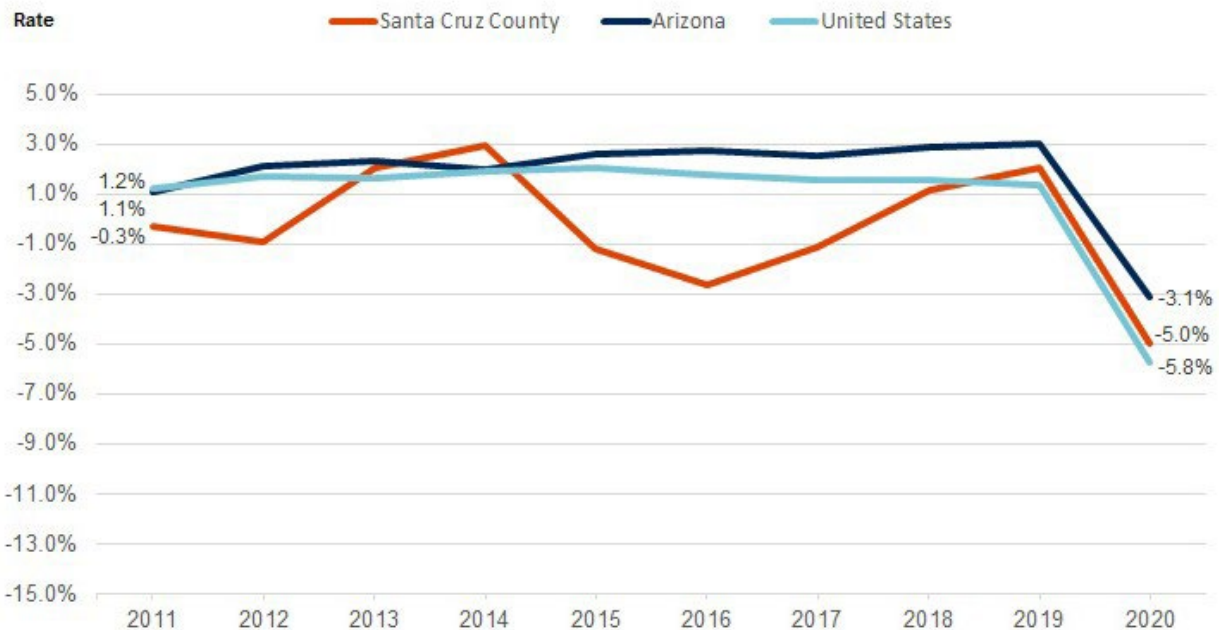
- Since 2011, the unemployment rate in Santa Cruz has consistently been drastically higher than the state and nationwide rates.
- However, from 2013 to 2020, Santa Cruz's unemployment was trending downwards.
- Following similar trends as Arizona and the United States, unemployment in Santa Cruz increased in 2020.

The need for an educated and skilled workforce is apparent as per the unemployment data. During the last ten years, according to the Office of Economic Opportunity, Santa Cruz County's unemployment rate has remained nearly double than the State of Arizona rate. See Graph 2.

The non-farm employment year over year percentage change for Santa Cruz County from 2009 to 2018 has fluctuated but remained low compared to Arizona, 0.4% compared to 2.8% respectively.

Graph 3

Nonfarm Employment Year-Over-Year Percentage Change,



2011-2020, Not-Seasonally Adjusted

Source: U.S. Bureau of Labor Statistics, Current
Employment Statistics Office of Economic Opportunity

- From 2011 to 2020, total average nonfarm employment decreased by 400 jobs, an annualized decrease of 0.3 percent. Over this same time period, Arizona total nonfarm employment increased by an annualized rate of 1.9 percent.
- Nonfarm employment in Santa Cruz County has fluctuated since 2011, peaking at 2.9 percent year over year growth in 2014.
- Santa Cruz County's nonfarm employment was steadily growing from 2016 to 2019. However, due to COVID-19 pandemic, there was a drastic decrease in 2020 employment, similar to state and nationwide trends. From 2019 to 2020, Santa Cruz County lost 5.0 percent of total nonfarm employment.

Labor Market Trends

As noted above, the SCC LWDB utilizes the State ETPL which contains approved Eligible Training Providers ("ETP") who offer training services to meet the skill development needs of Adult and DW program participants, including those who are disabled and/or require literacy assistance.

The approved ETP programs are for In-Demand Occupations in the local area. The SCC WD provides oversight of the ETPs and ensures the In-Demand Occupations Trainings are offered to eligible Santa Cruz County WIOA Participants.

In the time of COVID 19 we must be cognizant that many of the ETPL may go out of business and/or change their Training Delivery Model. We will be vigilant as businesses open and begin to call employees back, even some that may not be in the area. This offers us an opportunity to train the new required workforce.

The SCC LWDB will be engaging with businesses to begin the planning for a new skilled workforce. We need to be responsive to businesses' needs and retrain, upgrade or find the workers that business's needs.

Santa Cruz County WIOA Program sends its participants out of the county or contract for internet-based training services since there are no approved training providers locally. The necessity for Santa Cruz County to use internet-based training may become a benefit for the WIOA participants.

In view of the COVID 19 Pandemic Santa Cruz County will be exploring more internet-based training options. This strategy is beneficial due to the training costs associated with sending participants for training to Tucson, Phoenix, or other locations.

In addition, brick-and-mortar training facilities are also changing their training models to comply with safe distancing requirements.

Industry Training Models have emerged:

- Kentucky Fried Chicken uses Virtual Reality (VR) to train employees.
- Libertana Home Health has partnered with Amazon to use Alexa for employees and clients enabling them to schedule medication reminders, appointments and more.
- In construction workers are being trained to use smart phones and tablets for required training and meeting OSHA Certifications.
- Salespeople are using web-based learning games, tablets, and smart phones to learn about products and increase sales.

SCC LWDB will be analyzing ways to increase the use of technology and decrease the existing skills-gap in all areas or training services. Younger workers that have engaged in a degree or certificate program are not immune to digital skills gap. The skills gap is also more apparent in those with High School Degrees or less.

Understanding the current educational attainment of your local area's available workforce is a crucial step in identifying job seeker and business needs. Education is an important element in determining job success, and, oftentimes, can lead to higher-paying jobs and lower rates of unemployment.

Table 17
Santa Cruz County
Highest Educational Level Achieved, 2018
Populations Over 25 Years of Age

Indicator	Santa Cruz	Arizona	United States
Less than High School	24%	13%	12%
High School Graduate (includes equivalency)	27%	24%	27%
Some College, no degree	22%	25%	21%
Associate's Degree	6%	9%	8%
Bachelor's Degree	14%	18%	19%
Graduate or Professional Degree	7%	11%	12%

Source: U.S. Census Bureau, American Community Survey, 2018 5-Year Estimates Office of Economic Opportunity

The SCC LWDB has strategically supported the Santa Cruz County applications for WIOA Title II funding and partnerships with K-12 and Higher Education institutions. The lack of education is a major barrier to employment. The SCC LWDB support is in recognition of what the data has shown. We need a workforce that is educated, skilled and prepared to meet the needs of Santa Cruz County employers.

During and Post COVID-19 Impact

As we move forward through this COVID 19 Pandemic we, the SCC LWDB, must recognize that there will be much work ahead for all of us. We must begin to collect reliable and up to date data. The SCC WIOA System must learn to be more flexible, innovative, and creative in serving our business and job seeker customers. We must learn to adjust to new social and health regulations and options ensuring the well-being of SCC LWDB members, SCC One Stop Center Partners, community partners and our customers.

For Santa Cruz County, language barriers are higher than in other Arizona communities. Amanda Bergson-Shilcock in *Amplifying Impact: How Policies that Combine Investment in English Language Skills with Digital Learning Pay off for Workers and Business*, wrote:

For each bit of English that the worker acquires, their earnings are likely to increase. More English equals more job opportunities, and better-paying ones.

As we move into the Post-COVID 19 Pandemic, we must recognize that businesses are central partners in designing English programs that can effectively meet their talent needs and reliably result in career advancement for their incumbent workers. Thus, it is imperative that we advocate and support flexible federal, state and local policies to enable WIOA Programs to provide the tools and training for the successful employment opportunity and meet businesses workforce needs.

C. Workforce Development, Education, and Training Activities (20 CFR 679.560(a)(4)): Include a current analysis of:

1. Workforce development activities, including education and training activities in the region;

Santa Cruz County does not have any Eligible Training Providers and has had to rely on Providers that are outside the county boundaries. The SCC LWDB has built on local resources to provide vital services to job seekers and overcome barriers to employment. The SCC LWDB partnerships have been developed to allow for maximum leverage of local WIOA funds. Santa Cruz County Adult Continuing Education provides:

Adult Basic Education ABE. Adult Basic Education is designed for the learner who wishes to strengthen reading, writing and math. The program offers basic instruction for adults in reading, mathematics, and language. Individuals are pre-tested to determine entry levels.

Adult Secondary Education. Adult Secondary Education classes offer instruction to adults who are preparing to pass the Arizona High School Equivalency exam (GED) or who desire to enhance essential skills. The program provides instruction in the five content areas of the Arizona High School Equivalency exam: Language Arts, Reading and Writing, Social Studies, Science and Mathematics.

English Language Acquisition for Adults (ELAA). This program is designed for individuals who want to learn the English language. The ELAA classes are designed to teach the four basic communication skills- listening, speaking, reading, and writing, in ways that relate to everyday life. Classes are offered to students whose native language is not English.

Workforce Development Services include: Adult, Dislocated Workers and Youth Services.

For Youth Opportunities, work Experience is provided through job placement with collaborating employers throughout the community. Work experience helps youth acquire confidence, knowledge and skills needed to obtain employment and develop a career pathway. Monthly scheduled workshops are focused on survival and leadership skills exposing youth the real life conditions and problem solving.

Nogales Innovation Centers. Several new innovation centers at the Nogales Community Campus in downtown Nogales will include state-of-the-art offices, training and meeting spaces as well as business incubators. These new resources will strengthen the historic business core of Nogales, meeting traditional challenges of health, food, housing, education, and employment with new solutions, strongly encouraging entrepreneurship in the U.S.-Mexico border region.

2. Strengths and weaknesses of the workforce development activities to address the education and skill needs of the workforce, including:

i. Individuals with barriers to employment,

SCC LWDB has recognized that our strength is the creative and innovative ability to create fruitful partnerships in Santa Cruz County and with our border counties. We have benefited in receiving funding for specialized training and strengthening the relationships with our WIOA Core Partners. We have also developed new partnerships with economic development, K-12, Community Colleges, Universities, Non-Profit Organizations, Faith Based Organizations, and others. The data presented above has illustrated our willingness to bring and expand resources to overcome barriers and serve the needs of our workforce and employers.

SCC LWDB works closely with the WIOA Core Partners and engages other Department of Economic Security programs to assist our participants. We have been active with Unemployment Insurance Benefit applications, emergency services to provide SNAP and TANF benefits.

Santa Cruz County is a relatively small county that allows for a high degree of formal and informal communications among industry, business, SCC LWDB, workforce staff and elected officials. The communications networks established over a long period of time is sometimes generational, thus giving us opportunity to openly discuss local business needs and workforce/skills requirements.

SCC LWDB has also recognized the weakness in Santa Cruz County, primarily the lack of Eligible Training Providers in the county. We rely on outside Training Providers for services. The consequence is that our training costs are higher and requires our participants to travel over two hours to receive training.

Secondly, the lack of public transportation and internet service are major weaknesses. On the transportation side, automobile personal or family ownership is the most reliable. Obviously, taxi, Uber, or Lyft become expensive options and barriers to travel outside the city or nearby locations.

Lastly, the limited English language proficiency and lack of High School or Equivalent Degree is a major problem for job seekers. Moreover, the high poverty rate and reliance on Public Assistance is a major barrier.

ii. The employment needs of business.

The SCC LWDB and staff meet regularly with industry and business leaders to discuss and identify workforce and skills needs. The information is shared with our partners to leverage the local resources. Working with businesses and meeting their needs is the best mechanism for advertising and getting information to other businesses.

Our strategic collaborative efforts also allow us to share best practices, innovative ideas, and open opportunities for future partnerships.

D. Vision to Support Growth and Economic Self-Sufficiency (20CFR679.560(a)(5)): Describe the LWDB's strategic vision to support regional economic growth and economic self-sufficiency, to include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators.

The Arizona Workforce System that has been evolving since the inception of the WIOA. Throughout this Plan, we incorporated the Arizona Workforce Vision and System Goals as stated in the **Arizona Unified Workforce Development Plan, 2020 - 2024**.

The **Santa Cruz County Vision** is:

To build a pro-growth economy that provides opportunity for all and creates prosperous communities.

The goals are:

- *Promote a Strong Economy.*
- *Serve Business Needs.*
- *Prepare Job Seekers and Defend Against Poverty. and*
- *Protect Taxpayers by Providing Effective, Accountable, Government Services.*

Each of the State of Arizona goals will have mission outcomes and lead measures that will be tracked statewide by the Arizona Workforce Council to gauge progress and better understand our system's success in working towards this shared vision and four goals. With this framework, local area partners consider how services are delivered, whether the services are reaching in need populations, and where the system needs to improve to help address gaps in the system. Thus, we will:

- Build Arizona's capacity to attract, retain and grow thriving businesses.
- Serve Arizona job creators by understanding, anticipating, and helping them meet workforce needs.
- Prepare and match job seekers to a job creator for a successful career that provides amply. and
- Accelerate measurable impact and performance for less cost.

Based on the past regional partnerships with Pima County, Yuma County and Cochise County the SCC LWDB understands the regional economic development priorities, workforce analysis, and employment needs of businesses. The SCC LWDB supports the ongoing efforts of SCC WIOA to promote economic development and self-sufficiency through:

Job growth;
Higher wages, and
Increased wealth within the region.

The SCC LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, includes:

- Continuing to enhance the regional partnerships and seeking discretionary funding with our bordering counties;
- Promoting economic development by focusing on our identified industry sectors;
- Target recruitment and services of our under-served populations;
- Collaborating by sharing resources, clients, and performance metrics;
- Creating a more efficient, seamless local workforce system to include collaboration on outreach to job seekers and employers;

- Meeting employer needs by strengthening the skills of the workforce; and
- Supporting state led efforts to develop a single intake process and database and data-sharing for the ARIZONA@WORK system.

Ten Strategies:

1. Promote industry sector partnerships/projects.
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system.
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level.
4. Ensure training provided to job seekers and workers has a focus on transferable skills.
5. Create a comprehensive business engagement plan to support consistency and availability of services.
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation.
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers.
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations.
9. Create a consistent system for continuous improvement. and
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

1. Workforce Development Capacity (20 CFR 679.560(a)(6)):

Taking account the analyses in Sections A. – D. above, describe the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available in the local area to achieve the strategic vision and goals as described in Section D. above. Core partners include Titles I-IV. Required One-Stop Partners can be found in Appendix IV.

The SCC LWDB Strategy to work with the SCC One Stop Partners, Community Partner organizations that assist to carry out the core programs and required ARIZONA@WORK partners is to align resources available in the local area to achieve the strategic vision and goals which begins with the SCC LWDB and SCC CLEO. The appointments to the SCC LWDB are well thought out and recommendations sought from industry and business groups to ensure a Model WIOA Delivery System.

Taking the lead from the State of Arizona, the SCC LWDB ensures alignment with the state vision and goals. In addition, we review the industry, business, education, training, and support services needs of our business and job seeking customers.

Developing the Santa Cruz Local Plan allows for Core Partners, Required Partners,

Industry and Business Partners, Community Based Organizations to include their program and learn about each other's programs. Working together allows the opportunity for all partners to align resources and achieve the strategic vision presented here.

Working together at the Santa Cruz County One Stop Center is an advantage because we interact daily and meet to discuss issues related to service delivery, process improvement, customer service, quality service, and efficiency in delivery and exceed the agreed performance measures. Working in a small community also makes the partnerships work better.

