

# SANTA CRUZ COUNTY

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## Local Area Plan

January 1, 2025 to December 31, 2028



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

## Table of Contents

Welcome .....	5
Background .....	5
Four Major Goals and targeted strategies of the Workforce Arizona Council for PY 2024-2027 .....	6
Timeline .....	8
Engagement of Core Partners and internal stakeholders .....	8
Partners.....	8
External stakeholders.....	8
Board members .....	8
<b>Section 1 – Infrastructure .....</b>	<b>9</b>
<b>Section 2 – Strategic Planning Elements.....</b>	<b>17</b>
<b>Section 3 – ARIZONA@WORK System Coordination.....</b>	<b>53</b>
<b>Section 4 – ARIZONA@WORK Job Center Delivery.....</b>	<b>90</b>
<b>Section 5 – Performance and Continuous Improvement .....</b>	<b>100</b>
<b>Section 6 – Public Comment .....</b>	<b>104</b>
<b>Appendices .....</b>	<b>106</b>
Appendix I-Infrastructure Funding Agreement .....	107
Appendix II-Memorandum of Understanding .....	142
Appendix III – One Stop Operator Contract.....	182
Appendix IV – In-Demand Industries and Occupations.....	207
Appendix V – Board Director Job Description .....	209
Appendix VI – Complete Labor Market Analysis.....	212

## Table of Tables

<b>Table A: Dates for Local Plan Development and Submission .....</b>	<b>8</b>
<b>Table 1: Current Santa Cruz County Workforce Development Board members: .....</b>	<b>15</b>
<b>Table 2: General Industry Categories, Santa Cruz County .....</b>	<b>22</b>
<b>Table 3: Largest Detailed Industry Categories, Santa Cruz County .....</b>	<b>23</b>
<b>Table 4: Occupations by Total Employment, Santa Cruz Labor Shed .....</b>	<b>25</b>
<b>Table 5: Occupations by Median Earnings, Santa Cruz Labor Shed .....</b>	<b>26</b>
<b>Table 6: Occupations by Employment Location Quotient, Santa Cruz Labor Shed .....</b>	<b>27</b>
<b>Table 7: Quality Careers, Santa Cruz Labor Shed .....</b>	<b>28</b>
<b>Table 8: Occupations by Percentage Change in Employment, Santa Cruz Labor Shed .....</b>	<b>29</b>
<b>Table 9: Occupations by Change in Employment, Santa Cruz Labor Shed .....</b>	<b>30</b>
<b>Table 10: Occupations-Transportation and Warehousing Sector, Santa Cruz Labor Shed .....</b>	<b>31</b>
<b>Table 11: Occupations-Mining Sector, Santa Cruz Labor Shed .....</b>	<b>31</b>
<b>Table 12: Occupations-Health Care and Social Assistance Sector, Santa Cruz Labor Shed .....</b>	<b>32</b>
<b>Table 13: Occupations Employed by the Wholesale Trade Sector, Santa Cruz Labor Shed .....</b>	<b>32</b>
<b>Table 14: In School Youth Additional Assistance Documentation .....</b>	<b>84</b>
<b>Table 15: In School Youth Additional Assistance Documentation .....</b>	<b>84</b>
<b>Table 16: Santa Cruz County Local Area Negotiated Performance Levels PY240-PY25 .....</b>	<b>103</b>
<b>Table B: In-Demand Industries .....</b>	<b>207</b>
<b>Table C: In-Demand Occupations .....</b>	<b>207</b>
<b>Table 1: Population by Year, 2013-2024 .....</b>	<b>222</b>
<b>Table 2: Population by Race .....</b>	<b>224</b>
<b>Table 3: Population by Ethnicity .....</b>	<b>224</b>
<b>Table X: Gross Domestic Product by Industry, Santa Cruz County, 2022 .....</b>	<b>237</b>
<b>Table 4: General Industry Categories, Santa Cruz County .....</b>	<b>239</b>
<b>Table 5: Largest Detailed Industry Categories, Santa Cruz County .....</b>	<b>240</b>
<b>Table 6: Largest Percentage Change, Detailed Industry Categories, Santa Cruz County .....</b>	<b>241</b>
<b>Table 7: Largest Change, Detailed Industry Categories, Santa Cruz County .....</b>	<b>242</b>

<b>Table 8: Largest Location Quotient, Detailed Industry Categories, Santa Cruz County .....</b>	<b>243</b>
<b>Table 9: Gross Domestic Product by Industry, Santa Cruz Labor Shed, 2022 .....</b>	<b>245</b>
<b>Table 10: Employment by Detailed Industry Categories, Santa Cruz Labor Shed.....</b>	<b>248</b>
<b>Table 11: Industries by Total Employment, Santa Cruz Labor Shed .....</b>	<b>249</b>
<b>Table 12: Industries by Rate of Change, Santa Cruz Labor Shed .....</b>	<b>250</b>
<b>Table 13: Industries by Total Change, Santa Cruz Labor Shed .....</b>	<b>251</b>
<b>Table 14: Industries by Location Quotient, Santa Cruz Labor Shed.....</b>	<b>252</b>
<b>Table 15: Largest Employment, General Occupation Categories, Santa Cruz County .....</b>	<b>253</b>
<b>Table 16: Largest Employment, General Occupation Categories, Santa Cruz Labor Shed .....</b>	<b>254</b>
<b>Table 17: Occupations by Total Employment, Santa Cruz Labor Shed.....</b>	<b>256</b>
<b>Table 18: Occupations by Median Earnings, Santa Cruz Labor Shed .....</b>	<b>257</b>
<b>Table 19: Occupations by Percentage Change in Employment, Santa Cruz Labor Shed.....</b>	<b>258</b>
<b>Table 20: Occupations by Change in Employment, Santa Cruz Labor Shed .....</b>	<b>259</b>
<b>Table 21: Occupations by Employment Location Quotient, Santa Cruz Labor Shed .....</b>	<b>260</b>
<b>Table 21: Quality Careers, Santa Cruz Labor Shed.....</b>	<b>261</b>
<b>Table 22: Total Awards by Institution, Santa Cruz Labor Shed, 2018 – 2023.....</b>	<b>264</b>
<b>Table 23: CTE Enrollment at Patagonia High School .....</b>	<b>270</b>
<b>Table 24: CTE Enrollment at Rio Rico High School .....</b>	<b>270</b>
<b>Table 25: CTE Enrollment at Nogales High School .....</b>	<b>271</b>
<b>Table 26: CTE Enrollment at Pierson Vocational High School .....</b>	<b>271</b>
<b>Table 27: Eligible Training Providers by Area .....</b>	<b>272</b>



## Welcome

On behalf of the elected officials, operators, providers and other stakeholders in the Santa Cruz County Workforce Development system, the Local Workforce Development Board is pleased to submit this WIOA Local Plan for Program Years 2024-2028. We applaud the vision of the Workforce Arizona Council and its development of goals within five key categories:

- Digital Equity and Inclusion
- Work-Based Learning
- Youth
- Advanced Manufacturing
- Workforce System

The Santa Cruz County Local Workforce Development Board embraces this vision and is committed to the concept of continuous improvement in our delivery of workforce services as we prepare the people of Santa Cruz County for the demands of the 21<sup>st</sup> Century economy.

The vision of the Santa Cruz County Local Workforce Development Board is

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*to work collaboratively with each partner to provide a higher level of service quality through the delivery of education and workforce services in a “shared services model.” This approach will foster system partnerships that build and sustain a shared vision and strategy that promotes seamless delivery of services that benefit the Santa Cruz County community. This improved framework will enhance the development of a more informed, educated, and skilled workforce and the development of effective career pathway systems.*

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## Statement from Dina Rojas-Sanchez, Chair of the Santa Cruz County Local Workforce Development Board

It is our goal and desire to create opportunities for our students and job seekers in Santa Cruz County. Our role is to provide training opportunities, career development and to help create a vision of what each clients future is comprised of.

The hope is that each person who comes through our doors will be looking for the opportunity to enhance their overall skill set, obtain a different skill set or simply have a path that will improve their overall quality of life.

Our board is committed to making a difference and enhancing the services that we offer to assist each and every individual in some way. We are vested in this community and want others to succeed and lead a fulfilling life. If that means gaining an additional degree or certification or simply learning a new trade, we are the organization who will help attain your future goal.

We welcome everyone to the WIOA and hope that this will be a life changing experience and will eliminate any barriers to you attaining what you have been looking for.

## Background

The Workforce Innovation and Opportunity Act (WIOA) is the federal legislation that governs the ARIZONA@WORK system with a stated purpose of seamlessly integrating services that benefit both employers and job seekers through strategic collaborations across various sectors.

The impact of WIOA has been to optimize the interconnectedness between workforce, education, and economic development entities at a local level, and thereby foster effective utilization of resources and achievement of optimal outcomes. By promoting a comprehensive system, WIOA addresses the spectrum of customers' needs, and expands access to employment, education, training, and a range of critical support services.

WIOA requires each Local Workforce Development Board (LWDB), in partnership with the appropriate chief local elected official (CEO), to develop and submit a comprehensive four-year local plan to the Workforce Arizona Council (20 CFR 679.560). Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and the workforce needs of the state (20 CFR 676.135).

The contents of the Santa Cruz County Local Plan reflect the State of Arizona's vision and the vision and system goals of the Workforce Arizona Council as stated in the Arizona Unified Workforce Development Plan, 2024 - 2028.

Two of Governor Katie Hobbs' priorities for the state are particularly relevant to the workforce development system: *Improving Education* and *An Affordable and Thriving Economy*.

## Four Major Goals and targeted strategies of the Workforce Arizona Council for PY 2024-2027

### Goal 1: Promote a Customer-Driven Workforce System Approach

- 1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.
- 1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.
- 1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to training, education, employment opportunities and supportive services that help to reduce barriers.
- 1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.

### Goal 2: Foster Business Engagement

- 2.1: Build partnerships across businesses, education and training providers to develop career pathways and create work-based training opportunities to develop requisite workforce skills.

- 2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility.
- 2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.
- 2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce system's supportive services for prioritized populations.

### Goal 3: Invest in Opportunity and Growth

- 3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.
- 3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.
- 3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.
- 3.4: Implement a state-wide technical assistance model to deliver training and facilitate best-practice sharing as aligned to the training needs of workforce system staff.

### Goal 4: Prepare Arizona's Youth for Workforce Success

- 4.1: Create a robust system, including partnerships with Career and Technical Education Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.
- 4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.
- 4.3: Develop work-based learning opportunities for youth through partnerships with employers.
- 4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.

In alignment with the WIOA State Plan priorities, the WAC's strategic plan, reinforces a clear set of opportunities for continuing to strengthen Arizona's public workforce system including:

- Establishing statewide, systems-level partnerships that maximize federal infrastructure investments
- Designing and delivering worker-centered, industry-driven career pathways
- Ensuring equitable access to resources, programs, and wraparound services that reduce barriers to employment for priority populations
- Enhancing data-sharing systems and practices across ARIZONA@WORK system partners
- Preparing Arizona's youth for success in the workforce

## Timeline

**Table A: Dates for Local Plan Development and Submission**

Jan - March 2024	Arizona State Unified Plan Public Comment Period
March/April 2024	Arizona State Unified Plan Submission
March/April 2024	Submission Guidance Sent to Local Boards
March - September 2024	Local Boards: Local Plan Development Begins
April - May 2024	LMI Team Presentations
September 3, 2024	Local Plans due to OEO
September - October 2024	OEO Review/Feedback to LWDBs
November 8, 2024	Final submissions due
November 14, 2024	WAC Approval (Exec Committee)
November 21, 2024	WAC Approval (Full Council)
January 1, 2025	Local Plans Effective

### Engagement of Core Partners and internal stakeholders

In our Santa Cruz County Local WIOA Plan, we embrace the vision and the assessments of the Workforce Arizona Council and commit to the necessary levels of collaboration, customer-centric service and continuous improvement that will positively impact the economic growth and vitality of Santa Cruz County and our residents.

#### Partners

The Title 1B-Youth, Adult and Dislocated Workers, Title II-Adult Education, Title III-Career Services and Title IV-Vocational Rehabilitation partners in Santa Cruz County, along with the One Stop Operator were convened both collectively and individually to solicit their perspectives on WIOA operations and opportunities in the region. Their inputs were collected by a professional consultant and integrated into this plan.

#### External stakeholders

The perspectives of regional Chambers of Commerce, elected officials, and the Santa Cruz County Manager were revisited and informed critical components of this plan.

#### Board members

The entire board was engaged in a regular meeting and the Executive Committee of the board served as a steering committee for this work, meeting multiple times expressly for the purpose of guiding the direction and aspirations of this plan.

## Section 1 – Infrastructure

## Section 1 – Infrastructure

- a. **Describe the ARIZONA@WORK system in the LWDA to include the following (20 CFR 679.560(b)(1)(i)):**

**I. Name of the county(ies), city, and/or tribes included in the LWDA;**

Santa Cruz County, AZ (hereinafter SCC)

**II. Name of the entity(ies) designated as the Chief Elected Official(s) (e.g., the name of the County, the Tribe, or other entity carrying out the functions of the CEO)**

Santa Cruz County Board of Supervisors

- Manuel Ruiz - District 1, Chairman
- Rudy Molera - District 2, Member
- Bruce Bracker - District 3, Vice-Chairman
- Jesus J. Valdez, County Manager
- Alma Schultz, Clerk of the Board & Elections Director
- Nicolette Brenner, Deputy Clerk of the Board

**III. The names of the entities (e.g., county/city/tribe/nonprofit/for profit) that provide the following WIOA functions:**

**1. Local fiscal agent;**

Per 20 CFR 679.420, the Santa Cruz Board of Supervisors designated the Santa Cruz County Administrative Services, Finance Department as its local fiscal agent for the Workforce Innovation and Opportunity Act (hereinafter WIOA).

**2. LWDB Director and other LWDB staff;**

The Santa Cruz County Local Workforce Development Board Director position has been vacant since February 2024 and the county continues its efforts to fill the vacancy. As prescribed by WIOA Sec. 107 (f) the LWDB "... may hire a director and other staff ..." to carry out its functions. The SCC LWDB and SCC CLEO have agreed to have the County 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 and will not serve on the board. In partnership with the SCC CLEO, the SCC LWDB has developed a job description for the Board Director role and will continue to define staff responsibilities and approve "Job Descriptions." as described in WIOA Sec. 107(d)(8). The job description is attached as Appendix Six.

**3. Provider(s) selected by the LWDB for the:**

- a. **Adult Program;** The SCC LWDB and SCC CLEO exercised its option to select Santa Cruz County as the provider of WIOA Title I Services-Adult, Dislocated

Workers and Youth. Arizona's state workforce development board, the Workforce Arizona Council (WAC), as its first policy when it was reconfigured in 2014, was its Local Board Governance Policy (Policy 01), an indication of its emphasis on maintaining the integrity and transparency of the system. The SCC CLEO and SCC LWDB have adhered to the WAC policy and the State of Arizona Conflict of Interest Statutes. It has implemented all appropriate Firewalls to prevent Conflicts of Interest.