As required by the WIOA, Regulations. 2 CFR 200, and WAC Policies the SCC CLEO and SCC LWDB have a Shared Governance Agreement which outlines each-others individual and joint roles and responsibilities. In the Shared Governance Agreement, the responsibility for WIOA Title IB funds allocation is outlined.

The SCC LWDB has historically supported the Applications for WIOA Title II, Adult Education and Family Literacy Act funding. The strategic goal has been to ensure close cooperation and leverage of funds to maximize service delivery for our citizens.

We are very cognizant of the need to serve individuals with barriers to employment. These barriers may be related to Americans with Disabilities Act, Veterans, Limited Language Ability or other barriers. We are not only seeking to comply with the laws but to serve the needs of our business and job seeker customers.

Part b - Strategic Vision, Goals, and Strategies

2. Statewide Strategy Assurances

Include the following assurance in the local plan.

The SCC LWDB will support statewide workforce strategies identified in the state workforce plan. In addition, the SCC LWDB has and will continue to participate in statewide workgroups and solutions intended to improve workforce services across the state.

3. Statewide Strategy Support

Describe what steps the LWDB will take to implement the state strategies in the LWDA over the next four-years including who the board will work with to implement the state strategies. Include entities carrying out core programs and other ARIZONA@WORK partners, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 CFR 679.506.(b)(1)(ii)), local community partners, economic development entities, etc.

The SCC LWDB is committed to support the State of Arizona Vision and ten strategies. The support for the State of Arizona WIOA System has always been a priority and we are

committed to participate in state initiatives. SCC LWDB Core Partners (Title I B, Adult, Youth and Dislocated Workers, Title II, Carl Perkins Career and Technical Education Act, Title III, Employment Security, and Title IV, Vocational Rehabilitation) are committed to assist the state in the implementation of the state's strategies.

Ten Strategies:

1. Promote industry sector partnerships/projects.

The SCC LWDB working with local Industry and Business leaders on our board will be available to work on industry sector partnerships and/or projects. We will also provide any reports, information or insights related to industry sector partnerships or projects.

2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system.

The SCCC LWDB utilizes the Santa Cruz County One Stop Center to disseminate all communications related to the ARIZONA@WORK System. Posters are placed throughout the facility in locations that are visible and accessible. Pamphlets are provided to individuals that visit the Santa Cruz County One Stop Center. When we receive videos, we use the available monitors for customers to see. In addition, any communication or outreach that is available on the internet the customer is also informed.

3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level.

At the local level, the Santa Cruz County One Stop System has a high degree of communication, coordination and collaboration. We are in constant communication with our state partners via conferences, zoom, emails, teleconferencing and phone calls.

4. Ensure training provided to job seekers and workers has a focus on transferable skills.

The SCC LWDB is keenly aware that we have limited funding and our training costs are high due to transportation and outside of the county Eligible Training Providers. Our constant focus is to determine what skills the employer needs and provide training appropriate for the job that is available. Again, we work closely with our business partners.

5. Create a comprehensive business engagement plan to support consistency and availability of services.
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation.

The SCC LWDB and Core partners are committed to ensuring Career Pathways that are

targeted and focused on In-Demand Industries and In-Demand Occupations. We work with our Industry, Business Education and other partners to ensure the Career Pathways are localized.

7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers.

Having a One Stop Center that houses the WIOA Core Programs ensures the co-enrollment, shared costs and case management, thus serving the customer with more efficiency and efficacy.

8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations.

The Santa Cruz County One Stop Center Partners work together and ensure the populations with barriers to employment receive needed services and obtain gainful employment through Career Pathways.

9. Create a consistent system for continuous improvement.

The SCC LWDB tracks performance and services of the Santa Cruz County One Stop Center Partners. The Partners meet to discuss improvements, service delivery and share the information with the SCC LWDB. This responsibility is also in the Scope of Work for the One Stop Operator.

10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

The SCC LWDB staff and WIOA Program manager participate in AJC meetings that state sponsors. They will continue to be partners in the effort to have quality data across ARIZONA@WORK programs.

Section 3: ARIZONA@WORK System Coordination **Describe how the LWDB will work with the entities carrying out the core programs (Titles I through IV), = (20 CFR 679.560(b)(2)) to:**

- 1. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;**

Since the Santa Cruz County WIOA funds are limited the SCC LWDB leverages the WIOA Core Program Partner resources. These partners are the foundation of the Santa Cruz County One Stop Center.

- Title IB, Santa Cruz County WIOA, Adult, Dislocated Workers and Youth
- Title II, Santa Cruz County, Adult Education and Family Literacy Act
- Title III, DES Employment Services
- Title IV, DES Rehabilitation Services

Additional DES Partners Include:

- Veterans Programs Migrant Seasonal Farm Workers (MSFW)
- Trade Adjustment Act (TAA), and
- Unemployment Insurance (UI)

Regular joint formal and informal meetings with two or more partners are held to discuss business and job seeker service needs. Since individuals with barriers to employment may need more than one service it is imperative that the staff coordinate and secure the necessary services that allows the individual to become self-sufficient. At these joint meetings, the staff discuss the customer service needs and what options may be available. Whenever there is an opportunity to co-enroll a participant the program staff do so. They will also review and discuss any other services.

As stated above, Santa Cruz County WIOA funds are limited. In compliance with the WIOA legislation and Regulations, the SCC LWDB has a Priority of Service Policy for the WIOA Program. SCC LWDB's "Priority of Services" is reviewed regularly and policy includes:

- Disabled
- Low Income Individuals
- Public Assistance
- Single Parents
- Homeless
- Ex-offenders
- Out-of-School Youth

- Veterans, and
- Limited Language Proficiency.

When the WIOA Core Program services are insufficient the staff seek assistance from the other Santa Cruz County One-Stop Career Center Partner Programs. They include:

- Veterans Programs
- Migrant Seasonal Farm Workers (MSFW)
- Trade Adjustment Act (TAA)
- Unemployment Insurance (UI)
- Pima Community College
- University of Arizona-Santa Cruz
- Nogales Community Development Corporation
- Fred Acosta Tucson Job Corps
- Santa Cruz County United Way
- Santa Cruz County One-Stop Career Center Partner programs include:
- Portable Practical Educational Preparation (PPEP) Inc.
- Santa Cruz County and Nogales Chamber of Commerce

The mutual goal of all the partners is to get the individual the services needed to allow him/her to become self-sufficient in a job with career pathways.

2. Facilitate the development of career pathways;

The SCC LWDB strategic commitment to the development of career pathways is critical to ensure we utilize our WIOA funds effectively and thus we invest in educational programs that lead to pre-defined, sustainable Career Pathways. Our goal is to engrain on the SCC LWDB and partners the importance of Career Pathways by:

- Having quarterly partner meetings;
- Emphasizing specific career positions associated with Career Pathways;
- Design and support to address needs for Career Pathways through LMI;
- Stimulating support and collaboration with industry partners for co-design of Career Pathways;
- Investing in recruitment of participants in Career Pathways to address industry need, measuring retention within programs; and,
- Educating employers relative to expectations regarding timeline and available employment pipeline.

The SCC LWDB maintains a strong commitment to recognizing and contributing to the design of best practices relating to Career Pathways. This strategy supports the spirit of WIOA and demonstrates its potential for innovating in a manner that addresses the specific needs of Santa Cruz County.

Acting as a convener, the SCC LWDB with representatives of secondary and

postsecondary education programs, will lead efforts in Santa Cruz County to develop and implement career pathways within the county by: aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

In previous sections, we have presented the data offered by the Office of Economic Opportunity. Our analysis of the Santa Cruz County Industry Sectors and occupations gives us plenty of opportunity to identify all the potential career pathways within the industry sectors and occupations.

The WIOA Core Partners will continue to strengthen core programs and career pathways making available:

- Quality education;
- Training;
- On-the-Job-Training;
- Internships; and,
- Support services.

We will also focus on developing our delivery system to ensure quality, industry recognized, stackable and portable credentials and/or certificates for our job seeking customers.

The SCC LWDB in its role of convener and collaborator is committed to increase and further develop communications with the Industry Sectors identified in this Local Plan. The SCC LWDB and the WIOA Core Partners, working with the businesses in Santa Cruz County, will continue to develop and offer clear and improved career pathways for individuals joining or existing in the Santa Cruz County industries and occupations.

The SCC LWDB and Core Partners will work with the state to, research, evaluate and test promising and proven career pathways practices. Working with Out-of-School youth, our efforts will be to bring the individuals into the SCC One Stop Center System and offer them opportunities to re-engage in securing a High School Degree or Equivalent. During their time enrolled in the educational track, we will provide information on career opportunities and pathways to continuously improve their skills and grow on the job.

3. Facilitate the coordination of co-enrollment with ARIZONA@WORK partners; and

As stated above the SCC LWDB recognizes that individuals with barriers to employment may need more than one service. It is imperative that the staff coordinate and secure the necessary services that allows the individual to become self-sufficient.

We will review and discuss service delivery and will develop policies to facilitate coordination of co-enrollment with our SCC ARIZONA@WORK Job Center partners. A

referral system will be utilized to efficiently provide a participant co-enrollment opportunities when applicable.

Co-Enrollment

All WIOA Core Partners agree to co-enroll participants in multiple programs whenever appropriate, and as eligibility and other program regulations allow.

DES Rehabilitation Services Administration staff is co-located in the Santa Cruz County One Stop Center and has been working closely with the other Core Partners to ensure individuals with disabilities have access and services from all Core Partners. As part of the continuous improvement strategies, the SCC LWDB ensures the Core Partners provide program information, cross-train One Stop staff and share resources.

Working in a seamless, efficient, effective customer-centric service delivery model will increase customer choice and leverage the Core Programs' funding and services. The integrated service delivery leading to career pathways will also ensure the availability of educational opportunities and training. The objective of such co-enrollments is to broaden the service options for participants and to respond to unmet training, supportive service, and placements support needs. Furthermore, co-enrollment allows the Core Partners to share credit for outcomes.

WIOA Core Partners have created a Pre-Assessment Form that is used by the front-line staff when a new customer or potential participant enters the One Stop Center for information and assistance with programs and services available. If the customer expresses interest in job search only, he/she is referred to Title III for AJC registration and job search assistance. The Pre-Assessment Form contains pertinent questions that, when answered, allows us to identify Title I, II, and IV potential participants. Core Partners utilize an in-house hard copy Referral for Services Form and potential participants are referred as appropriate.

4. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

In the Demographic Characteristics section, we discussed the educational level of the Santa Cruz County population. The data used to illustrate the educational level in relationship to earnings was clear. We recognize that the benefits of a High School Degree or Equivalent or recognized industry credential is of utmost importance.

The data also showed that even some college leads to higher wages. SCC LWDB understands that in the Post-COVID 19 Era, job seekers will have to have higher educational attainments and industry recognized certification. The SCC LWDB will have to develop and implement higher-cost training. Also collaboratively work with education, industry, and business partners to introduce new strategies to increase educational

successes.

We must also increase our outreach efforts and work with parents, students, counselors and businesses to impress upon the population that the “old jobs” are gone and the “new jobs will require at a minimum, a High School Degree or Professional Certificate, Industry Recognized Credentials and/or Certificates.”

We ensure that all the investments in our customers’ education, training and certifications are also portable and stackable and ensure a career pathway, a sustainable salary and life-long employment. Santa Cruz County LWDB works closely with local educational organizations and organizations outside the county. The organizations at this time include but are not limited to Pima Community College (PCC), Cochise Community College (CCC), Southwest Truck Driving, HDS Truck Driving Institute and our local Santa Cruz County Provisional Center all of which provide Santa Cruz County residents with various options for technical training, basic skills and specific training that may lead to attaining recognized credentials such as:

- Secondary School diploma or recognized equivalent
- Graduate degree for purposes of the VR program
- Occupational licensure
- Occupational certificate, including Registered Apprenticeship and Career
- Technical Education certificates
- Occupational certification
- Other recognized certificates of industry/occupational skills completion sufficient to qualify for entry-level or advancement in employment.

Additional partners will be engaged, as they coordinate efforts to align strategies, enhance services, and avoid duplication of services. SCC LWDB has been working very closely with PCC to offer programs like Certified Nursing Certificate, Surgical Technology, License Practical Nurse, Billing and Coding, and Emergency Medical Services and Logistics.

Individuals with barriers to employment, Out of School Youth, Disabled, and others, face a higher challenge and we must be ready to invest more to give them an opportunity to be successful.

B. Describe the LWDB’s strategies and services and how they will be used within the LWDA and region (20 CFR 679.650(b)(3) to:

- 1. Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs;**

Per the WIOA Regulations and WAC Policies, the SCC CLEO and SCC LWDB will continue to promote business representation, particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region and on the local board.

The SCC LWDB composed of community members and a majority of business representatives provides a job seeker with relevant information, education and employment skills necessary to meet the skill and education requirements, as communicated to us by our local businesses and economic development partners.

SCC LWDB will continue to develop effective linkages, including the use of intermediaries, with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities.

The Business Services Team consists of staff from the Core Partners in the Santa Cruz County One Stop Center System and Partner programs. They offer services to new and existing businesses and industries that help address employer needs.

Team members provide community outreach through participation in Chamber of Commerce Events, Economic Development Events, and local county/city activities. The Business Services Team members work closely with economic development agencies and businesses to maintain a proactive approach and to ensure employment and economic growth in Santa Cruz County. Additional services that the business services team can provide employers include:

- Job Hiring Events
- Labor Market Information
- Listing job openings on the Arizona Job Connection
- Locating qualified job applicants for employers; vetting applications and resumes
- Provision of specialized assessments for job seekers and employers
- Rapid Response Services
- Space for job interviews and/or interviews via video conferencing
- Training Services Information

Moreover, we are in constant communication and actively work with employers to ascertain their workforce needs now and in the future. We recognize that if our Santa Cruz County One Stop System and individual job seekers are going to make an investment of time and resources to grow and develop skills there has to be meaningful educational, skill attainment and employment opportunities with measurable outcomes.

2. Support a local ARIZONA@WORK system that meets the needs of businesses in the LWDA;

SCC LWDB will continue to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by:

- Enhancing communication
- Coordination, and collaboration among employers, economic development entities, and service providers.

The Santa Cruz County One Stop Center employer services offered by the Core and Supportive Partners may include:

- Employer needs assessment evaluates employer needs, particularly future hiring and talent needs
- Job Posting consists of receiving and filling of job openings, searching resumes, providing access to a diverse labor pool
- Applicant pre-screening consists of assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements
- Recruitment Assistance is conducted by raising awareness of employers, job seekers, and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job hiring events, mini-recruitments, and mass recruitments
- Labor Market Information is access to information on labor market trends, and other data related to the economy, wages, industries, etc.
- Employer Referral System is a provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, and apprenticeship programs

As of the development of this plan, we have been informed that Local Areas will NOT receive any Rapid Response Funds. The following service is contingent upon future funding from the State of Arizona.

- Rapid Response is an activity that involves a "rapid response" team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will contact the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One Stop delivery system.

Special Services to Employers

The Santa Cruz County One Stop Center Business Service Team will be composed of the Santa Cruz County One Stop Career Center Business Services Manager, the local Veteran Employment Representative (LVER) and the DES ES Business Services Representative/Supervisor. Other partners may be added as needed. They will work jointly to provide the business service activities. By working together, the joint effort allows for maximum use of limited resources and the business owners or business managers are not provided repeatedly with the same information or visited by several individuals.

The joint effort will allow the staff an opportunity to strengthen the relationships with the business community. Ongoing work with the local employers is further strengthening the relationships. Job placements, On the Job Training and internships are currently in place with the major employers, such as, the Mariposa Community Health Center and Carondelet Holy Cross Hospital.

Santa Cruz County One Stop Career Center Business Team may add a partner focused on business, well versed in business outreach, business assessment, business employer needs and employer worker needs. SCC WIOA Manager will functionally align business services through the creation or enhancement of Santa Cruz County Business Service Teams that will support an integrated approach to helping our employers.