- b. **Dislocated Worker Program;** The SCC LWDB and SCC CLEO exercised its option to select Santa Cruz County as the provider of WIOA Title I Services-Adult, Dislocated Workers and Youth. The SCC CLEO and SCC LWDB have adhered to the WAC policy and the State of Arizona Conflict of Interest Statutes. It has implemented all appropriate Firewalls to prevent Conflicts of Interest.
- c. **Youth Program** (list the entities that provide design framework services and each of the fourteen elements); and 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.
  - Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent
  - Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school
  - Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development
  - Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field
  - Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills
  - Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors

- Supportive Services enable an individual to participate in WIOA activities
- Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement
- Follow-up Services are provided following program exit to help ensure youth succeed in employment or education
- Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol and mental health counseling
- Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability
- Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills
- Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations
- Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training

**a. Identify the one-stop operator;**

- i. A new One Stop Operator, per 20 CFR 682.420 has been procured through a competitive process. The One Stop Operator is James Mize, an independent and self-employed individual.

**4. Procured contracts or written agreements for subgrants or contractors (20 CFR 679.420(c)(1));**

- The Memorandum of Understanding is included as [Appendix One](#).
- The Infrastructure Funding Agreement is included as [Appendix Two](#).
- The One Stop Operator Contract is included as [Appendix Three](#)

**5. Monitoring, audit, and other oversight of the following WIOA functions (See 20 CFR 679.420(c)(2) - (3) and 20 CFR 683.410(a)):**

**a. Fiscal**

As noted earlier, Santa Cruz County is the fiscal agent. 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 provides oversight of the WIOA funds and program performance. In addition, Santa Cruz County has established and approved audit and monitoring systems.

**b. Equal opportunity; and**

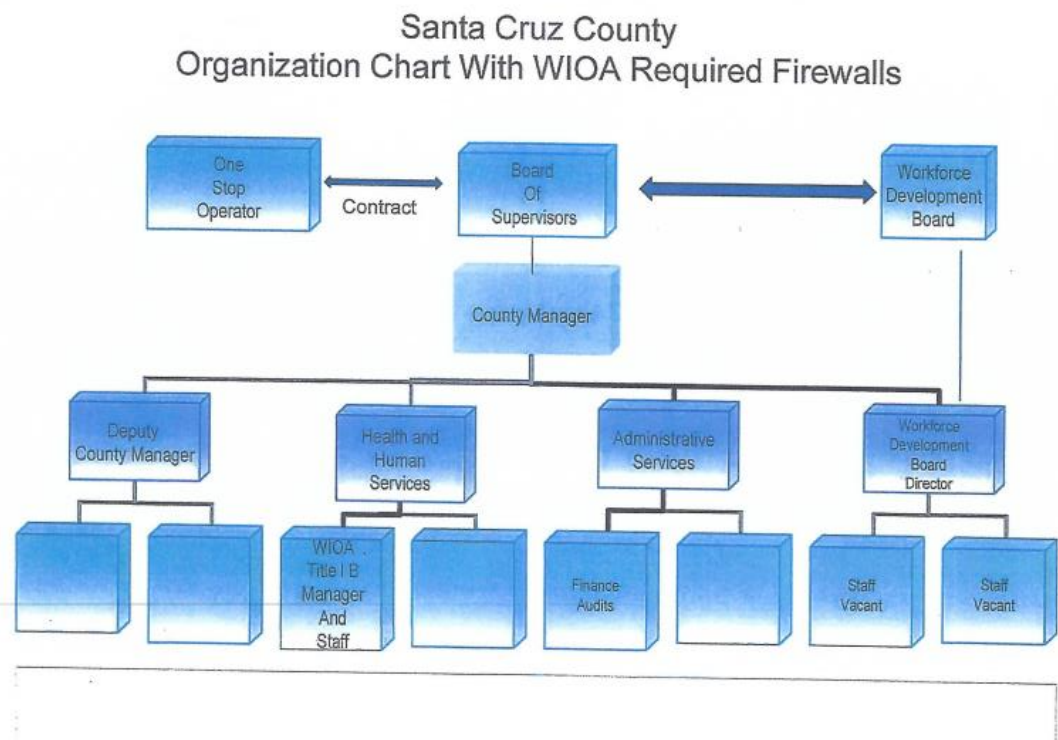
Per the MOU, Zaida Bustamante is the Equal Opportunity Officer.

**c. Programmatic (Title I-B, including eligible training providers);**

Programmatic oversight rests with the board staff and the Title IB Manager, who is employed by the county and answers to the Health and Human Services Division.

**6. (Optional but encouraged) Overall operations (Administration, fiscal operations, board membership)**

Following 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

The bylaws of the Santa Cruz County Local Workforce Development Board mirror the requirements set forth in WIOA Sect 7(b) in terms of the composition of the board.

- 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.

**Table 1: Current Santa Cruz County Workforce Development Board members:**

Member	Role
Dina Rojas-Sanchez	Business, Chair
Dan Doyle	Business
Richard Brennan	Business
Louie Doyle	Business
Norma Lucero	Business
Fernando Sandoval	Business
Guillermo Othon	Business
Jessy Fontes	Business
Skylie Esteep	Business
Tom McAlpin	Workforce-Labor
Victor Heatherington	Workforce-Labor
Karen King	Workforce-Union
Efrin Triguerras	Workforce-Employment, Training or Education
Christopher Young	Title II
Greg Lucero	Higher Education
Olivia Kramer	Economic and Community Development
Victor Cardenas	Title III
Mary Elizabeth Kinder	Title IV

- 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's (such as for sector strategies, coordination with education providers, or other service planning activities). (See 20 CFR 679.540). Include a description of any regional service strategies that include the use of cooperative service delivery agreements including the entities in which the agreements are with.**

As noted in the analysis of economic conditions, the Santa Cruz labor shed must be considered along with the workers, employers, jobseekers and service providers of Pima County. The SCC LWDB coordinates services with Arizona@Work-Pima County to optimize the impact of the services offered.

Santa Cruz County has a rich history of coordination and collaboration with regional partners. The multi-million-dollar Innovation Frontier Arizona Grant was a regional talent development initiative fueled by a WIRED Grant that laid a foundation for collaboration and cooperation among key partners that persists today. Formal and informal collaborative efforts have included:

- University of Arizona
- Pima County
- Cochise County
- Yuma County
- Arizona@Work: Pima County
- Arizona@Work: Southeastern Arizona
- Sun Corridor
- Business and Industry groups
- Non-Profits Organizations
- Faith Based Organizations
- Educational Institutions
- K-12
- Community Colleges

Santa Cruz County was also a partner with Pima County, Cochise County and Yuma County in the Health Profession Opportunity Grant (HPOG). The SCC LWDB also staffs a position that operates out of Pima County, specifically to facilitate the regional approach to service delivery mandated by the region's unique labor shed characteristics.

During these program years, the SCC LWDB intends to leverage these existing relationships to develop additional regional planning and collaboration efforts that will further the mission of the SCC LWDB. These efforts to develop regional initiatives will include a dedicated effort by the new Workforce Director to connect with peers in the Southeastern Arizona and Pima County Workforce Areas. The objectives of these partnerships will be to evaluate, identify and organize collaborative efforts to advance workforce development in Santa Cruz County.

Nonprofit organizations in the region often provide services that overlap with, or at least are adjacent to the workforce development services offered by the SCC LWDB. Regional service strategies will include evaluation of and connection with organizations like the Borderland Food Bank, the Border Community Alliance and the Community Foundation.

## Section 2- Strategic Planning Elements

## Section 2, Part A: Economic, Workforce, and Workforce Development Activities

### c. Economic Analysis (20 CFR 679.560(a)(1)): Include a regional analysis of the:

In June 2024, Santa Cruz County contracted with a professional firm to conduct analysis of the local economy. This analysis was crafted for the purposes of this WIOA Local Plan, but also took the form of a stand-alone instrument that brought value to multiple stakeholders in the Santa Cruz County leadership. The analysis is included as [Appendix Seven](#).