As noted above, the Santa Cruz County Business Service Team will be composed of the WIOA Core Partner staff persons:

- Adult, Dislocated Workers' and Youth
- Adult Education and Family Literacy
- State DES ES Business Services Representative/Supervisor, and
- Local Veteran Employment Representative

The Santa Cruz County Business Team will develop a plan to move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.

The Santa Cruz County Business Service Team may seek training and technical assistance to help with the transition to a more integrated approach to assisting our businesses develop job opportunities, grow and prosper. It must be noted that WIOA funds are not allowed for economic development purposes and Santa Cruz County Board of Supervisors and Santa Cruz County Workforce Development Board will not place themselves in a position where disallowed costs will be incurred.

The Santa Cruz County Business Service Team training may include skill development in the areas of Sales Techniques, Conflict Resolution, Service Mapping, and Customer Service. Team members may spend time understanding the services provided by each Core Partner agency and the details associated with target populations, eligibility, specific activities, cost factors, and access of each service depending on staffing and budgetary constraints. WIOA Core Partners will recommend and attend appropriate training sessions to increase their skill levels.

Santa Cruz County Workforce Memorandums of Understanding addresses how coordination will occur between each Partner and their subject matter experts. Through its single-point of contact approach, business customers may be able to work with one representative that will be their primary resource and will facilitate securing the subject matter expertise of all of the services from other agencies that an employer needs. This will assist employers through the maze of available resources.

Santa Cruz County Business Service Team may provide a customer flow chart reflecting the procedure to assist a hiring employer recruit from targeted groups that are trained and currently underutilized:

Special services that the business services team can provide employers include:

- Job Hiring Events
- Labor Market Information
- Listing job openings on the Arizona Job Connection
- Locating qualified job applicants for employers; vetting applications and resumes
- Provision of specialized assessments for job seekers and employers
- Rapid Response services
- Space for job interviews and/or interviews via video conferencing
- Training Services information

3. Better coordinate workforce development programs and economic development;

The SCC LWDB and WIOA Core Partners' have been actively working with the local Chambers of Commerce-Government Affairs and major industry sectors to coordinate efforts around Economic Development.

Business Outreach specialists in collaboration with local businesses, complete assessments to identify current business needs, project future needs, and identify upskilling or reskilling to close workforce gaps.

SCC Adult Education has identified and targeted the Retail/Retail Industry Fundamentals Credential as part of the Integrated Education and Training program. This program integrates adult education literacy activities with workforce preparation activities in the retail industry. SCC Adult Education will focus on identifying and integrating other in-demand occupational training.

Below is an example of the opportunities offered by strategically working with the Santa Cruz County sector industries. The major industry sector is Merchant Wholesalers, Nondurable goods, herein referred to as the Produce Industry. The produce industry offers numerous opportunities for the Santa Cruz County One Stop System Partners to work with the industry representatives in order to identify current and future employee needs.

In addition, as talents and qualifications are updated and further identified the WIOA Core Partners may refer or prepare individuals for employment in that industry. In previous sections, we have discussed the major industries and occupations in Santa Cruz County with the educational and skill requirements.

Recognizing that in addition to California, México is the top supplier of fresh fruits and vegetables to the United States. Nogales, Arizona has a long history as a port of entry. Annually, about 120,000 trucks and \$2.5 billion worth of Mexican produce crosses through Nogales (Pavlakovich-Kochi 2013). This represents the highest tonnage entering the United States. Though other ports of entry have had major infrastructure improvements Nogales port of entry is dominant in:

- Tomatoes
- Cucumbers
- Peppers
- Squash
- Melons
- Watermelons
- Mangos
- Grapes and more.

In particular, the economic history of Santa Cruz County with México is long and vital for the economic wellbeing of Santa Cruz County, indeed Arizona and the United States as a whole. Map 1 below illustrates the Produce Growing Regions Industry in México, much of which comes through Santa Cruz County and distributed year-round all over the United States.

Nogales, Arizona has developed a strong competitive advantage with its network of brokers and distributors who organize customized solutions. They offer a special strength in “mixed load” shipments. Nogales is agile and efficient in leveraging a well-connected network of geographically clustered produce companies.

4. Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs; and

The SCC LWDB has continuously worked to ensure that a seamless, effective and efficient service is provided to our One Stop System customers. Thus, when a job seeking customer makes contact with our workforce system, we take proactive action and ensure that if the individual may be eligible for Unemployment Insurance, we make every effort to assist in submitting an application for benefits.

Our DES Title III Partners have been highly active in training, streamlining and upgrading all Unemployment Insurance claims services and applications remotely via internet or at the One Stop Center. The individual applicant has been afforded the ease of applying a UI claim by the advancements of technology.

The Santa Cruz County One Stop System Partners will continue to have meetings to continuously improve services to our customers. Cross-training and discussions on improving customer services provided by the One Stop System will ensure the seamless, effective and efficient services to UI customers.

To comply with WIOA 134 (c)(2) and CFR 463.430 the Santa Cruz County will ensure that:

- Basic career services are made available and are consistent with allowable program activities and Federal cost principles;
- Individualized career services are made available if determined to be appropriate in order for an individual to obtain or retain employment and be consistent with program requirements and Federal cost principles; and
- Follow-up services are provided, as appropriate, including: Counseling regarding the workplace, participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

While it is important to ensure potential UI benefits are secured, we also focus on additional services, as noted above, that the UI claimant may avail him/herself at the One Stop. Therefore, our staff is trained to provide additional information regarding:

- Employment opportunities
- Labor market information
- Job search workshops
- Interviewing skills
- Resume writing
- On the Job Trainings and
- Training.

The SCC LWDB will ensure:

- Cross-training and collaboration of the Core Partner staff at the One Stop Center
- Core Partner staff provides information and assistance to UI Customers beyond filing a claim to ensure they become self-sufficient
- Ensure all One Stop System Partners are informed of all UI services improvement strategies and/or service models.

Unemployment Insurance Compensation collects and provides information on filing claims for state benefits payments which protects individuals from economic insecurity while conducting job searches. Claims may be filed on-line at www.azui.com UI information is also available at the ARIZONA@WORK Santa Cruz County One Stop delivery system.

5. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please do not include):

The SCC LWDB is customer focused and works with individual businesses, business groups and associations, economic development, and others to ensure that the economic

vitality of Santa Cruz County is upgraded. We work to offer the business customers the trained and skilled workforce they need to be successful. The services listed below are services that may be provided by the SCC LWDB to businesses in Santa Cruz County.

- **Incumbent Worker training Programs** - The SCC LWDB, in conjunction with employers, provides training designed to help workers obtain work-place-skills that are necessary to retain employment in their field to prevent job loss. Incumbent Worker Training may include Workplace Literacy. Incumbent worker training programs and OJT contracts are used as tools to build career pathways, with the ultimate goal of establishing new stackable credentials as eligible training providers for WIOA funding.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities to increase the service delivery to businesses and employees.

When appropriate, DES Vocational Rehabilitation Administration works with the SCC WIOA and provides services through its contracted vendors. The DES VR services may include;

Employment services;
Specialized training;
Educational/literacy opportunities;
Technical or professional educational services;
Assistive technologies; and
Job Coaching.

- **Customized Training Programs** – If a business upgrades its equipment, and production processes, or needs a higher skilled worker, customized training may be offered. Workplace-Literacy may be a needed component and designed to meet the specific needs of an employer. Industry groups may also request customized training. This offers new job seekers, or the existing workforce, to be introduced to new jobs, new technologies, or new production activities. The employer must commit to paying not less than 50% of the costs of training and to employ the individual upon successful completion of the training.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities to increase the delivery of services to businesses and employees.

When appropriate, DES Vocational Rehabilitation Administration works with the SCC WIOA and provides services through its contracted vendors. The DES VR services may include;

Employment services;
Specialized training;

Educational/literacy opportunities;
Technical or professional educational services;
Assistive technologies; and
Job Coaching.

- **Industry and Sector strategies** - Santa Cruz County continues to develop and implement proven or promising strategies to meet the employment and skill needs of workers and employers. Such as, the establishment of industry and sector partnerships, that provide the skilled workforce needed by employers in the region. They expand employment and career advancement opportunities for workforce development system participants in identified in-demand industry sectors or occupations.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities to increase the service delivery to business and employees.

When appropriate, DES Vocational Rehabilitation Administration works with the SCC WIOA and provides services through its contracted vendors. The DES VR services may include;

Employment services;
Specialized training;
Educational/literacy opportunities;
Technical or professional educational services;
Assistive technologies; and
Job Coaching.

- **Utilization of Effective Business Intermediaries** - The SCC LWDB meets with and invites employers to partner with the ARIZONA@WORK System to promote employee retention. They also learn about the various services offered by the SCC One Stop Center System. The SCC LWDB also seeks feedback from the targeted sectors to help drive the development of new training and career pathway initiatives.
- **On-the-Job Training Programs** - OJT is offered by contracted employers in Santa Cruz County. OJT offers a first-hand work experience. It teaches our WIOA participants the knowledge and skills that are essential for adequate performance of the job and to prepare for long-term unsubsidized employment. The employer must commit to paying not less than 50% of the costs of training and employing the individual upon successful completion of the training.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities, business organizations and educational/training institutions to increase the service delivery to business and employees.

When appropriate, DES Vocational Rehabilitation Administration working with the SCC WIOA provides services through its contracted vendors. The DES VR services may include;

Employment services;
Specialized training;
Educational/literacy opportunities;
Technical or professional educational services;
Assistive technologies; and
Job Coaching.

- **Registered Apprenticeships** - There are many opportunities for Registered Apprenticeship Programs. The most common one is in the construction field, consortiums of union and non-union employers have created registered apprenticeships that offer the opportunity to work at increasing pay rates tied to skill gains and earn certificates toward a journeyman-level electrician.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities, business organizations and educational/training institutions to increase the service delivery to business and employees.

When appropriate DES Vocational Rehabilitation Administration working with the SCC WIOA provides services through its contracted vendors. The DES VR services may include;

Employment services;
Specialized training;
Educational/literacy opportunities;
Technical or professional educational services;
Assistive technologies; and
Job Coaching.

- **Work Experience Programs** - In the past Santa Cruz County has been highly successful in implementing Work Experience programs. Work Experience may be offered to individual adults, youth, or dislocated workers. The positions may be paid or unpaid and takes place in the private for-profit sector, non-profit sector, or the public sector. In particular, the Santa Cruz County Summer Youth Program has been highly successful in past years, but due to the COVID 19 Pandemic, we were not able to offer face-to-face Work Experience due to businesses closures. We gradually integrated virtual programs focused on building soft skills such as the Arizona Career Readiness Credential.
- **Other Business Services and Strategies Designed to Meet the Needs of Regional Employers** – SCC LWDB is aware of the need to partner with

businesses and secure job opportunities for job seekers. We offer Skills-Upgrading, Literacy Upgrading, Entrepreneurial Training, Computer competency skills training, and English Language training.

The SCC LWDB will be increasing its efforts to work with Local Regional and State of Arizona Economic Development entities, business organizations and educational/training institutions to increase the service delivery to business and employees.

When appropriate DES Vocational Rehabilitation Administration working with the SCC WIOA provides services through its contracted vendors. The DES VR services may include;

- Employment services;
- Specialized training;
- Educational/literacy opportunities;
- Technical or professional educational services;
- Assistive technologies; and
- Job Coaching.

C. Explain what the role of the LWDB in the Eligible Training Provider (ETP) program approval process is, as required pursuant to 20 CFR 680.430(c); explain Local ETP program requirements or performance standards; and describe LWDBs outreach to employers and training providers to identify and develop training program related to in-demand occupations in the LWDA. If currently in policy please include a copy of the policy, or a link to the policy in the local 4-year plan (20 CFR 680.430(c)).

The SCC LWDB has been working diligently to identify and encourage potential local training entities to become part of the ETPL system. The training providers have indicated that they did not qualify or were discouraged from applying and be part of the to the ETPL. Since we do not have any local training providers, we utilize the State of Arizona ETPL.

When an individual visits the Santa Cruz County One Stop Center and it is determined that the customer does not have the skills necessary to secure sustainable employment, the customer is made aware of WIOA Title I. After initial intake, if the customer is determined eligible for WIOA Title I Training Services, our staff begins working to determine the skills, industry and occupation interests. If appropriate the WIOA participant may be referred to a training provider in the State of Arizona ETPL. The Santa Cruz County One Stop career specialist will help the participant prepare an application for training that is offered through the One-Stop System.

If the participant chooses a targeted industry and occupation from one of the more than 300 training providers on the State of Arizona ETPL Occupational Skills Training may be appropriate. The organizations listed on the ETPL provide WIOA-approved occupational skills training programs that enable participants to gain proficiency in performing the tasks and technical functions required by certain occupational fields at entry, intermediate, or

advanced levels.

D. Examine how the LWDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the LWDA, and how the LWDB will promote entrepreneurial skills training and microenterprise services (20 CFR679.560(b)(4)).

The SCC LWDB and WIOA Core Partners' staff have been actively working with the local Chambers of Commerce, Economic Development Organizations, and local businesses. Working with the Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors, educational institutions and local supportive partners is essential for the success of the Santa Cruz County One Stop System.

Below is an example of the opportunities offered by strategically working with the Santa Cruz County sector industries. One major sector industry is Merchant Wholesalers, Nondurable goods, herein referred to as the Produce Industry. The Produce Industry offers numerous opportunities for the Santa Cruz County One Stop System Partners for working with the industry representatives to identify current and future employee needs. In addition, as talents and qualifications are updated and further identified, the WIOA Core Partners may refer or prepare individuals for employment in that industry. In previous Sections we have discussed the other major industries and occupations in Santa Cruz County with the educational and skill requirements.

Herein, we utilize the Produce Industry to illustrate the Workforce coordination with this regional industry. Santa Cruz County, Nogales, Arizona has the infrastructure, personnel, and experience to support the fresh produce industry, which includes:

- Sales and distribution,
- Customs brokerage services,
- Warehousing and repackaging, and
- Freight forwarding.

Fresh produce generally requires cold storage and trucking in many cases with specialized warehouses and refrigerated container units for trucking. Innovations and strengths in Nogales, Arizona's "cold chain" that support fresh produce include food safety, quality control, warehousing, packaging, distribution, and customer focus. Perishable goods and a limited amount of processed food (Pace Picante sauce, Campbell's soup) move primarily north, but crops such as Washington apples ship southbound at a rate of 40-50 trucks a day in season. 15 percent of California grapes go through Nogales to Mexico in season, along with items such as seeds and beef.

Entrepreneurial Skills

The SCC LWDB recognizes the importance of developing new and expanding existing businesses in Santa Cruz County. In the next SCC LWDB Strategic Training/Planning

session, we are scheduled to explore and discuss the opportunities to provide entrepreneurial skills development. We will communicate with the Service Corps of Retired Executives (SCORE), Cochise Community College and United States Department of Agriculture Rural Services to inquire about the services they may offer. We will seek a relationship to establish a program or course for tutoring, shadowing and developing entrepreneurial skills.

We will explore business start-up requirements, such as:

- Type of business to be developed;
- Determining availability and costs for required specialized tools or equipment;
- Understanding personal skills to open a business;
- Understanding market and customer needs;
- Determining if Sole Proprietor, LLC or Incorporation is best;
- Developing a business plan;
- Registering the business;
- Developing financial needs and availability of funding;
- Securing financing to start a business;
- Understanding cash-flow issues;
- Meeting business tax requirements;
- Securing appropriate insurance coverage;
- Developing a marketing plan;
- Meeting legal, licensing, permits and copyright requirements;
- Acquiring an office or work site; and,
- Preparing for the unexpected.

Entrepreneurship

As we approach the middle 2020 and we face economic and health uncertainties new industries and occupations will surely arise. The SCC LWDB is keenly aware of the dreams of many citizens in Santa Cruz County – owning a business.