#### I. Economic conditions, including existing and emerging in-demand industry sectors and occupations;

The analysis produced key findings in five areas: economy, workforce, population, demographics and talent pipeline. Key findings from the Economy and Workforce sections are included here with excerpts of text, tables and graphics from the analysis following.

##### Key Findings - Economy

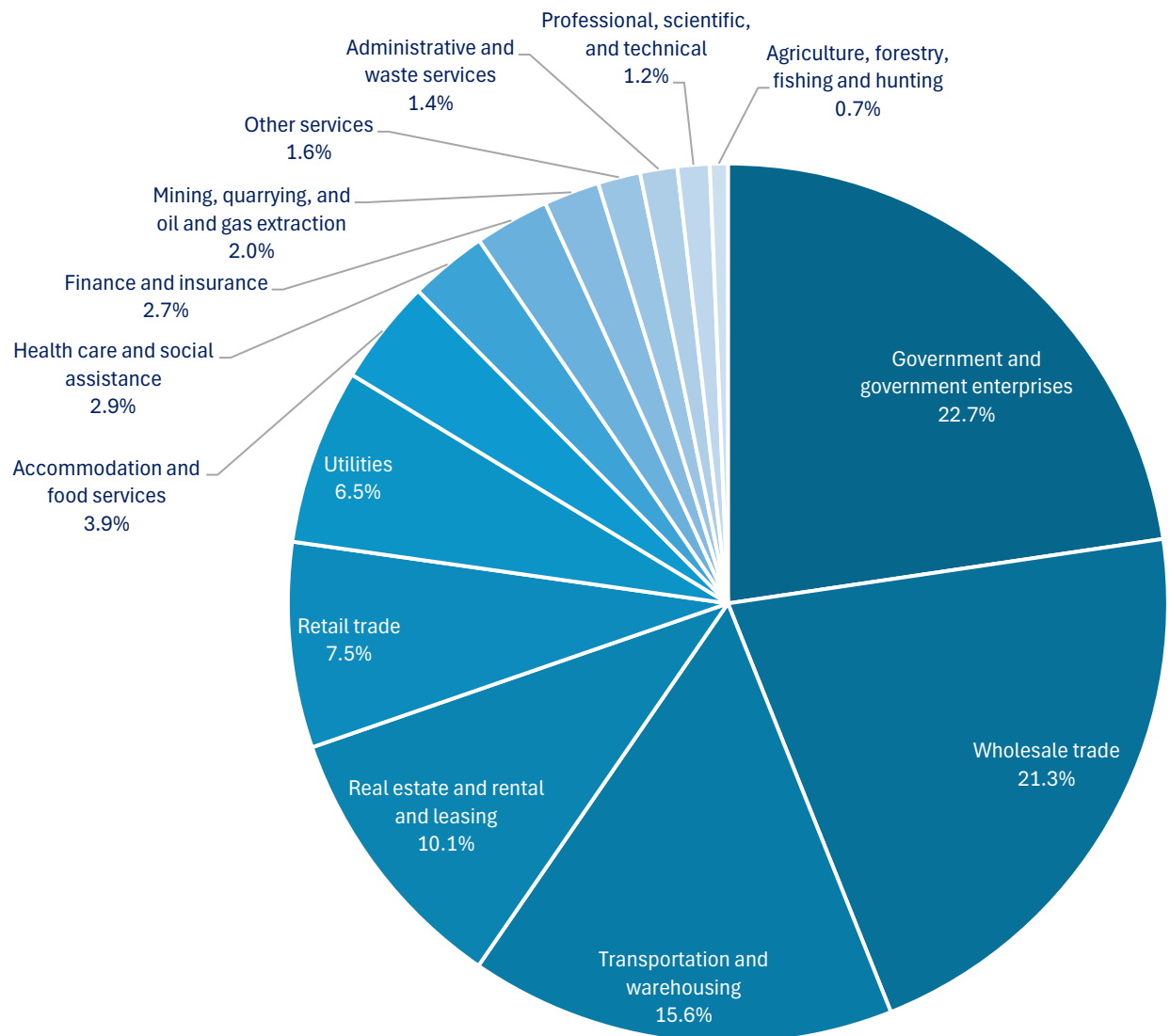
- Government and Government Enterprises is the largest contributor to the region's Gross Domestic Product.
- Among private-sector industries, *Wholesale Trade* and *Transportation and Warehousing* provide the most value to the economy. In only a handful of markets around the country do these industry sectors contribute as large a share of the region's GDP. This speaks definitively to the unique characteristics of the Santa Cruz County economy.
- The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz County.
- *Transportation and Warehousing* (13.8%) and *Wholesale Trade* (13.0%) are the largest sources of employment in the private sector.
- The table of the largest detailed industry categories for employment are led by government, but also includes several industries that highlight the role of agriculture and transportation to the regional labor market, including *Fresh Fruit and Vegetable Merchant Wholesalers*, *Freight Transportation Arrangement*, *General Warehousing and Storage*, *Refrigerated Warehousing and Storage*, and *General Long-Distance Freight Trucking*.
- When considering the larger Santa Cruz Labor Shed, *Local Government* and *Local Schools* are far and away the largest employers with *Hospitals* ranking third.
- When considering the larger Santa Cruz Labor Shed, the fastest growing industries in the region include *Home Health Care Services* (451% growth) and *Postharvest Crop Activities* (155%).

- In terms of specific occupations in Santa Cruz County, *Transportation and Material Moving Occupations* account for the most jobs, totaling 18.0% of all jobs, Across the entire labor shed, *Office and Administrative Support Occupations* is the largest category.
- The highest-paying careers in Santa Cruz County are often found in Healthcare and Business Operations.
- Many of the fastest growing occupations in the region are very technical in nature, including Solar Photovoltaic Installers, Calibration Technologists and Aircraft Structure Assemblers.
- The occupation categories that have added large numbers of jobs over the last decade are diverse in every way with entries from the fields of business, finance, information technology, education, healthcare and many others.

**1. In-Demand Industries and occupations details and explanation should be submitted in body of section two, with a full list provided in Appendix V. Please use the layout provided.**