The opportunities are many and we will explore the ways in which we can assist these individuals begin their business enterprise. Working with local customers that are seeking training and/or have been laid off, offers us the opportunity to explore other options than leaving Santa Cruz County for employment.

The Santa Cruz County One Stop Center offers Adult Education and Computer Literacy. We strive to have our predominant Spanish-Speaking citizens use Spanish and become fluent in English, thus making their bilingual skills invaluable. Since we have a new generation of communications and as we are forced to stay at home, we can explore various options to start a web-based business with minimal capital.

Entrepreneurial Opportunity Windows

- Distribution

More than 85 produce distributors owned and operated by families are located in Nogales, Arizona, with a commitment to food safety which is monitored and verified by 3rd party audits. These distributors have been recognized for providing the highest level of quality and food safety to their customers.

- Packaging

The produce distributors have constantly innovated and evolved to obtain supplies of fresh, safe, flavorful, and high-quality produce year-round. Through coordination and innovation, produce distributors have been on the cutting edge in electronic traceability in the supply chain via the Produce Traceability Initiative. Such innovations have yielded end-to-end visibility of produce from field to packing house to retailer to table.

- Warehousing

Innovations in cold storage warehousing, with new local investment, is driving Nogales' competitiveness. Several innovations in cold storage and joint use of warehousing space with the use of a multi-user bar-code-based warehouse facility have taken place. Independently certification of food safety has allowed global produce operations to leverage warehouses for in and out, on-site inspections, consolidation, and transportation.

- Sales/Marketing

A few years ago, a \$6 million, 90,000 sq. ft. warehouse and office headquarters facility was completed by a Mexico-based parent company for its United States marketing arm.

- Customs Brokers

Custom house brokers offer importing and exporting services to and from Mexico. Several dozen brokerages deal with agricultural goods as they head south to México. Most are members of the Nogales United States Customs Brokers Association, which is an organization that ensures border commerce needs are heard locally and nationally. Nogales' customs expertise is based on long-term, solid relationships with both state and federal regulatory bodies in the region

- Trucking

There have been a lot of changes in the logistics industry. Rail was used early for shipping goods, but with the rise of interstate highways in the 1950's, trucking costs dropped, and commercial trucking dominated. In the 1970's, there was innovation in shipping commercial trailers on trains (piggyback trains), up until the 1990's, when the industry went solidly to truck. Infrastructure needed was a crane, cold

storage, and a flatbed.

E. Describe how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the LWDA need to be open beyond normal business hours to provide services to meet the workforce need, as is described in 20 CFR 678.800.

Over fifty-one percent of the SCC LWDB is composed of business representatives. At our SCC LWDB meetings we are always asking how we can improve our services. Communication is constantly taking place formally and informally. We are made aware of business needs and how they operate, and identify any workforce needs they may have.

We are also keenly aware when businesses are not doing well and may have lay-offs or reductions in staff. The communal nature of Santa Cruz County also allows us to quickly respond to business needs. Working after hours or weekends is not a problem.

As COVID 19 became a reality in Santa Cruz County, the job center became a hub for individuals who were laid-off or furloughed. Working after hours in the office or out of the office became a norm. We all had to be responsive to the needs of our citizens and we will continue to act fast to address the needs of our business and job seller customers. We had to adjust to new working hours and service delivery based on safety measures.

F. Provide copies of executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11) between the Local LWDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts of cooperation, collaboration, and coordination;

To expedite the review process please provide links to the electronic version.

MOU

<https://www.santacruzcountyz.gov/DocumentCenter/View/12995/Santa-Cruz-County--2017--MOU-FINAL-WITH-ALL-SIGNATURES>

IFA

G. Description and assessment of the type and availability of adult and dislocated worker employment and training activities carried out in the LWDA (20 CFR 679.560(b)(6)).

The SCC LWDB and SCC CLEO negotiate with the Governor annual Performance Accountability Measures. SCC WIOA staff report the progress towards exceeding the agreed-upon Accountability Measures. Santa Cruz County One-Stop Delivery System provides two types of services for Adult and Dislocated Workers. These services include basic career services, individualized career services, and training services:

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically disadvantaged, and other individuals.
3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain employment. It may include but no limited to:
5. Provide Labor market Information
6. Resume development
7. Job Development
8. Rapid Response
9. Re-employment services such as:
 - a. Orientation
 - b. Skills determination
 - c. Pre-lay off assistance
10. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
11. Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
12. Employment Labor Market Information is collected on the Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on nontraditional employment. Provide information on local, regional, and national labor market areas, including job vacancies, job skills necessary and demand occupations.
13. Performance information and Costs – of training with eligible training services by

program and type of providers.

14. Local Area Performance – on local Accountability Measures and other information on the One Stop Delivery System.
15. Referrals and Coordination – of activities with other programs and services, including those with in the Santa Cruz County One Stop System. When appropriate with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs, financial assistance for training and education programs not provided by WIOA.
16. Supportive Services Information - collects and provides information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
17. Unemployment Insurance Compensation - collects and provides information on filing claims for state benefits payments that protects individuals from economic insecurity while conducting job searches. Claims may be filed online or at the ARIZONA@WORK Santa Cruz County One Stop center.
18. Orientation - whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system, or affiliate locations.

Individualized Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals.
2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
3. Individual or Group Counseling and mentoring.
4. Career Planning.
5. Short-Term Pre-Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment.
6. Internships and Work Experience with goal of career pathways.
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for a successful transition into and completion of post-secondary education, or training or unsubsidized employment.

8. Financial Literacy.
9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.

Training Services - Training services are made available to eligible adults and dislocated workers to gain skills and knowledge to obtain and retain employment. Individuals may receive Basic individualized Career Services and/or training services. All training services need to lead to employment.

Occupational Skills training options are reviewed to ensure the training are available in the state-approved Eligible Training Provider List (ETPL).

Other training services include Incumbent Worker Training, On-the-Job Training, and Registered Apprenticeships.

H. Provide the LWDB's definition for the following terms for the WIOA Title I-B Dislocated Worker Program definition of Dislocated Worker in WIOA 3(15):

1. General Announcement

Category II includes an individual who is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive services other than training services, career services, or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.

SCC LWDB defines General Announcement as the Announcement by the business entity that it is closing, but is NOT limited to a Worker Adjustment and Retraining Notice (WARN Notice).

2. Unlikely to return to previous occupation or industry;

An individual is considered unlikely to return to a previous industry or occupation when:

- a. Labor market information for the occupation shows a zero or negative growth rate
- b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the occupation or industry has shown a significant employment decline in the local labor market area
- c. Employment Service confirms that, in the previous sixty days, there was a lack

of job orders for that occupation to qualified job seekers, as determined by the LWDA

- d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months from the date of plant closure or substantial layoff
- e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation, or
- f. A person is laid off from a job due to lack of certification.

The separating service member is separating from the Armed Forces with a discharge that is anything other than dishonorable who qualifies for dislocated worker activities when he or she:

- a. Has received a notice of separation, a DD-214 from the Department of Defense, or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff part of the dislocated worker eligibility criteria in WIOA sec. 3(15)(A)(i)
- b. Qualifies for the dislocated worker eligibility criteria on eligibility for or exhaustion of unemployment compensation in WIOA sec. 3(15)(A)(ii)(I) or (II), and
- c. Meets the dislocated worker eligibility criteria that the individual is unlikely to return to a previous industry or occupation in WIOA Section 3(15)(A)(iii).

3. Unemployed as a result of general economic conditions in the LWDA, or as a result of a natural disaster.

The SCC LWDB defines unemployment as a result of general economic conditions in SCC or where the individual resides, or because of natural disasters, as an individual who is unemployed through no fault of their own or who has received an official layoff notice.

Natural Disasters are defined by the US Department of Homeland Security. Natural Disasters may occur both seasonally and without warning, leading to frequent periods of insecure unemployment. The most commonly recognized Natural Disasters are winter storms, thunderstorms, monsoons, floods, heavy winds, dust storms and wildfires.

Natural Disasters may also include: Viral Outbreaks, Epidemics, or Pandemics, such as COVID -19.

In addition, the SCC LWDB adheres to the State of Arizona's definition of a Dislocated Worker. A Dislocated Worker is an eligible adult (see Section 104.01) who meets one of the following four categories:

A. Category I - General Dislocation, includes an individual (nonretiree), who has been terminated or laid off, or has received a notice of termination or layoff, from employment, including recently separated U.S. veterans within 48 months after discharge or release from active duty (under other than dishonorable conditions);

1. Is eligible for or has exhausted entitlement to Unemployment Insurance (UI) compensation; or

2. Has been employed for a duration sufficient to demonstrate attachment to the workforce (determined on a case-by-case basis by the service provider), but is not eligible for unemployment compensation due to insufficient earning or having performed services for an employer that was not covered under state unemployment compensation law; and

3. Is unlikely to return to a previous industry or occupation under WIOA sec. 3(15)(A)(iii) and 20 CFR § 680.660 (separating service members; such as a veteran). An individual is considered unlikely to return to a previous industry or occupation when:

a. Labor market information for the occupation shows a zero or negative growth rate;

b. The local Chamber of Commerce, Economic Development representative, or other credible sources of regional economic information confirm the 10 Date Issued: November 3, 2021 occupation or industry has shown a significant employment decline in the local labor market area;

c. Employment Service confirms that, in the previous sixty days, there was a lack of job orders for that industry or occupation, as determined by the service provider;

d. A plant closure or substantial layoff within the labor market area in the same industry or occupation has occurred in the last six months;

e. The individuals have been actively seeking but are unable to find employment in their previous industry or occupation for a period of 90 days or more from employment separation; or

f. A person is laid off from a job due to lack of certification.

B. Category II - Dislocation from Facility Closure/Substantial Layoff, includes an individual who:

1. Has been terminated through no fault of their own or laid off, or has received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. A substantial layoff is defined as an extended mass layoff that either involves 500 or more workers or in which the number of separations is at least one-third of the employment prior to the separation, excluding those employees that work less than 20 hours a week (U.S. Bureau of Labor Statistics). For purposes of WIOA Title I-B eligibility, all businesses closed due to an emergency are considered permanent; or
2. Includes an individual who is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days. This includes an announcement of a temporary business closure. LWDBs must define "general announcement" in LWDB policy; or
3. For purposes of eligibility to receive services, such as Rapid Response activities, other than training services, 11 Date Issued: November 3, 2021 individualized career services, or supportive services, includes an individual employed at a facility at which the employer has made a general announcement that such facility will close.

C. Category III - Self-employed Dislocation, includes an individual who:

1. Was self-employed, including employment as an independent contractor, small business owner, farmer, rancher, fisherman or gig worker, defined as follows:
 - a. Gig workers are self-employed individuals providing labor services and completing single projects or tasks on demand for pay.
 - b. Gig work may be obtained or performed either offline or online.
 - c. Gig workers may be independent contractors, online platform workers, contract firm workers, on-call workers, or temporary workers.
 - d. Gig workers may enter into formal agreements with on-demand companies.
2. The individual is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, as defined in LWDB policy.

D. Category IV - Displaced Homemaker, includes an individual as defined in WIOA § 3(16). A displaced homemaker is an individual who:

1. Has been providing unpaid services to family members in the home;
2. Is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
3. Meets one of the following:
 - a. Has been dependent on the income of another family member but is no longer supported by that income due 12 Date Issued: November 3, 2021 to the spouse's medical condition, divorce or death of the spouse. In addition, the loss of support income may be the result of a former wage earner's job loss and that the former wage earner may still be living in the home; or
 - b. Is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of deployment, a call to active duty, a permanent change of station, or the service-connected death or disability of the member.

E. Category V - Dislocated/Spouse of an Active-Duty Member of the Armed Forces:

1. Who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such members. Active duty is defined in section 101(d)(1) of title 10, United States Code (U.S.C)); or
2. Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment. A person is considered underemployed if they are employed either full or part-time, whose current annualized wage does not exceed the highest of either:
 - a. 80% of their wages at the of date dislocation; or
 - b. The individual's earned wages are at or below the self-sufficiency threshold established by the LWDB.

I. A description of how the LWDB will coordinate workforce investment activities carried out in the LWDA with state-wide rapid response activities, including layoff aversion activities carried out by DES (20 CFR 679.560(b)(7)).

The State of Arizona is not allocating any Rapid Response funding to any Local Area.

However, if funding became available the SCC LWDB would be able to deliver some or all of the services listed below.

Rapid Response is an activity that involves a “rapid response” team of specialists who, upon becoming aware of a substantial layoff or projected closure, will make contact with the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One-Stop delivery system.

Santa Cruz County One Stop Center is a part of the State of Arizona Rapid Response Team established to assist employees and employers impacted by a plant closure, mass layoffs, reduction in force, or natural disaster. The State Rapid Response Team may receive a Worker Adjustment and Retraining Notification Act (WARN) or Trade Adjustment Assistance Act notice. These notices trigger a coordinated Rapid Response with the local WIOA area affected.

If a notice to the state is not required the Rapid Response Team may be activated when it is informed by any source such as an employer, employee, newspaper or television or other media newscast. The affected business and workers are informed of the potential services and funding available to ensure the retraining or placement into other jobs, other businesses or communities.

The Santa Cruz County Rapid Response Team is made up of the Santa Cruz County WIOA Core Partners and any other appropriate service agency as needed. The mission of the Santa Cruz County Rapid Response Team is to decrease worker dislocation and ensuring a quick return to meaningful employment with career-path advancement.

Activities of the Rapid Response Team include the following:

Receipt of layoff or plant closure by Santa Cruz County One Stop System Partners or State of Arizona triggers contact with the affected business within 48 hours of being notified. Meetings are set up with the employer and labor unions affected. An appointment is made to provide a brief description of the Rapid Response activities and services that may be provided.

In discussions with the company representatives, it is important to determine the reasons for the layoffs or plant closure to determine if any technical assistance may be provided and initiate layoff aversion strategies, which may include:

- How layoff may be prevented
- Coordination and linking with economic development organizations
- Setting up meetings with labor unions and company employees to provide information on help in setting up labor-management committees
- Set up communication methods to keep everyone informed
- Offer Pre-Layoff Workshops
- Provide information on Unemployment Insurance benefits

- Offer workshops for labor market information, employment opportunities, training, upgrade training, education and supportive services
- Offer career counseling, education classes and English Language Learner classes
- Linking affected workers with various local services offered by Non-Profit and Faith-Based Organizations.

The Rapid Response Team offers seamless targeted services to the business and workers affected by layoffs and/or plant closure. As required by the Santa Cruz County Workforce Development Board all Rapid Response activities must include strategies for leveraging One Stop System Partner resources, as well as community resources.

By working with the company and its employees the Rapid Response Team is able to identify education and skills levels. If layoffs are not averted the Rapid Response Team may assist in identifying industries and occupations in the region that may benefit from the education and skilled levels of the workforce being laid off. In some cases, the laid off individuals may receive educational and/or specific training for other employment opportunities available in the regions.'

Specific services to employers may include:

- Information on tax incentives
- Support from professional organizations
- Labor market information
- Business loan opportunities
- Connecting and working with industry organizations
- Linking with the Service Corps of Retired Executives (SCORE)
- Securing mentoring or professional support from AARP
- Training funds availability
- Linking with Economic Development organizations □ Linking with the Arizona Commerce Authority and
- Linking with the US Small Business Administration.

In keeping with the spirit of the ARIZONA@WORK model all activities are coordinated with local and state Rapid Response teams.

J. A description and assessment of the type and availability of youth workforce investment activities in the LWDA (20 CFR 679.560(b)(8)). In addition, include:

- 1. Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (20 CFR 679.560 (b) (8)).**
- 2. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are made available within the framework 20 CFR 679.420 (b) (8)**

In Santa Cruz County WIOA Title I and Core Partners work diligently to do outreach,

inform, and recruit special populations, which include individuals with disabilities and individuals lacking English Language Skills. The Core Partners working together as a team offer seamless services in the form of recruitment and referral for these individuals.

The DES Rehabilitation Services Administration housed in the Santa Cruz County One Stop is an invaluable Core Partner in providing information, cross training One Stop Center staff, and providing in depth support for individuals with disabilities. All partners collaborate through referrals to ensure all participants are given an equal opportunity by providing appropriate accommodations and services for youth with disabilities.

WIOA Core Partners work closely with all Santa Cruz School Districts, School Counselors, parents, Non-Profit Organizations, Faith Organizations, business organizations and law enforcement agencies to inform and identify individuals that may be enrolled in the Santa Cruz County Youth Services Programs.

The SCC LWDB Model entails

- Intake
- Assessment
- Service planning
- Participant tracking, and
- Accountability standardized across the ARIZONA@WORK Santa Cruz County service providers and the 14 program elements, listed below, are offered concurrently with workforce preparation.

Santa Cruz County One Stop will provide services to In-School and Out-of-School per the youth program elements described in WIOA Section 129 (c) (2). In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education and career readiness for participants shall provide elements consisting of:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential
2. Alternative secondary school services, or dropout recovery services
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year and pre-apprenticeship programs iii. Internships and job shadowing; and IV. On-the-Job training opportunities
4. Occupational skills training, which shall include priority consideration for training

programs that lead to recognized postsecondary credentials that are aligned with industry demand industry sectors or occupations

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation cluster
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
7. Supportive services
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
9. Follow-up services for no less than 12 months after completion of participation, to ensure youth succeed in employment and education.
10. Comprehensive guidance and counseling, including drug, alcohol and mental health counseling, and counseling abuse referrals (it does not include educational or career counseling)
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

K. A description of how training services will be provided.

- 1. If using, Individual Training Accounts (ITA), provide limitations for ITA amount and duration, if included in LWDB's policies (20 CFR 680.310). This is the preferred service delivery model.**

The Santa Cruz County WIOA Title I-B Adult and DW training is delivered via an approved Individual Training Account. ITAs for WIOA Title I B participants are for Training Programs approved and listed on the State of Arizona ETPL. The WIOA Title I B Individual Training Account plans must be completed within two years. Any exceptions must be justified with ability to benefit factors. The current training dollar cap is \$4,000 for the WIOA Title 1-B Adult program and \$4,000 for the WIOA DW program. Exceptions to these rules must be authorized by the Santa Cruz County WIOA Program Manager.

Include whether contracts for training services will be used and the process for their use. Training contracts may only be used if at least one of the five circumstances listed in TEGL 19-16 section 8 applies and the process for their use is described in the Local Plan. If the LWDB determines that there are an insufficient number of Eligible Training Providers in the LWDA to accomplish the purpose of a system of ITAs, the determination process must include a public comment period for interested providers of at least 30 days and must also be described in the Local Plan (20 CFR 680.320).

The training services outlined in WIOA Sec.. 134 are provided through the use of Individual Training Account, and if/when contracts for training services will be used, the use of such contracts will be coordinated with the use of Individual Training Account and used to provide training services to eligible WIOA Adult or DW participants through the local One-Stop System, based on needs identified in the individual's employment plan (IEP).

Contracts for services may be used instead of ITAs only when one of the following applies:

- The services provided are OJT or Customized Training; and
- The LWDA determines that there is an insufficient number of ETPs in the LWDA to issue an ITA.

The LWDA Business Plan must describe the process to be used in selecting providers under a contract for services. This process must include a public comment period for interested providers of at least 30 calendar days.

3. Describe how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided (20 CFR 679.560(b)(18)).

The SCC LWDB and WIOA One Stop Center Partners are committed to the "No Wrong Door" Concept of service and customer choice. We accomplish the customer choice service delivery by informing the WIOA customer of the Industry in-demand and Occupations in-demand opportunities for a career path and increased wages in the future, including wages and job demand. We also must consider that the ETPL has the training provider to match the customer's choice and review training options with participant including training cost, length of program, entry level wage and performance data so the participant can make an informed consumer choice. Since Santa Cruz County WIOA utilizes the State of Arizona ETPL we have a wide choice of training providers thus, offering services to adults and youth in a manner that maximizes consumer choice, as well as providing opportunities that may lead to competitive integrated employment for individuals with disabilities.

The eligible providers are identified as qualified adult and youth training providers in numbers and career areas sufficient to maximize consumer choice. The local area also

ensures that individuals with disabilities obtain training opportunities from qualified providers that will lead to competency for employment with livable wages and opportunities for advancement.

L. A description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the LWDA and region (20 CFR 679.560(b)(10)). List types of supportive services that will be provided using WIOA Title I-B funds in the LWDA, per LWDB policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services.

Santa Cruz County does not have a public transportation system and the WIOA customers must rely on their own mode of transportation or private ride-share options for local transportation. The Santa Cruz County WIOA Title I B provides transportation to eligible WIOA Title I B participants. We use our vans to transport participants to eligible training provider facilities and return them to the Santa Cruz County One Stop Center.

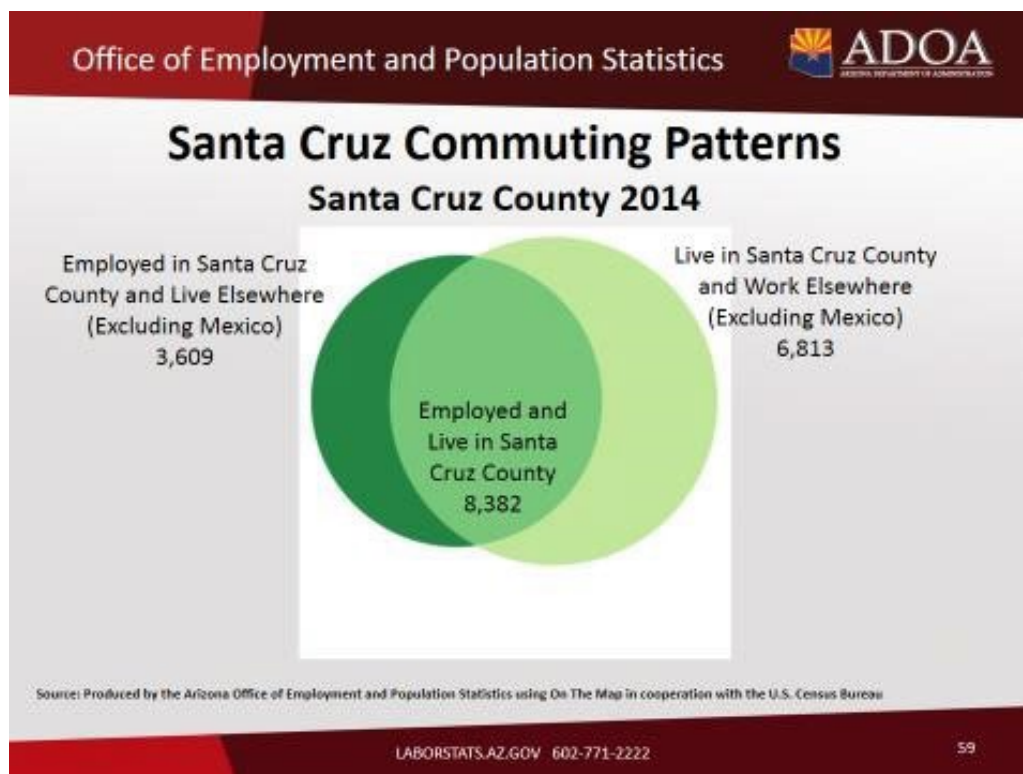
The Santa Cruz County One-Stop System provides supportive services. The Santa Cruz County One-Stop Center System Partners collect and disseminate information on available supportive services that may be necessary for individuals to participate in training and employment. We ensure that Support Services for Title I-B participants are limited to those who are committed to their employment plan and are used for employment and training related expenses. SCC LWDB provides the following supportive services to eligible participants:

1. Linkages to community services;
2. Transportation assistance;
3. Child care and dependent care assistance;
4. Housing and utility bills assistance;
5. Educational testing assistance;
6. Reasonable accommodations for individuals with disabilities;
7. Legal Aide services;
8. Referrals to healthcare such as drug and mental health services;
9. Work-related expenses including uniforms, appropriate work attire, and work-related tools, including eyeglasses and protective eye gear;
10. Training-related assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes expenses not covered in the ITA or any other training contract; and
11. Payments and fees for employment and training-related applications, tests, and certifications.

Santa Cruz County has no county-wide public transportation. Most residents in Santa Cruz County rely on automobile transportation, either owned, shared, ride-share, motor pool or taxi services. Private bus and taxi services are available. Shuttle service provides

rides to and from the border at Nogales, Arizona to Tucson, Phoenix and Douglas. There is also bus service from Nogales, Arizona and into Mexico. There two rental car agencies in Nogales, Hertz and Enterprise Rent-a-Car.

With a WIOA Title I owned vehicle available, SCC Workforce Development employs a full-time driver to provide transportation from specified start locations in the county for participants in a training provided by an ETP located outside the Santa Cruz County area. Supportive services for Title I participants in training locations outside of Santa Cruz County and providing their own transportation to and from training include a fuel allowance calculated by the number of miles traveled from their home to and from the training provider location and is based on the cost of fuel per gallon and miles per gallon the vehicle requires.



M. A description of how the LWDB determines if an youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5).

The Santa Cruz County One-Stop System follows the Arizona WIOA Title I-B Policy Manual, Section 300: Youth Program, which specifies that youth are considered basic skills deficient if he/she performs either of the following at or below an 8.9-grade level

using a state-approved standardized test:

Computes or solves math problems;

- Read English;
- Write English; or
- Speak English

In addition, a youth and or an adult is considered basic skills deficient if unable to compute or solve problems, or if unable to read, write or speak English at a level necessary to function on a job, in the individual's family, or in society, as determined in local policy.

N. Describe how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient (20 CFR 680.600).

The SCC LWDB ensures the Title I-B Adult program funding for Individualized Career Services and Training Services uses priority of service guidelines to enroll eligible WIOA Title I B participants.

Workforce development services and activities funded under the WIOA Title I-B Adult program are provided at the Santa Cruz County One Stop Center.

The ARIZONA@WORK Santa Cruz County Title I-B Adult program is for those ages 18 and older and provides workforce development activities designed to assist individuals, particularly those with barriers to employment, increasing access to employment, retention, earnings, and the attainment of recognized postsecondary credentials.

The Intake Team uses the following tool to determine four levels of priority for Individualized Career Services and Training:

Priority of Service 1- Veteran or Eligible Spouse

- Public Assistance
- Basic Skills Deficient, or
- Low Income

Priority of Service 2 - Non-Veteran

- Currently Receiving Public Assistance or received Public Assistance within the last 6 months.
- Basic Skills Deficient; or
- Low income

Priority Service 3 – Veteran Eligible Spouse

- Not recipients of Public Assistance
- Not Basic Skills Deficient
- Not Low Income

Priority of Service - 4 Any person who does not qualify as:

- Veteran
- Eligible Spouse
- Recipients of Public Assistance
- Basic Skills Deficient
- Low-Income
- If an individual is not determined to be low-income, may still be served based on the LWDB's Priority of Service Policy.

O. A description of how the LWDB will provide Veterans Priority of Service. The strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of the priority of service for all types of career and training services (20 CFR 680.650).

The Santa Cruz County One Stop Center has the WIOA Core Partners co-located and they work together in responding to customers who walk in or inquire telephonically or virtually. Our staff is trained to identify Veterans and eligible spouses, by asking when first encountered, if they or their spouse have ever served in the United States Arm Forces. Identifying Veterans and eligible spouses at the point of entry is vital to providing priority of service. As noted above the Santa Cruz County WIOA Priority of Services has been adopted for any qualified job training program and complies with the Jobs for Veterans Act as prescribed in 38 U.S. Code Sec., 4215.

Once individuals have verbally declared themselves as Veterans or eligible spouses or identified themselves as such on pre-assessment forms or virtually, they are made aware of their entitlements referencing priority of service, training, and employment placement services.

Disabled Veterans Outreach Program (DVOP) Specialists provide intensive services to eligible individuals.

Intensive services provided by DVOP include: assessments, employment plans, career guidance, referral to supportive services and training, and job placements.

P. Provide the LWDB's definition of "underemployed". The definition of "underemployed" may be used to determine whether employed adults and dislocated workers are in need of individualized career and training services through the WIOA Title IB Adult and Dislocated Worker Programs:

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed and the local area's definition includes individuals who are employed:

- Less than full-time and seeking full-time employment
- In a position that is inadequate with respect to their skills and training
- And meet the definition of a low-income individual in WIOA sec. 3(36), and
- But their current job earnings are not sufficient compared to their previous job earnings from their previous

1. Options defining “underemployed” are described in the United States Department of Labor Training and Employment Guidance Letter TEGL 19-16, section 11).

The local One-Stop System assists job seekers from all walks of life and is committed to working with the One-Stop partners to ensure job seekers have access to the full menu of services available. Certain populations require more assistance than the standard job seeker, at times requiring staff to spend more time with them. Some examples are:

- Veterans
- Homeless veterans
- Low-income clients and recipients of public assistance
- Ex-offenders
- Individuals with limited English proficiency
- Individuals with low basic skills
- Unemployment compensation claimants
- Unemployed and underemployed individuals
- Migrant and seasonal farm workers
- Older workers, and
- Individuals with a disability.

2. When the LWDB decides to use the self-sufficiency income for the LWDA in the local plan to define “underemployed”, the LWDB must ensure that the self-sufficiency income level has been reviewed and is set at the appropriate level.

The SCC LWDB determines the Proposed Lower Living Standard Income Level (“LLSIL”) percentages and ensures that the LLSIL level is reflective of the current labor market information by periodically reviewing the local labor market and wage scales and balancing those against the amount of funds available for investment from WIOA Title I B.

- The SCC LWDB reviewed and established the self-sufficiency level at 130% of the LLSIL.

- Eligible for individualized career services: unemployed or underemployed. Underemployed earning less than 130% LLSIL.
- Priority for individualized career services.
 - First – Veterans who are either below the higher of 70% LLSIL or FPL, or Basic Skills Deficient, referred with a TABE 11/12 score below 8th grade or receiving public assistance.
 - Second – Non-veterans who are either below the higher of 70% LLSIL or FPL, or Basic Skills Deficient, referred with a TABE 11/12 score below 9th grade or receiving public assistance.
 - Third – Veterans earning less than 130% LLSIL. Fourth – Non-veterans earning less than 130% LLSIL
 - Fourth – Non-veterans earning less than 130% LLSIL

The Santa Cruz County LLSIL will be maintained at the present level and the SCC LWDB reserves the right to review and adjust this level when it determines there may be a need in the community and to adjust the level:

- To assist employers in a specific industry sector, and
- If that sector makes a compelling argument for an adjustment that will benefit workers while improving the productivity of companies in the sector.

Q. Provide the LWDB’s definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:

1. Out-of-school youth (20 CFR 681.300); and

Working with Santa Cruz County Partners for outreach and recruitment the youth are brought in to enroll in the WIOA Title I B Youth Program. The Santa Cruz County WIOA Title I B utilizes the intake process. Youth entering the Santa Cruz County One-Stop System are screened using a checklist to determine eligibility for all services.

Santa Cruz County youth who may require additional assistance to complete an educational program, or to secure and hold employment are:

- At risk of dropping out of High School due to:
 - grades,
 - credits,
 - attendance,
 - not passing proficiency exam, or
 - has had an out-of-school suspension or
 - expulsion from school (ISY).

- Has a court or agency referral mandating school attendance (ISY).
- Attending an alternative school, education program, or has been enrolled in an alternative school within the past 12 months (ISY).
- A Ward of the State.
- Referred to or treated by an agency for substance abuse or psychological problems.
- Parent(s) currently incarcerated.
- Neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided (OSY).
- Fired from a job within the 6 months prior to application (OSY).
- Never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).