Data and Details

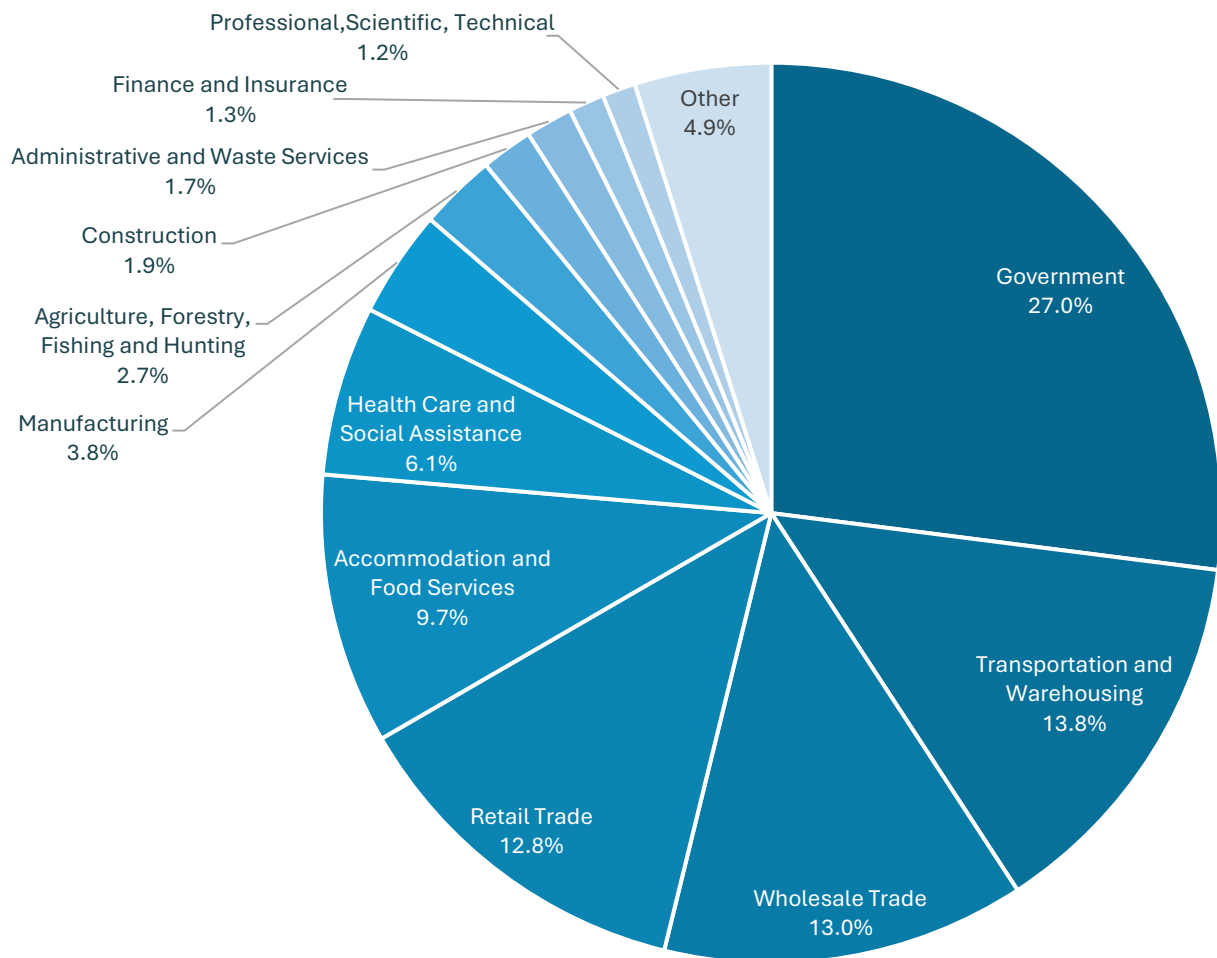
Government and Government Enterprises is the largest contributor to the region's Gross Domestic Product. Among private-sector industries, Wholesale Trade and Transportation and Warehousing provide the most value to the economy. In only a handful of markets around the country do these industry sectors contribute this large a share of the region's GDP. This speaks definitively to the unique characteristics of the Santa Cruz County economy.





The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz County. Transportation and Warehousing (13.8%) and Wholesale Trade (13.0%) are the largest sources of employment in the private sector.

**Employment by General Industry Category, Santa Cruz County, 2023**



Government accounts for the largest share of economic activity (22.7%) and the largest share of jobs (27.0%) in the county.

The Wholesale Trade industry is the leading private-sector industry in terms of economic activity in only a handful of counties in the United States. The fact that it makes the largest contribution to the Santa Cruz County economy (\$526 million) and is the second-largest employer (13.0%) illustrates the unique nature of the region's economy and labor market.

In this analysis, a metric called the Location Quotient was used. In this context the Location Quotient (LQ) is an indexed value that represents the share of the regional economy that is employed in a particular industry compared to the level that would be expected for a similarly sized region if the industry employment was equal to national averages. For example, if national averages cause us to expect employment of 2,000 in a given industry in a given region and we found exactly 2,000 people employed by the industry, then the LQ would be 1.0. If we found 4,000 people employed by the industry, then the LQ would be 2.0.

**Table 2: General Industry Categories, Santa Cruz County**

Industry	2023 Jobs	2014 - 2023 Change	2014 - 2023 % Change	Location Quotient	Wages & Proprietor Earnings
Government	3,700	(99)	(2.6%)	1.9	\$81,308
Transportation and Warehousing	1,886	293	18.4%	3.3	\$48,067
Wholesale Trade	1,785	(0)	(0.0%)	3.3	\$74,890
Retail Trade	1,757	(552)	(23.9%)	1.3	\$32,757
Accommodation and Food Services	1,331	131	10.9%	1.1	\$25,803
Health Care and Social Assistance	835	175	26.6%	0.4	\$60,697
Manufacturing	527	42	8.7%	0.5	\$56,601
Agriculture, Forestry, Fishing and Hunting	377	140	59.4%	3.4	\$40,067
Construction	255	39	18.2%	0.4	\$48,559
Administrative and Waste Services	231	78	50.4%	0.3	\$42,973
Finance and Insurance	175	(43)	(19.9%)	0.3	\$50,716
Professional, Scientific, and Technical Services	164	4	2.3%	0.2	\$63,291
Other Services	253	64	33.7%	0.6	\$35,627
Real Estate and Rental and Leasing	96	(35)	(26.5%)	0.4	\$37,778
Information	77	(83)	(51.8%)	0.3	\$47,100
Educational Services	77	12	17.9%	0.3	\$37,656
Unclassified Industry	50	23	82.4%	1.8	\$49,762
Utilities	44	0	0.4%	0.9	\$81,882
Arts, Entertainment, and Recreation	30	(30)	(50.1%)	0.1	\$22,197
Management of Companies and Enterprises	29	N/A	N/A	0.1	\$72,534
Mining, Quarrying, and Oil and Gas Extraction	15	N/A	N/A	0.3	\$76,472

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

### Employment by Detailed Industry Categories

The following tables present employment per detailed industry categories. The top 15 industries in terms of employment, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