2. In-school youth (20 CFR 681.310).

The SCC LWDB ensures that not more than five percent of ISY enrolled in the program year are eligible only based if participant requires additional assistance to:

- Complete an educational program, or
- Secure and hold employment.

R. A description of the competitive procurement process to be used to award the subgrants and contracts in the LWDA for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed (20 CFR 679.560(15)).

Santa Cruz County meets all procurement requirements as required by WIOA, Regulations, 20 CFR § 681.400 (b), 2 CFR 200, State of Arizona Statutes, WAC Policies and Local County Policies. The SCC WDB selects service providers through an RFP competitive procurement process that follows federal.

As noted in previous sections the SCC LWDB is not recognized as a legal entity by federal and state statutes, hence, it cannot receive funds, or disburse funds, or cannot procure services. The SCC CLEO and SCC LWDB have agreed to have the Santa Cruz County serve as the Fiscal Agent. Further, since there is an absence of Training Service Providers, they have agreed to have Santa Cruz County directly provide WIOA Title I B Services.

Attempts to procure services via Competitive Requests for Proposals will continue and the SCC LWDB recommendations will be forwarded to the Santa Cruz County Board of Supervisors for final approval, contract and disbursement of funds.

As required by federal statutes and regulations individual or organization that have been debarred or suspended are barred from receiving federal funds. They are NOT eligible to be awarded a contract or to be a sub grantee.

S. A description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services (20 CFR 679.560(b)(9)).

The SCC LWDB ensures positive, effective, efficient and efficacious service coordination among the SCC WIOA Service Providers. To ensure that ongoing partnership exists, the SCC LWDB receives WIOA Partner Program updates at its regularly scheduled meetings. The following illustrates how the SCC LWDB complies with its oversight responsibilities and how the SCC WIOA Program Partners coordinate.

When a job seeking customer arrives at the Santa Cruz County One Stop Center, our goal is to conduct an initial assessment of the individual job seeker needs. The job

seeker may transition into any of the services provided. Also, an immediate referral may be given for an Adult Education specialist. If the job seeker requests or is determined to be in-need of educational services, *The Test of Adult Basic Education (TABE)* may be administered. The Educational Specialist may also determine if the jobseeker is in-need of any of the following: Adult Basic Education or English Language Acquisition for Adults.

Although the individual job seeker may have been enrolled into one of the above options, the Santa Cruz County One Stop System will ensure that the individual moves from the Adult Education into any number of Title I B services depending on the specific needs. This seamless service delivery maximizes efficiency, efficacy and prevents duplication of services, as mandated by the SCC LWDB.

The job seeker may be interested in learning about different occupations or industries within Santa Cruz County, or anywhere in the United States, and may be referred to a resume workshop. Depending on the customer needs, the job seeker may receive a variety of services with the ultimate goal of securing meaningful employment.

The Core Partners at the Santa Cruz County One Stop will have Accountability Measures that must be met or exceeded. Failure to do so may result in any number of sanctions. The Core Programs in the Santa Cruz County System will have the same Accountability Measures and each program will be integrated, braided, and NOT standing alone. The Core Partners make up the Santa Cruz County One Stop System.

As noted earlier, the SCC LWDB is able to coordinate WIOA Partner Programs and is more efficient since the Adult Education contract was awarded to Santa Cruz County. The on-site service partners' staffing has maximized the seamless service delivery, increased efficiency in delivering wrap-around services, case management, and other support services.

The SCC LWDB recognizes that having the Santa Cruz County WIOA Core Partners co-located in the Santa Cruz County One Stop Center makes this possible for Adult Education to provide a continuum of services leading to a career path. A high school Certificate may allow the individual to seek pre-employment support or training leading to meaningful employment.

With the WIOA requirement to be innovative, we will continue to have discussions on how to best serve the job seekers that need any of the services provided by Adult Education in concert with the other Core Partners in the Santa Cruz County One Stop Center System.

1. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.

Santa Cruz County WIOA Title II Adult Education and Family Literacy Act Grant recipient.

- 2. Include how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB will carry out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (20 CFR 679.560(b)(12).**

Santa Cruz County operates the Title II - Adult Education and Family Literacy Program and it is co-located within the Santa Cruz County ARIZONA@WORK Job Center.

When a job seeking customer arrives at the Santa Cruz County One Stop Center, our goal is to conduct an initial assessment of the individual job seeker needs. The job seeker may transition into any of the services provided. Also, an immediate referral may be given for an Adult Education specialist. If the job seeker requests or is determined to be in-need of educational services, *The Test of Adult Basic Education (TABE)* may be administered. The Educational Specialist may also determine if the jobseeker is in-need of any of the following: Adult Basic Education or English Language Acquisition for Adults.

Although the individual job seeker may have been enrolled into one of the above options, the Santa Cruz County One Stop System will ensure that the individual moves from the Adult Education into any number of Title I B services depending on the specific needs. This seamless service delivery maximized efficiency, efficacy and prevents duplication of services.

The job seeker may only be interested in learning about different occupations or industries within Santa Cruz County or anywhere in the United States or may be referred to a resume workshop. Depending on the customer needs, the job seeker may receive a variety of services with the ultimate goal of securing meaningful employment.

The Core Partners at the Santa Cruz County One Stop will have Accountability Measures that must be met or exceeded. Failure to do so may result in any number of sanctions. The Core Programs in the Santa Cruz County System will have the same Accountability Measures and each program will be integrated, braided, and NOT standing alone. The Core Partners make up the Santa Cruz County One Stop System.

As noted earlier, the Adult Education contract was awarded to Santa Cruz County and this has maximized the seamless service delivery, increased efficiency in delivering wrap-around services, case management, and other support services.

Having the Santa Cruz County WIOA Core Partners co-located in the Santa Cruz County One Stop Center makes this possible for Adult Education to provide a continuum of services exist leading to a career path. A high School Certificate may allow the individual to seek pre-employment support or training leading to meaningful employment.

With the WIOA requirement to be innovative, we will continue to have discussions on how best to serve the job seekers that need any of the services provided by Adult Education

in concert with the other Core Partners in the Santa Cruz County One Stop Center System.

Adult Education seeks to integrate the development of communication, critical thinking, student success, and job readiness skills that prepare learners in postsecondary education and/or the workforce.

Adult Education will also play a major role in meeting the needs of the Out-of-School Youth in Santa Cruz County. The emphasis from In School Youth under the Workforce Investment Act to Out-of-School Youth under the WIOA mandates that we redesign, integrate and align our system of recruitment, service and outcomes. Keeping in mind the career path for all individuals in the Santa Cruz County One Stop System forces us to have seamless services, contextualized, common employment outcomes for our common customers.

It is the SCC LWDB intention to have Adult Education services to assist adults to:

- Increase their literacy gains
- Obtain the knowledge and skills necessary for employment and self-sufficiency
- Obtain the skills necessary to become full partners in their children's education
- Completing their secondary school education
- Transitioning to postsecondary education or training
- Improving their reading, writing and comprehension skills of English Language Learners and
- Acquiring an understanding of the American system of government.

Specifically, the services to adults are meant to:

- Increase the reading, writing and math up to a graduating level
- Prepare for testing leading to a High School equivalency diploma
- Acquire English language skills, and
- Engage English learners into the American system of government.

Staff training is essential, and we continue to increase the staff capacity by attending specialized training sessions such as:

- Teaching Digital Literacy to ABE/ESL Learners for Successful College and Career Transitions
- GED Prep Connect Overview for the benefit of recruiting students to the Adult Education Program, and
- GED Prep Connect Manager enhancement: As managers we have access to students' scores and instructors can help students' more effectively on the GED testing preparation.

Adult Education (WIOA Title II) is a key Core Partner and integral part of the SCC LWDB's strategy to ensure better employment opportunities for the job seekers and a better skilled

workforce needed by employers. As noted in the data provided by the Office of Economic Opportunity, the educational requirements for the three high ranking industry sectors and almost all occupations require at least a High School Degree or equivalent. With the WIOA emphasis on Out-of-School Youth, Santa Cruz County's leveraging of Adult Education is not only practical but necessary.

WIOA Title II services assists adults in becoming literate by:

- Obtaining the knowledge and skills necessary for employment and self-sufficiency
- Obtain the skills necessary to become full partners in their children's education
- Complete secondary school education
- Transition to postsecondary education or training; improve reading, writing, and comprehension skills for English language learners; and
- Acquire an understanding of the American system of government.

In accordance with WIOA Secs. 107(d)(11)(A), and (B)(i), and WIOA Sec. 232, and 20 CFR 679.560(b)(12) is a process administered by the Arizona Department of Education Adult Education Services has developed the process for administering and distributing the WIOA Title II funds..

The Arizona Department of Education announces the Availability of funds throughout the State of Arizona. The Request for Grant Applications have specific requirements and obligations. County, cities Non-Profit Organizations and others are eligible to apply.

The Request for Grant Applications process requires that any application in a local area be submitted to the Local Workforce Board for review and comment. All comments provided by the SCC WDB are a part in the evaluation of grant applications as described in Title II of WIOA, Sec. 231 and Sec. 232 and the *Adult Education Specific Section of the Arizona Unified Workforce Development Plan*.

Arizona Department of Education applications are evaluated both fiscally and programmatically based on a model incorporating the following Items:

- A cyclical system for risk assessment and monitoring
- Monthly desk-monitoring, including data analysis and technical assistance and
- Evidence of high-quality data-driven and research-based professional learning aligned to content standards and professional learning standards.

Monitoring for compliance to federal and state requirements is an important part of the current and future awards. Monitoring is conducted on the awarded programs and on-site monitoring is conducted based on risk assessment and issues identified during the Case Review Process.

Program reporting is part of the annual program improvement cycle. Each local provider completes:

- A comprehensive set of final reports on program operations
- Performance, professional learning
- Technology integration, and
- Fiscal integrity.

T. A description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11)). Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system.

As has been noted previously, the SCC WDB ensures that the Santa Cruz County One Stop Center Core Programs coordinate and leverage limited funding to maximize service delivery of all WIOA Core Programs. WIOA Title III – Wagner-Peyser programs are co-located in the Santa Cruz County One Stop Center and works very closely with the other WIOA Core Programs

Santa Cruz County One Stop Center staff meet formally and informally to discuss customer service, services available, and ensuring the customer is offered choices of all services offered at the Santa Cruz County One Stop.

Some of the customers that we serve at the Santa Cruz County One Stop Center include:

- Veterans
- Homeless veterans
- Veteran's Spouses
- Individuals with a disability.
- Individuals with limited English Proficiency
- Applicants for Unemployment Compensation
- Low-income clients
- Recipients of public assistance
- Ex-offenders
- Individuals with low basic skills
- Unemployed, underemployed individuals
- Migrant and seasonal farm workers
- Older workers, and

Title III - Wagner-Peyser programs include services such as job search assistance, help getting a job referral, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination - the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically-disadvantaged, and other individuals.
3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain employment. It may include but no limited to:
 - a. Provide Labor market Information
 - b. Resume development
 - c. Job Development
 - d. Rapid Response
 - e. Re-employment services such as:
 - Orientation
 - Skills determination
 - Pre-lay off assistance
5. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
6. Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
7. Employment Labor Market Information is collected on Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on nontraditional employment. Provide information on local, regional and national labor market areas, including job vacancies, job skills necessary and demand occupations.
8. Performance Information and Costs – of training with eligible training services by program and type of providers.
9. Local Area Performance
10. Referrals and Coordination – of activities with other programs and services, including those with in the Santa Cruz County One Stop System and when appropriate, with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs of financial assistance for training and education programs not provided by WIOA.
11. Supportive Services Information - collects and provides information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
12. Unemployment Insurance Compensation - collects and provides information on filing claims for state benefits that protects individuals from economic insecurity while conducting job searches. Claims may be filed online or via telephones available in the ARIZONA@WORK Santa Cruz County One Stop delivery system.

13. Orientation - whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system.

Individualized Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals
2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals
3. Individual or Group Counseling and mentoring
4. Career Planning
5. Short-Term Pre-Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment
6. Internships and Work Experience with goal of career pathways
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training or unsubsidized employment
8. Financial Literacy
9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance
10. English Language Acquisition.

Trade Adjustment Assistance Act - Although we may not have a TAA Counselor in the rural areas, all TAA customers are assigned to a TAA Counselor's case load. The TAA Counselors work with "out-of-area" customer remotely and when necessary, the TAA Counselor will travel to an individual's locale to work with the customer in-person.

Trade Adjustment Assistance (TAA): TAA will coordinate with WIOA/W-P to provide seamless services to participants in the following areas:

A. Provides early intervention to worker groups on whose behalf a TAA petition has been filed:

- Rapid Response teams consist of TAA, WIOA and W-P (Employment Services) representatives, who as a team conduct on-site (whenever permissible) presentations at the Employer location. Rapid Response Coordinators notify the TAA Program when they receive information about an upcoming lay-off if it appears the lay-off is due to foreign competition and therefore, potentially Trade eligible. Every effort is made to provide information sessions prior to the commencement of the lay-offs / plant closure.
- These presentations consist of overviews of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how TAA, WIOA and W-P staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Whenever possible after a lay-off occurs, Intake/Orientation sessions for the TAA and WIOA programs are co-led and combined so the customer is being co-enrolled and observes firsthand the service integration between the two programs.

B. Provides services to TAA Participants, as indicated in the encouragement of co-enrollment policies:

- All TAA customers are required to be referred to WIOA for coenrollment. TAA Counselors emphasize the benefits of coenrollment to allow the maximum benefit from all available resources. All customers have Individual Employment Plans developed which are shared and agreed upon between the TAA Counselors and WIOA Case Managers. Leveraging of resources is utilized by having WIOA take the lead in conducting assessments (Basic education levels, aptitudes, interests, etc.) from which the results guide the TAA and WIOA partners in developing customers' reemployment plans. These plans identify any possible barriers to employment and how those barriers will be addressed. Both WIOA and WP/Employment Service staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. All TAA Customers have access to any resources provided by W-P and all customers co-enrolled with WIOA are able to partake in any workshops provided by WIOA staff. Because W-P staff have on-going direct connection to local and statewide employers / job openings, customers may be assigned to a staff person for assistance with intensive Job Search activities.
- Case Management is shared between TAA Counselors and WIOA Case Managers. Because TAA and WIOA have a shared computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made; if contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy

both programs' requirements. Ongoing communication is stressed between both TAA and WIOA staff; periodic combined staff meetings reinforce the open communication. "Staffing's" between a customer and both program representatives occur as needed to address customer needs or issues while working toward an integrated approach to address such needs and issues.

- When it is determined a customer needs re-training to be more competitive in the job market, TAA takes the lead in development of the training plans. The training plans are developed and justified based on WIOA test assessments, Labor Market information provided through W-P/ TAA staff and assessment of the customer's background regarding employment history, education, etc. While TAA will be the primary funding source for an individual's training, WIOA may offer assistance with Supportive Services (bus vouchers, counseling, utility and rental assistance, extra school supplies, medical exams, etc.) as needed for a customer to be able to be successful in the chosen training program. Co-funding of training also may occur if it is necessary to meet a customer's needs. Once a customer enters approved training, there is coordination with Unemployment Insurance for an individual's ongoing income support.

C. Has developed and managed resources to integrate data provided through different agencies administering benefits and services in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting.

TAA, Trade Readjustment Allowances (TRA), Re-Employment Trade Adjustment Assistance (RTAA), WIOA, and W-P/Employment Service all utilize the Arizona Job Connection (AJC) computer system to collect universal information (customer demographics, Veteran Information, Migrant Worker information, Employment Status, Disability, Older Worker, Low Income, Public Assistance, Needs & Barriers, etc.) for each customer. This system also tracks the various program enrollments. AJC is a Case Management based system, which captures information to assist in determining eligibility for various government/community-based programs. It also tracks customer participation under the various programs one may be enrolled in, and program exit outcomes.