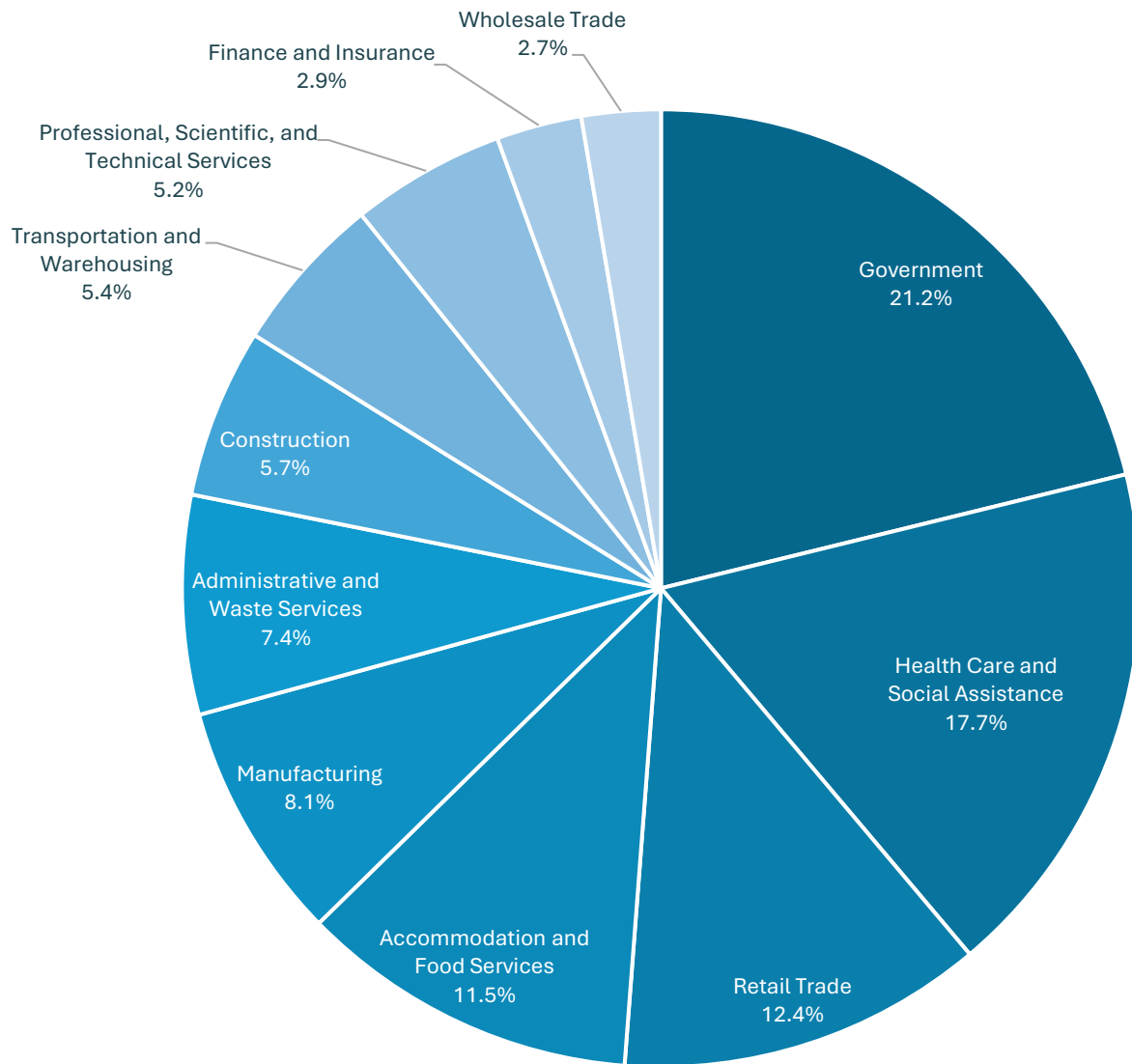
#### Largest

**Table 3: Largest Detailed Industry Categories, Santa Cruz County**

Industry	Jobs
Federal Government, Civilian, Excluding Postal Service	1,677
Fresh Fruit and Vegetable Merchant Wholesalers	1,124
Elementary and Secondary Schools (Local Government)	1,094
Local Government, Excluding Education and Hospitals	845
Freight Transportation Arrangement	383
General Warehousing and Storage	209
Limited-Service Restaurants	353
Offices of Physicians (except Mental Health Specialists)	205
Warehouse Clubs and Supercenters	527
Full-Service Restaurants	383
Hotels (except Casino Hotels) and Motels	335
Department Stores	189
Refrigerated Warehousing and Storage	208
State Government, Excluding Education and Hospitals	140
General Freight Trucking, Long-Distance, Truckload	176

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz Labor Shed. Health Care and Social Assistance (17.7%) and Retail Trade (12.4%) are the largest sources of employment in the private sector.



The following tables present employment per detailed industry categories. The top 15 industries in terms of employment, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

### Employment by Detailed Occupation Categories

The following tables present employment per detailed occupation categories. The top 20 occupations in terms of employment, wages, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

#### Most Jobs

**Table 4: Occupations by Total Employment, Santa Cruz Labor Shed**

Occupation	Santa Cruz Labor Shed Jobs
Fast Food and Counter Workers	13,694
General and Operations Managers	11,581
Retail Salespersons	10,786
Home Health and Personal Care Aides	10,525
Cashiers	9,948
Laborers and Freight, Stock, and Material Movers, Hand	9,780
Customer Service Representatives	9,109
Registered Nurses	8,553
Office Clerks, General	7,930
Stockers and Order Fillers	6,656
Waiters and Waitresses	6,594
Software Developers	5,415
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,986
Postsecondary Teachers	4,919
Maintenance and Repair Workers, General	4,809
Secretaries and Administrative Assistants	4,515
Heavy and Tractor-Trailer Truck Drivers	4,034
First-Line Supervisors of Office and Administrative Support Workers	3,902
Medical Assistants	3,800
First-Line Supervisors of Food Preparation and Serving Workers	3,684

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Highest Median Earnings

It is notable that ten of the top twenty occupations in terms of median earnings are in the Healthcare Practitioners or Healthcare Support Occupation Families. Four are general business occupations that can be employed by a spectrum of industries.

**Table 5: Occupations by Median Earnings, Santa Cruz Labor Shed**

Occupation	Median Earnings
Family Medicine Physicians	\$236,700
Psychiatrists	\$232,870
General Internal Medicine Physicians	\$207,630
Chief Executives	\$180,010
Architectural and Engineering Managers	\$173,860
Pediatricians, General	\$157,750
Nurse Midwives	\$144,980
Computer and Information Systems Managers	\$142,410
Dentists, General	\$139,210
Pharmacists	\$136,860
Managers, All Other	\$134,060
Credit Analysts	\$131,380
Physician Assistants	\$130,700
Veterinarians	\$129,480
Industrial Production Managers	\$128,800
Human Resources Managers	\$126,590
Nurse Practitioners	\$125,430
Lawyers	\$124,990
Optometrists	\$124,770

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Highest LQ

The occupations with the largest concentration of employment in the area include astronomers, mining machine operators, aerospace technicians, mining engineers and other occupations that support the region's most critical industries.

**Table 6: Occupations by Employment Location Quotient, Santa Cruz Labor Shed**

Occupation	Jobs	LQ
Social Science Research Assistants	928	10.7
Astronomers	72	9.7
Continuous Mining Machine Operators	369	8.8
Anthropologists and Archeologists	162	7.0
Geographers	33	6.3
Gambling and Sports Book Writers and Runners	110	6.0
Occupational Therapy Aides	77	5.8
Hydrologic Technicians	50	5.2
Gambling Cage Workers	137	5.1
Hydrologists	95	5.0
Detectives and Criminal Investigators	1,427	5.0
Umpires, Referees, and Other Sports Officials	205	4.7
Musical Instrument Repairers and Tuners	77	4.5
Animal Control Workers	140	4.5
Aerospace Engineering and Operations Technologists and Technicians	133	4.3
Plasterers and Stucco Masons	261	4.3
Desktop Publishers	55	4.2
Helpers--Extraction Workers	87	4.2
Mining and Geological Engineers, Including Mining Safety Engineers	80	4.0
Telephone Operators	52	3.8

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

## Quality Careers

Finally, this analysis weighs three priority factors to identify “quality careers.” This definition is subjective, and the authors encourage policymakers to create their own definitions that can be referenced by educators and workforce practitioners to inform and inspire students and job seekers. In this table, quality careers are defined as those that

- Employ at least 500 people in the region
- Have median wages above the regional average
- Have experienced positive change in employment over the last ten years

**Table 7: Quality Careers, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year % Growth	Median Wages
Physicians, All Other	920	96.0%	\$245,577
Architectural and Engineering Managers	811	69.8%	\$173,847
Pediatricians, General	295	190.1%	\$157,756
Computer and Information Systems Managers	1,496	102.2%	\$142,121
Human Resources Managers	361	55.6%	\$126,214
Nurse Practitioners	900	194.6%	\$125,606
Engineers, All Other	774	109.6%	\$114,616
Aerospace Engineers	470	74.8%	\$105,873
Electrical Engineers	1,688	57.3%	\$104,957
Computer Network Architects	273	104.8%	\$100,802
Data Scientists	298	702.4%	\$95,758
First-Line Supervisors of Police and Detectives	507	52.4%	\$93,063
Occupational Therapists	335	53.4%	\$92,642
Information Security Analysts	549	330.6%	\$86,290
Education Administrators, Postsecondary	1,520	210.5%	\$84,177
Business Operations Specialists, All Other	2,333	200.2%	\$82,955
Project Management Specialists	2,604	166.2%	\$82,639
Speech-Language Pathologists	477	54.1%	\$81,174
Sales Representatives-Wholesale/Manufacturing, Technical/Scientific	755	60.4%	\$78,044
Transportation, Storage, and Distribution Managers	385	129.2%	\$77,978

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*



## 2. Existing and emerging industries and occupations can be determined in a variety of ways (e.g., projections, employment share, etc.).

### Fastest Growth

Many of the fastest growing occupations in the region are very technical in nature, including Solar Photovoltaic Installers, Calibration Technologists and Aircraft Structure Assemblers.

**Table 8: Occupations by Percentage Change in Employment, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year % Change
Solar Photovoltaic Installers	244	2136.4%
Calibration Technologists and Technicians	119	1066.0%
Umpires, Referees, and Other Sports Officials	205	757.3%
Data Scientists	298	702.4%
Occupational Therapy Aides	77	628.7%
Private Detectives and Investigators	95	580.9%
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	159	541.7%
Electrical and Electronics Repairers, Powerhouse, Substation, Relay	100	490.3%
Food Preparation and Serving Related Workers, All Other	252	418.9%
Credit Authorizers, Checkers, and Clerks	101	377.6%
Financial Risk Specialists	75	373.6%
Chemical Equipment Operators and Tenders	119	360.1%
Animal Trainers	91	347.3%
Subway and Streetcar Operators	50	340.7%
Musical Instrument Repairers and Tuners	77	332.5%
Information Security Analysts	549	330.6%
Surgeons, Other than Oral, Maxillofacial, Orthopedic and Pediatric	79	316.9%
Transportation Inspectors	50	298.1%
Life Scientists, All Other	40	284.8%
Nurse Midwives	45	274.0%
Dentists, Other Than General	60	273.8%

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Largest Growth

The occupation categories that have added large numbers of jobs over the last decade are diverse in every way with entries from the fields of business, finance, information technology, education, healthcare and many others.

**Table 9: Occupations by Change in Employment, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year Change
Laborers and Freight, Stock, and Material Movers, Hand	9,780	6,780
General and Operations Managers	11,581	6,416
Fast Food and Counter Workers	13,694	4,438
Cashiers	9,948	1,789
Software Developers	5,415	1,775
Project Management Specialists	2,604	1,626
Business Operations Specialists, All Other	2,333	1,556
Secondary School Teachers, Except Special and CTE	3,378	1,287
Medical Assistants	3,800	1,223
Education Administrators, Postsecondary	1,520	1,030
First-Line Supervisors of Food Preparation and Serving Workers	3,684	1,009
Insurance Sales Agents	1,990	988
Maintenance and Repair Workers, General	4,809	979
Human Resources Specialists	2,062	862
Heavy and Tractor-Trailer Truck Drivers	4,034	833
Driver/Sales Workers	1,892	756
Computer and Information Systems Managers	1,496	756
Office Clerks, General	7,930	729
Stockers and Order Fillers	6,656	711
Light Truck Drivers	2,187	700

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

## II. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

The labor market analysis included staffing patterns for in-demand industries. The United States Bureau of Labor Statistics publishes a matrix that estimates the share of each occupation in the workforce of a given industry.

**Table 10: Occupations Employed by the Transportation and Warehousing Sector, Santa Cruz Labor Shed**

SOC Code	Occupation	Typical Entry Level Education
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	Non-degree award
53-7065	Stockers and Order Fillers	High School
43-5011	Cargo and Freight Agents	High School
11-1021	General and Operations Managers	Bachelor's degree
53-7051	Industrial Truck and Tractor Operators	None
43-5071	Shipping, Receiving, and Inventory Clerks	High School
53-3033	Light Truck Drivers	High School
43-4051	Customer Service Representatives	High School
43-5032	Dispatchers, Except Police, Fire, and Ambulance	High School

*United States Bureau of Labor Statistics, Employment Matrix*

**Table 11: Occupations Employed by the Mining Sector, Santa Cruz Labor Shed**

SOC Code	Occupation	Typical Entry Level Education
47-2073	Operating Engineers and Other Construction Equipment Operators	High School
47-5022	Excavating and Loading Machine and Dragline Operators, Surface Mining	High School
47-5081	Helpers--Extraction Workers	High School
47-5043	Roof Bolters, Mining	High School
53-3032	Heavy and Tractor-Trailer Truck Drivers	Nondegree award
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	High School
47-5051	Rock Splitters, Quarry	None
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	High School
11-1021	General and Operations Managers	Bachelor's degree
47-5099	Extraction Workers, All Other	High School

**Table 12: Occupations Employed by the Health Care and Social Assistance Sector, Santa Cruz Labor Shed**

SOC Code	Occupation	Typical Entry Level Education
31-1128	Home Health and Personal Care Aides	High School
31-9092	Medical Assistants	Nondegree award
29-1211	Anesthesiologists	Doctoral degree
43-4171	Receptionists and Information Clerks	High School
43-6013	Medical Secretaries and Administrative Assistants	High School
29-1141	Registered Nurses	Bachelor's degree
29-1215	Family Medicine Physicians	Doctoral degree
29-1171	Nurse Practitioners	Master's degree
29-2072	Medical Records Specialists	Nondegree award
43-9061	Office Clerks, General	High School

United States Bureau of Labor Statistics, Employment Matrix

**Table 13: Occupations Employed by the Wholesale Trade Sector, Santa Cruz Labor Shed**

SOC Code	Occupation	Typical Entry Level Education
41-4012	Sales Representatives, Wholesale and Manufacturing	High school
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	Nondegree award
53-7065	Stockers and Order Fillers	High school
11-1021	General and Operations Managers	Bachelor's degree
53-3031	Driver/Sales Workers	High school
53-3033	Light Truck Drivers	High school
53-1047	First-Line Supervisors of Transportation and Material Moving Workers	High school
43-5071	Shipping, Receiving, and Inventory Clerks	High school
43-9061	Office Clerks, General	High school
41-4012	Sales Representatives, Wholesale and Manufacturing	High school

United States Bureau of Labor Statistics, Employment Matrix

**III. LWDBs may utilize an existing analysis previously commissioned by the LWDB as long as it is within a year of final submission.**

In June 2024, Santa Cruz County contracted with a professional firm to conduct analysis of the local economy. This analysis was crafted for the purposes of this WIOA Local Plan, but also took the form of a stand-alone instrument that brought value to multiple stakeholders in the Santa Cruz County leadership. The analysis is included as Appendix Seven.

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

**IV. 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**

To gain perspective on the needs of priority industries, we conducted an analysis of job postings in Santa Cruz County, aggregating all the postings from the last twelve months and parsing the data to find educational requirements and qualifications.

**Transportation and Warehousing**

Top Employers Posting

- FedEx
- United States Postal Service
- UPS
- Protrans
- XPO Logistics
- Expeditors
- U.S Transport
- System Transport

- Postal Service Clerks
- Postal Service Mail Sorters, Processors, and Processing Machine Operators
- General and Operations Managers
- Facilities Managers
- Transportation, Storage, and Distribution Managers

Top Skills

- Warehousing
- Accounting
- Auditing
- Forklift Truck
- Truck Driving
- Mail Distribution
- Bookkeeping

Top Occupations

- Heavy and Tractor-Trailer Truck Drivers
- Laborers and Freight, Stock, and Material Movers, Hand
- Customer Service Representatives

- General Mathematics
- Palletizing

#### Top Qualifications

- Class A CDL
- Hazmat

- Tanker and Hazmat Endorsement
- Valid Driver's License

Among these job postings, 82% either did not list a minimum educational requirement or mentioned a high school diploma. Another 6% mentioned an associate's degree.

#### Health Care and Social Assistance

Among these job postings, 53% either did not list a minimum educational requirement or mentioned a high school diploma. Another 15% mentioned an associate's degree and 40% mentioned a bachelor's degree.