Services offered to employers, in addition to referral of job seekers to available job openings, include assistance in development of job order requirements, matching job seeker experience with job requirements and skills, assisting employers with special recruitment needs, arranging job fairs, assisting employers analyze hard-to-fill job orders, assisting with job restructuring, and helping employers deal with layoffs. Job seekers who are veterans receive priority referrals to jobs and training as well as special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farmworkers, justice-involved individuals, youth, minorities, and older workers.

The SCC LWDB will continue to promote business representation, particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region, on the local board.

SCC LWDB will continue to develop effective linkages, including the use of intermediaries, with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities.

The Santa Cruz County One Stop Center Core Partners and Partner Programs offer services to new and existing business and industry that help address employer needs.

Team members provide community outreach through participation in Chamber of Commerce Events, Economic Development Events, and local county/city activities. The team members work closely with economic development agencies and businesses to maintain a proactive approach to ensure employment and economic growth in Santa Cruz County. Additional services the team can provide employers include:

1. Job Hiring Events
2. Labor Market Information
3. Listing job openings on the Arizona Job Connection
4. Locating qualified job applicants for employers; vetting applications and resumes
5. Provision of specialized assessments for job seekers and employers
6. Rapid Response Services
7. Space for job interviews and/or interviews via video conferencing
8. Training Services Information

SCC LWDB will continue to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers.

The Santa Cruz County One Stop Center employer services offered by the Core and Supportive Partners may include:

- Employer needs assessment evaluates employer needs, particularly future hiring and talent needs
- Job Posting consists of receiving and filling of job openings, searching resumes, providing access to a diverse labor pool
- Applicant pre-screening consists of assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements
- Recruitment Assistance is conducted by raising awareness of employers, job seekers, and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job hiring events,

- mini-recruitments, and mass recruitments
- Labor Market Information is access to information on labor market trends, and other data related to the economy, wages, industries, etc.
- Employer Referral System is a provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, and apprenticeship programs; and
- Rapid Response is an activity that involves a “rapid response” team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will make contact with the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One Stop delivery system.

Special Services to Employers

The Santa Cruz County One Stop Center is represented by of the Santa Cruz County WIOA Title I B, the local Veteran Employment Representative (LVER) and the DES ES Business Services Representative/Supervisor. Other partners may be added as needed. They will work jointly to provide the business service activities. By working together, the joint effort allows for maximum use of limited resources and the business owners or business managers are not provided repeatedly with the same information or visited by several individuals.

The joint effort will allow the staff an opportunity to strengthen the relationships with the business community. Ongoing work with the local employers is further strengthening the relationships. Job placements, On the Job Training and internships are currently in place with the major employers, such as, the Mariposa Community Health Center and Carondelet Holy Cross Hospital.

Santa Cruz County One Stop Career Center staff may add a partner focused on business, well versed in business outreach, business assessment, business employer needs and employer worker needs. Santa Cruz County will functionally align business services through the creation or enhancement of Service Teams that will support an integrated approach to helping our employers.

As noted above, the Santa Cruz County Teams will be composed of the WIOA Core Partner staff persons:

- Adult,
- Dislocated Workers’ Program,
- Local Veteran,
- Employment Services Representative,
- State DES ES Business Services Representative/Supervisor, and
- Others.

The Santa Cruz County Team will develop a plan to move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.

The Santa Cruz County Team may seek training and technical assistance to help with the transition to a more integrated approach to assisting our businesses develop job opportunities, grow and prosper. It must be noted that WIOA funds are not allowed for economic development purposes and SCC CLEO and SCC WDB will not place themselves in a position where disallowed costs will be incurred.

The Santa Cruz County Team training may include skill development in the areas of Sales Techniques, Conflict Resolution, Service Mapping, and Customer Service. Team members may spend time understanding the services provided by each Core Partner agency and the details associated with target populations, eligibility, specific activities, cost factors, and access of each service depending on staffing and budgetary constraints. WIOA Core Partners will recommend and attend appropriate training sessions to increase their skill levels.

Santa Cruz County Workforce Memorandums of Understanding addresses how coordination will occur between each Partner and their subject matter experts. Through its single-point of contact approach, business customers may be able to work with one representative that will be their primary resource and will facilitate securing the subject matter expertise of all of the services from other agencies that an employer needs. This will assist employers through the maze of available resources.

Santa Cruz County Service Team may provide a customer flow chart reflecting the procedure to assist a hiring employer recruit from targeted groups that are trained and currently underutilized:

Special services that the business services team may provide employers include:

- Job Hiring Events
- Labor Market Information
- Listing job openings on the Arizona Job Connection
- Locating qualified job applicants for employers; vetting applications and resumes
- Provision of specialized assessments for job seekers and employers
- Rapid Response services
- Space for job interviews and/or interviews via video conferencing
- Training Services information

U. A description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services.

The Rehabilitation Services Administration (RSA) is committed to providing quality services and facilitate cooperation and coordination between partners. The Vocational Rehabilitation program offers all partners the opportunity to participate in disability specific trainings, program information training and any other trainings, which may strengthen the services offered by all partners. RSA along with other core partners provide a variety of services to individuals with disabilities, with the ultimate goal to prepare for, enter into, or retain employment.

The Santa Cruz County One Stop delivery system and Core Partners are committed to ensure the policies, procedures, program, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities. All staff is trained by RSA on topics such as General Disability Awareness, Blind/Vision Impairments Disability Awareness, Deaf and Hard of Hearing Disability Awareness, Learning Disabilities/Cognitive Challenges Ergonomics and Physical Access.

All ARIZONA@WORK Job Center staff is trained on the use of the assistive technology, which is readily accessible to persons with disabilities in the center's Resource/Computer room. The Resource/Computer room is equipped to accommodate individuals with physical, hearing and vision impairments.

In order to facilitate access to system services, staff is cross trained and available at the ARIZONA@WORK One-Stop Job Center. Vocational Rehabilitation staff work cooperatively with the Job Center staff in order to facilitate reciprocal referrals and joint service planning.

Section 4 – ARIZONA@WORK Job Center Delivery Description.

This Section should include a description of the ARIZONA@WORK one-stop delivery system in the LWDA, including the following (20 CFR 679.560(b)(5)):

The Santa Cruz County One-Stop is part of the statewide ARIZONA@WORK System that brings together:

- Workforce development,
- Education,
- Employment Security,
- Vocational Rehabilitation,
- Housing,
- Health,
- Social Services, and
- Other Partners listed in previous sections.

The Santa Cruz County One Stop offers a seamless customer-focused service delivery network that enhances access to the programs and improves long-term employment opportunities for individuals receiving WIOA Services. The WIOA was enacted to ensure One Stop Center Partners administer separately funded programs as a set of integrated streamlined services to customers and it is part of the American Job Center network.

The Santa Cruz County One-Stop System mandates working with our industry and business customers. We utilize a number of tools and offer a wide-range of services listed above.

A. List the addresses of the ARIZONA@WORK comprehensive Job Centers, affiliate job centers, and specialized job centers in the LWDA, noting the type of ARIZONA@WORK Job Center. These are to be updated when there are changes;

Santa Cruz County One Stop Center
610 North Morley Ave.
Nogales, AZ 85621

B. How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers;

The SCC LWDB will continue to lead efforts in Santa Cruz County to ensure the quality, cost-effective and industry driven delivery training services by all service providers. We will ensure that all training will provide our job seeking customers with the education and skills necessary to meet the demand industries and occupations requirements and standards. We will also ensure that the job seeker customer secure quality jobs that have viable career paths.

The SCC LWDB and WIOA Core Partners work with In-Demand Industry and In-Demand Occupation employers to determine their workforce needs, education, skill and training requirements. The review of In-Demand Industries and In-Demand Occupations determines what targeted training providers will be considered for inclusion into Eligible Training Provider List (ETPL) to provide training services.

Once the WIOA Core Partners determine that the training provider should be included into the ETPL, a recommendation is made for the CC WDB to approve. After review, the SCC LWDB may, if appropriate, approve the training provider for inclusion into the ETPL.

In partnership with the State of Arizona, the SCC LWDB and WIOA Core Partners input the information of the eligible training provider. The State of Arizona and Santa Cruz County criteria have been established to ensure quality and meaningful training is provided. The State of Arizona and Santa Cruz County maintain and update the ETPL.

In order to provide training services to WIOA Title I participants a training provider must be approved and listed in the State of Arizona ETPL.

Training providers may be removed from the ETPL for failure to:

- Provide quality training services
- Maintain appropriate license requirements
- Comply with WIOA and Rules
- Continue providing the training services; and
- Comply with agreed upon costs.

As part of our continuous improvement strategies, the SCC LWDB and One Stop System partners are constantly seeking and evaluating training providers for training in the in-demand industries and occupations. We will continue to work with the Office of Economic Opportunity to continuously update our economic, industry and occupations data. We will also work with the Department of Education and Department of Economic Security to ensure the best practice and model programs are examined, evaluated and tested in our efforts to provide the best customer-centric services available.

During our Board meetings, we receive up to date data-based information and reports. We will evaluate the benefits and costs of each and every training provider to ensure they are providing the education and/or training that leads to career pathways opportunities and a living wage for the job seekers. For our employers we will ensure all customers referred or placed in their business are equipped with the necessary skills to succeed and grow on the job.

C. How the ARIZONA@WORK partners in the LWDA, including the one-stop operator, will ensure physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including provide training and support for addressing the needs of individuals with disabilities as required under WIOA sec. 188 (as appropriate) and the Americans Disabilities Act of 1990; and

The SCC LWDB works with the WIOA Core Partners by being a convener and collaborator, sharing promising practices, proven practices, evaluating and sharing the information as part of its commitment to continuous improvement and services to individuals with disabilities. The Santa Cruz County One Stop Center has engaged in activities to provide comprehensive labor market information, educational attainment and skill levels of the workforce in Santa Cruz County to meet the specific needs of the employers and job seekers.

During our SCC LWDB meetings we discuss the educational and skill requirements of our local labor market, current employers, and future potential employers.

1. Include how the need for specific assistive technology equipment will be determined as well as how partners/operator will ensure equipment is in working order and staff have the knowledge and skill to assist individuals with disabilities in accessing and utilizing the equipment.

The Rehabilitation Services Administration is co-located in the Santa Cruz County and ensures that all necessary assistive technology equipment is provided for the customers with disabilities.

Furthermore, the Rehabilitation Services Administration assists with meeting the accessibility needs of individuals with disabilities that visit the Santa Cruz County One Stop Center. They help with ameliorating these accessibility limitations, VR has assistive technology available for clients to use such as:

- Closed caption television CCTV
- Video phone, and
- UbiDuo™ for people who are deaf, hard of hearing, or who face any communication barriers

Within the Santa Cruz County One-Stop Center adult, youth dislocated workers, individuals with barriers to employment, and employer customers may avail themselves of services at the Santa Cruz County One Stop Center. Individuals with barriers include the following:

- Individuals with disabilities,
- Low Income,
- Ex-offenders,
- Homeless,

- Homeless with children,
- English language learners, low level of literacy or facing cultural barriers,
- Within two years of exhausting lifetime eligibility for TANF,
- Long-term unemployed,
- Single parents,
- Eligible migrant and seasonal workers, or
- Youth who have aged out of foster-care system.

Access to services for individuals with disabilities and other barriers to employment will be expanded through outreach events attended by WIOA Core Partners and regular presentations at local educational institutions, behavioral health clinics, other community agencies, Non-Profit Organizations, and Faith-Based Organizations.

The Santa Cruz County One Stop is committed to ensuring it is Universally Accessible. It is accessed by a diverse customer base. Job seekers with varying educational levels, work experience, cultures, English Language attainment, disabilities and support needs are served by the WIOA Core Partners. Our Adult, Dislocated Workers and Youth are served by the WIOA Core Partners. They may receive services from the Title IB programs, Title II Adult Education, Title III Employment Service and/or Title IV Rehabilitation Services.

Since the WIOA Core Partners are co-located the customer accessing the One Stop Services are served in a seamless customer-centered manner. Our cross-training allows all Santa Cruz County One Stop Center staff to assist the individuals with disabilities in a variety of ways with numerous tools, including the use of technology. Santa Cruz County One Stop Center also utilizes telephones, Internet, Skype or TTY as may be necessary to ensure services are provided. The cross-functional and customer-centric service delivery ensures we meet the commitment to Universally Accessible service.

In addition, the Santa Cruz County WIOA Core Partners have successfully collaborated with advocates for the disabled, in holding numerous community-based presentations, job-fairs and information seminars throughout Santa Cruz County. The collaboration between and among the Santa Cruz County WIOA Core Partners has ensured we increase our effectiveness and efficiency in leveraging our limited resources.

Access to the use of computers, fax, telephones and other specialized Americans with Disabilities Act compliant technologies are available at the Santa Cruz County One Stop Center. Job seekers may utilize the technology to:

- Gather local, state, regional or national Labor Market Information
- Gather information on education and skills required for particular jobs
- Gather information on jobs available/job search
- Prepare and submit job applications
- Prepare and electronically submit resumes
- Write and submit thank you letter to employers
- Take On-Line Tests that may be required by employers

- Access On-Line Tutoring and Long-Distance Classroom services; and
- Apply for Unemployment Insurance benefits.

The Santa Cruz County WIOA Core Partners' staff is ready to assist any customer with disabilities in need of these services. Disabled individuals seeking services at the Santa Cruz County One Stop Center may receive one-on-one or group orientation to ensure they are well informed on the services that are available at the One Stop Center.

Access to technology includes access to the Arizona Job Connection System and assisted technology.

The Santa Cruz County One Stop Center has been monitored and is in-compliance with all Americans with Disabilities Act requirements.

Santa Cruz County WIOA complies with Section 188 provisions of the WIOA, as follows:

1. Prohibition of discrimination regarding participation, benefits, and employment.
2. Prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.), on the basis of disability under section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), on the basis of sex under title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.), or on the basis of race, color, or national origin under title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.), programs and activities funded or otherwise financially assisted in whole or in part under this Act are considered to be programs and activities receiving Federal financial assistance.
3. Prohibition of discrimination regarding participation, benefits, and employment - No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity because of race, color, religion, sex (except as otherwise permitted under title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.)), national origin, age, disability, or political affiliation or belief.
4. Prohibition on assistance for facilities for sectarian instruction or religious worship. Participants shall not be employed under this chapter to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship (except with respect to the maintenance of a facility that is not primarily or inherently devoted to sectarian instruction or religious worship, in a case in which the organization operating the facility is part of a program or activity providing services to participants).
5. Prohibition on discrimination on basis of participant status - No person may discriminate against an individual who is a participant in a program or activity that receives funds under this chapter, with respect to the terms and conditions affecting, or rights provided to, the individual, solely because of the status of the individual as a participant.
6. Prohibition on discrimination against certain noncitizens – Participation in programs and activities or receiving funds under this chapter shall be available to

citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States.

Section 188 of the WIOA prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment, or in connection with, any program and activities funded or otherwise financially assisted under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief and against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under Title I of WIOA.

Working with the co-located Santa Cruz County Core Partners, the Arizona Rehabilitation Services Administration staff ensures that the employment and training needs of individuals with disabilities are met. In addition, the SCC WDB works with the Core Partners to ensure that persons with disabilities are provided the educational and training services available. The Santa Cruz County One Stop Center staff is ready to assist any customer in need of the One Stop Center services.

The Santa Cruz County One Stop Center is ADA compliant with handicap accessible:

- Parking lot
- Entry doors
- Bathrooms
- Computers (Touch Screen/Ease of Access availability)
- Fax
- Telephones
- Telephone typewriter (TTY) system
- Large font printed materials
- Adjustable desks
- Wheelchair accessible desks, and
- Other specialized ADA compliant technologies.

The State of Arizona has monitored the Santa Cruz County One Stop Center and has found it to be in full compliance with ADA requirements.

2. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.

At the Santa Cruz County One Stop Center our front office staff are trained to recognize visible disabilities and offer assistance to ensure the customer is offered services and use of equipment without barriers to succeed. We are also sensitive and avoid assumptions that customers may have disabilities when in fact they have none.

In cases where the customer has learned about our services at that Santa Cruz County One Stop Center, he or she may request assistance or use of special equipment. In these cases, our staff assists the individual and may offer additional information on WIOA

Partner and/or Community Programs.

The Santa Cruz County One Stop System Partners work with Arizona Department of Economic Security, Rehabilitation Services Administration to reach-out, engage and educate Santa Cruz County citizens about the services, accommodations, and technology equipment are available to people with disabilities, under WIOA Title IV administered by the Rehabilitation Services Administration.

The Rehabilitation Services Administration participates in job-fairs and meetings with business and community groups. Accommodations are made at any event to allow the disabled community to fully participate and utilize all Santa Cruz County One Stop Center services.

3. Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered through the center.

The Santa Cruz County One-Stop System complies with the Americans with Disabilities Act by providing trained staff, adaptive-technology, materials for the blind, and accessible facilities. Individuals have access to technology-based services that include:

- Public adaptive for the disabled computer work-stations and equipment
- Basic computer fundamentals workshops with large screens
- One-on-one or group training in technology skills, and
- One-on-one or group technical assistance.

Access to services for individuals with disabilities and other barriers to employment will be expanded through outreach events attended by WIOA Core Partners and regular presentations at local educational institutions, behavioral health clinics, other community agencies, Non-Profit Organizations, and Faith-Based Organizations.

The Santa Cruz County One Stop is committed to ensuring it is Universally Accessible. It is accessed by a diverse customer base. Job seekers with varying educational levels, work experience, cultures, English Language attainment, disabilities and support needs are served by the WIOA Core Partners. Our Adult, Dislocated Workers and Youth are served by the WIOA Core Partners. They may receive services from the Title IB programs, Title II Adult Education, Title III Employment Service and/or Title IV Rehabilitation Services.

Since the WIOA Core Partners are co-located the customer accessing the One Stop Services are served in a seamless customer-centered manner. Our cross-training allows all Santa Cruz County One Stop Center staff to assist the individuals with disabilities in a variety of ways with numerous tools, including the use of technology. Santa Cruz County One Stop Center also utilizes telephones, Internet, Skype or TTY as may be necessary to ensure services are provided. The cross-functional and customer-centric service delivery ensures we meet the commitment to Universally Accessible service.

In addition, the Santa Cruz County WIOA Core Partners have successfully collaborated with advocates for the disabled, in holding numerous community-based presentations, job-fairs and information seminars throughout Santa Cruz County. The collaboration between and among the Santa Cruz County WIOA Core Partners has ensured we increase our effectiveness and efficiency in leveraging our limited resources.

Access to the use of computers, fax, telephones and other specialized Americans with Disabilities Act compliant technologies are available at the Santa Cruz County One Stop Center. Job seekers may utilize the technology to:

- Gather local, state, regional or national Labor Market Information
- Gather information on education and skills required for particular jobs
- Gather information on jobs available/job search
- Prepare and submit job applications
- Prepare and electronically submit resumes
- Write and submit thank you letter to employers
- Take On-Line Tests that may be required by employers
- Access On-Line Tutoring and Long-Distance Classroom services; and
- Apply for Unemployment Insurance benefits.

D. The roles and resource contributions of the one-stop partners as detailed in the MOU/IFA and One-Stop Operating budget. Include other leveraged funds such as donations and in-kind contributions.

Santa Cruz County has entered into Agreements with our WIOA Core Partners. Each partner has agreed to a fair share cost of the One Stop budget. MOU/IFA is available upon request.

In addition, to the Santa Cruz County WIOA Core Partners participation in the One Stop Center we have partner with Pima, Cochise and Yuma Counties and successfully applied for federal grants.

Santa Cruz County has a history of planning, coordination, collaboration and receiving funding from the US Department of Labor. The multi-million-dollar Workforce Innovation in Regional Economic Development (WIRED) Grant was a regional talent development initiative that brought partners together. We named it the Innovation Frontier Arizona Grant and it included Santa Cruz, County, Pima County, Yuma County and Cochise County. The collaborative efforts further expanded to included, the workforce development, economic development, business, Non-Profits Organizations, Faith Based Organizations, Educational Institutions, K-12, Community Colleges and Universities in the Border Workforce Areas: .

Santa Cruz County has developed the basic regional structure, as a result, of the WIRED Grant, and continues to build on it. By building on the regional partnerships we are part of the network working with the various industry groups, businesses, University of Arizona, Community Colleges, K – 12 Schools, Non-Profit Organizations, Faith-Based

Organizations, and labor unions. With this regional partnership foundation, we will be better able to respond to business, job seeker needs, and develop future partnerships to implement apprenticeship programs where appropriate.

Santa Cruz County was also a partner with Pima County, Cochise County and Yuma County in the Health Profession Opportunity Grant Health (HPOG) Grant. The partnerships also included: workforce development, economic development, business, Non-Profits Organizations, Faith-Based Organizations, Educational Institutions, K-12, JTEDs, Community Colleges and Universities in the Border Workforce Areas. The Grant allowed to train low-income eligible students for careers in high-demand health fields.

E. Describe how the LWDB will ensure the service providers provide priority of service that conforms to WIOA and the State Plan for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.

The SCC CLEO and SCC LWDB, *Shared Governance Agreement*, WIOA, Regulations and 2CFR 200 establishes guidelines and processes for the SCC LWDB to follow in the selection, scope of work and termination of contracts and agreements with the One Stop Operator and service

To enable to carry out its oversight responsibility the SCC WDB is provided with WIOA Title I-B customer information at the monthly LWDB scheduled meetings. In preparation, meetings are held by SCC One-Stop Operator, Title I-B staff and the SCC WIOA Partners' meetings.

The information provided to the SCC LWDB includes the number of customers served, services received, the priority of services (Veterans, Public Assistance Recipients, other low-income individuals and individuals who are basic skills deficient), ITA voucher information and individuals who have become employed.

The SCC LWDB reviews this information and also the Title I-B Performance Accountability Measures negotiated with the State of Arizona.

F. Describe how the LWDB is implementing the waiver granted by the US Department of Labor to the State of Arizona to use individual training accounts for youth who are in school.

The SCC LWDB does not use the waiver for in-school youth issued by the U.S. Department of Labor. However, each youth does have a budgeted amount for services. We reserve the right to implement the US Department of Labor Waiver to use Individual Training Accounts for youth who are in school.

Section 5 – Performance and Continuous Improvement

- A. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners (20 CFR 679.560(b)(20)).**

The SCC WDB, SCC WIOA Program staff and One Stop Center Partners have utilized the integrated, technology-enabled intake and case management information system for the WIOA Core Programs.

Since the advent of the COVID 19 Pandemic we have expanded the use of technology to assist our customers. The adaptation of the integrated, technology-enabled intake and case management has been critical. The COVID 19 Pandemic drastically increased the Unemployment Insurance eligibility and the potential applicants visited the Santa Cruz County One Stop Center via, telephone, computer, internet, fax or in-person. The increase in services and Stay at Home orders have increased the demand for non-traditional service delivery models.

Together with the State of Arizona, we are in the process of researching, analyzing, evaluating and adapting new technologies to meet the One Stop Center customer service demands.

- B. Provide proposed local levels of performance for Title I-B for Program Years 2020- 2021 in the format provided in Appendix I and describe the economic conditions experienced in the LWDA and the characteristics of the actual individuals served supporting the proposed levels of performance. (After negotiation with DES, update the local plan to provide the levels of performance negotiated with DES consistent with WIOA sec. 116(c).) The negotiated levels of performance are to be used by the LWDB for measuring performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I-B, and the ARIZONA@WORK system (20 CFR 679.560(b)(16)).**

- C. Performance Goals: Using the table and instructions provided in Appendix I, include the local area's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA for Title I.**

Please refer to Appendix I.

Section 6 – Public Comment - 20 CFR 679.370, 679.560(19) and 670.560(21)(e)

- A. Describe the process used by the LWDB to provide to a 30-day public comment period through electronic and other means (such as public hearings or local media) prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (20 CFR 679.560(19)).**

The SCC WDB with its One Stop Center Partners developed this Local Plan and approved forwarding it to the SCC WDB Executive Committee for review and approval.

The WDB Executive Committee Reviewed the Local Plan and approved posting it for Public Comment.

Notice was posted and sent to Santa Cruz County One Stop Center Partners, Chamber of Commerce, Non-Profit Organizations, and stakeholders. Copies of the Local Plan were made available at:

- The One Stop Center
- SCC WDB WebSite
- DES Web Site, and
- WAC WebSite

A fourteen (14) day public comment period was provided to afford listed, interested entities and key stakeholders an opportunity to provide comments, suggestions, and recommendations for consideration.

A final copy of the approved Local Plan will be forwarded to the SCLEO for approval and submittal to the State of Arizona.

Once approved the Local Plan will be posted on the SCC LWDB Web Site.

- B. Include any comments received that expressed disagreement with the local plan. (20 CFR 670.560(21)(e))**

The following responses to the comments have been incorporated into the Plan

Public Comments Received

No comments were received during the public comment time frame.

**PUBLIC COMMENT ON THE
SANTA CRUZ COUNTY LOCAL AREA PLAN DRAFT 2020-2024
JUNE 21, 2022 – July 05, 2022**

End

Appendix I. Performance Measures

For PYs 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains

Include the expected performance outcomes during the initial plan submission as formatted in the tables below

	Title I-B - WIOA Adult			
	Program Year: 2021		Program Year: 2022/2023	
	Expected Level	Projected Negotiated Level	Expected Level	Projected Negotiated Level
Employment (Second Quarter after Exit)	42.0%	55.0%	83%	75%
Employment (Fourth Quarter after Exit)	60.0%	65%	67.4%	80%
Median Earnings (Second Quarter after Exit)	\$2,850	\$3,500	9,067	6,785
Credential Attainment Rate	23.0%	74.5%	95.3%	78%
Measurable Skill Gains	30.0%	65.0%	65%	65%

	Title I-B – Dislocated Worker			
	Program Year: 2021		Program Year: 2022/2023	
	Expected Level	Projected Negotiated Level	Expected Level	Projected Negotiated Level
Employment (Second Quarter after Exit)	75.0%	70.0%	77.5%	78.0%
Employment (Fourth Quarter after Exit)	67.0%	65.0%	60.3%	75.0%
Median Earnings (Second Quarter after Exit)	\$4,500	\$3,500	\$10,761	\$8,646
Credential Attainment Rate	54.0%	70.0%	52.6%	74.5%
Measurable Skill Gains	52.8%	65.0%	69.0%	69.0%

	Title I-B - WIOA Youth			
	Program Year: 2021		Program Year: 2022	
	Expected Level	Projected Negotiated Level	Expected Level	Projected Negotiated Level
Employment (Second Quarter after Exit)	32.0%	75.0%	73.1%	74.0%
Employment (Fourth Quarter after Exit)	32.0%	67.0%	68.1%	70.0%
Median Earnings (Second Quarter after Exit)	\$4,500	\$4,500	5,044	5,044
Credential Attainment Rate	25.0%	54.0%	40.1%	77.0%
Measurable Skill Gains	27.0%	54.0%	62.0%	62.0%

Appendix II. In-Demand Industries and Occupations

Provide the industries and occupations identified as ‘In-Demand’ in tables formatted as shown below. The tables can be as long or short as necessary, but the requested information must be provided for each industry and occupation.

NAICS Code	Industry Title
42	Wholesale Trade
62	Health Care and Social Assistance
48 - 49	Transportation & Warehousing
33	Manufacturing
54	Information

SOC Code	Occupation Title	NAIC Code	Industry Title
13-1198	Project Management Specialist & Business Operations	54	Information
41-4012	Sales Representatives, Wholesale Manufacturing	42	Wholesale Trade
43-3031	Bookkeeping, Accounting, and Auditing Clerks	52 54	Finance Professional Services
53-3033	Light Truck Drivers	48 - 49	Transportation
53-7062	Laborers Freight, Stock and Material Mover	42	Wholesale Trade

Appendix III. Statewide Vision, Goals, & Strategies in the Arizona Workforce Plan

The Governor's vision for Arizona is to build a pro-growth economy that provides an opportunity for all and creates prosperous communities. For ARIZONA@WORK means ensuring that all Arizonans eligible to work, regardless of their circumstances, background, social status or zip code, have access to the best economic and educational opportunities as possible. ARIZONA@WORK's effort to support the vision is described in its four goals and strategies developed by ARIZONA@WORK stakeholders to implement over the next four years in the State Plan.

Arizona's Vision: Building a pro-growth economy that provides an opportunity for all and creates prosperous communities.

Goal 1: Promote a Strong Arizona Economy - *Build Arizona's capacity to attract, retain and grow thriving businesses*

Strategy 1: Promote industry sector partnerships/projects

Strategy 2: Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system

Strategy 3: Increase and improve coordination between workforce and economic development efforts at the state and local level

Goal 2: Serve Business Needs - *Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers)*

Strategy 4: Ensure training provided to job seekers and workers has a focus on transferable skills

Strategy 5: Create a comprehensive business engagement plan to support consistency and availability of services

Goal 3: Prepare Job Seekers; Defend Against Poverty - *Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations)*

Strategy 6: Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers

Strategy 8: Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)

Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - *Accelerate measurable impact and performance for less cost*

Strategy 9: Create a consistent system for continuous improvement

Strategy 7: Improve processes for co-enrollment across partners to share costs and case management to better serve customers¹

Strategy 10: Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

¹ Strategy 7 is used to address weaknesses identified in accomplishing both Goal 3 and Goal 4. Because of this, it is listed twice.

Appendix IV. Required One-Stop Partners

20 CFR 463.400 require the following programs to be one-stop partners:

Department of Labor (DOL)

- A. WIOA title I programs:
 - a. Adult, Dislocated Worker, and Youth formula programs
 - b. Job Corps
 - c. YouthBuild
 - d. Native American programs
 - e. National Farmworker Jobs Program (NFJP)
- B. Wagner-Peyser Act Employment Service (ES) program, authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III;
- C. Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965
- D. Trade Adjustment Assistance (TAA) activities, authorized under chapter 2 of title II of the Trade Act of 1974
- E. Unemployment Compensation (UC) programs
- F. Jobs for Veterans State Grants (JVSG) programs, authorized under chapter 41 of title 38, U.S.C.; and
- G. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)), authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169.

Department of Education (ED)

- A. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II
- B. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV), and
- C. The State Vocational Rehabilitation (VR) Services program, authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV.

Department of Housing and Urban Development (HUD)

- A. Employment and training programs;

Department of Health and Human Services (HHS)

- A. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
- B. Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b), 34 CFR 361.405(b), and 34 CFR 463.405(b).

Additional Partners.

Pursuant to WIOA sec. 121(b)(2)(B) and 20 CFR 678.410, 34 CFR 361.410, and 34 CFR 463.410, additional one-stop partners may include, with the approval of the Local WDB and CEO(s), the following:

- A. Social Security Administration (SSA) employment and training program established under sec. 1148 of the Social Security Act (i.e. Ticket to Work and Self Sufficiency programs);
- B. Small Business Administration employment and training programs;
- C. Supplemental Nutrition and Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008;
- D. Client Assistance Program (CAP), authorized under sec. 112 of the Rehabilitation Act of 1973, as amended by title IV of WIOA;
- E. National and Community Service Act programs; and
- F. Other appropriate Federal, State, or local programs, including, but not limited to, employment, education, or training programs such as those operated by libraries or in the private sector (WIOA sec. 121(b)(2)). Such programs may also include programs providing transportation assistance and services for those with substance abuse or mental health issues.

Signature Page

The parties hereto approve the Santa Cruz County Local Area Workforce Development Plan.

Bruce Bracker, Chair
Santa Cruz County Board of Supervisors

Date

Dina R. Sanchez, Chair,
Santa Cruz County Workforce Investment Board

Date

ATTEST:

APPROVE TO FORM:

Alma Schultz
Clerk of the Board

Laura Roubicek
Deputy County Attorney