#### Top Employers Posting

- Carondelet Holy Cross Hospital
- CSL
- Tenet Healthcare
- CareInHomes
- Dependable Health Services
- Interim HealthCare
- Child Parent Centers
- Mariposa Community Health Center

- Clinical Laboratory Technologists and Technicians
- Occupational Therapists

#### Top Qualifications

- Registered Nurse (RN)
- Basic Life Support (BLS) Certification
- Advanced Cardiovascular Life Support (ACLS) Certification
- Pediatric Advanced Life Support (PALS)
- Valid Driver's License
- Neonatal Resuscitation Program Certification (NRP)
- Cardiopulmonary Resuscitation (CPR) Certification
- Licensed Practical Nurse (LPN)
- Licensed Vocational Nurse (LVN)
- NIH Stroke Scale (NIHSS)
- Certified Nursing Assistant (CNA)
- Certified Hemodialysis Nurse
- Certified Patient Care Technician (CPCT)

#### Top Occupations

- Registered Nurses
- Physical Therapists
- Home Health and Personal Care Aides
- Licensed Practical and Licensed Vocational Nurses
- Maids and Housekeeping Cleaners
- Magnetic Resonance Imaging Technologists
- Customer Service Representatives
- Nurse Practitioners

#### Top Skills

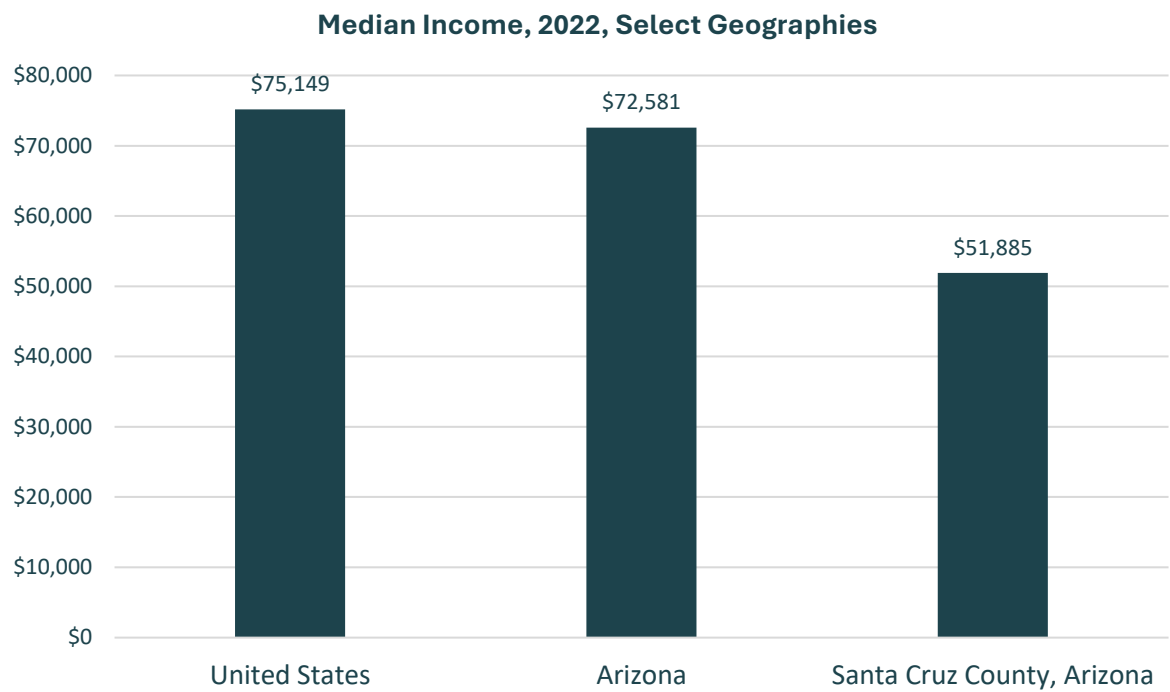
- Nursing
- Discharge Planning
- Care Coordination
- Patient Safety
- Registration
- CPR
- Medication Administration
- Patient/Family Education

**V. 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.**

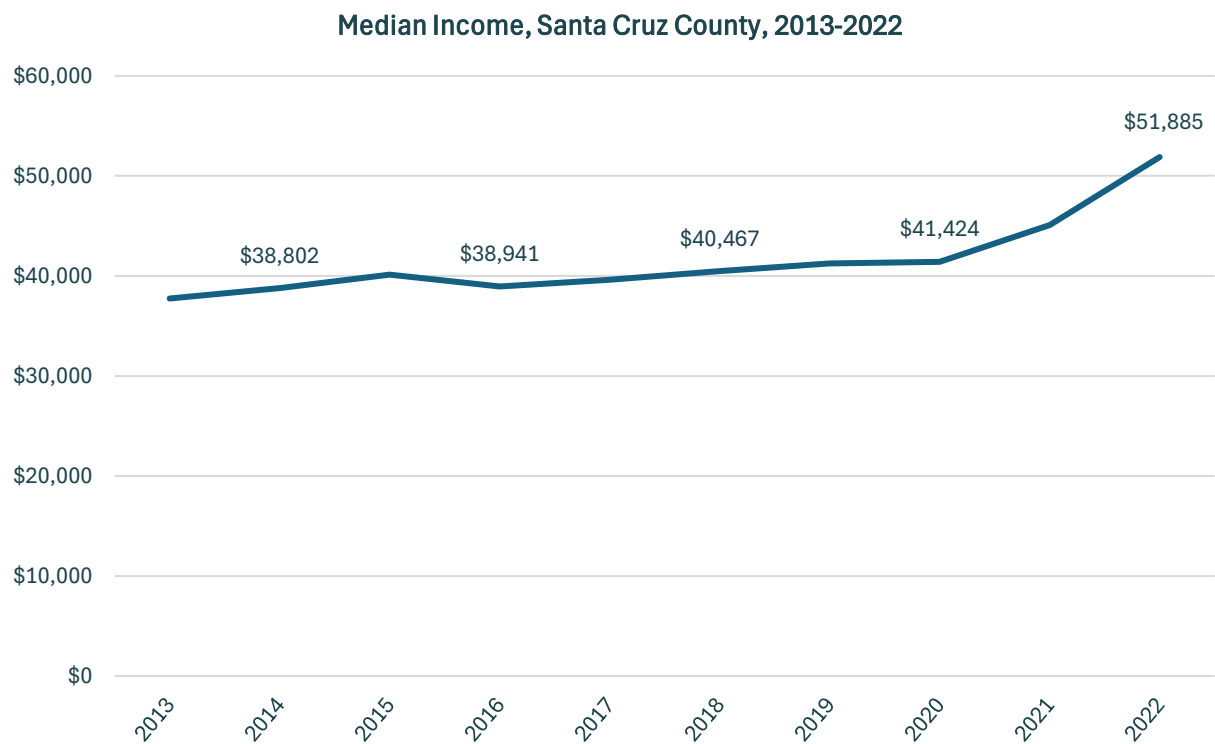
Key Findings – Workforce

- In December 2023, the size of Santa Cruz County's workforce hit an all-time high of 19,790, and in April 2024, the unemployment rate hit an all-time low of 4.1%. The seasonal nature of the Santa Cruz labor market is evident in looking at the trends of these two econometric indicators, as the impact of the COVID-19 pandemic is hardly noticeable in these data.
- The labor force participation rate is an important metric that estimates the share of the Civilian Non-Institutional Population that is either employed or looking for employment. The Arizona Office of Economic Opportunity estimates the 2022 labor force participation rate (the most recent data available) in Santa Cruz County at 57.2%. That rate is the continuation of a three-year upward trend in which labor force participation has returned to its modern high-water marks.
- The combination of a growing labor force that has reached an all-time high in size, an all-time low unemployment rate and a growing labor force participation rate. Indicate that the regional labor force is growing because of people entering employment and not necessarily because people who were not participating in the labor force began seeking unemployment insurance benefits.
- Poverty is a significant barrier to employment in the region.
- So many workers who live in Santa Cruz County are employed in Tucson that much of the analysis considered Santa Cruz County and Pima County combined as the "Santa Cruz Labor Shed." This dynamic makes transportation an outsized issue for the local workforce.

Santa Cruz County’s median income level is significantly lower than both state and national estimates.

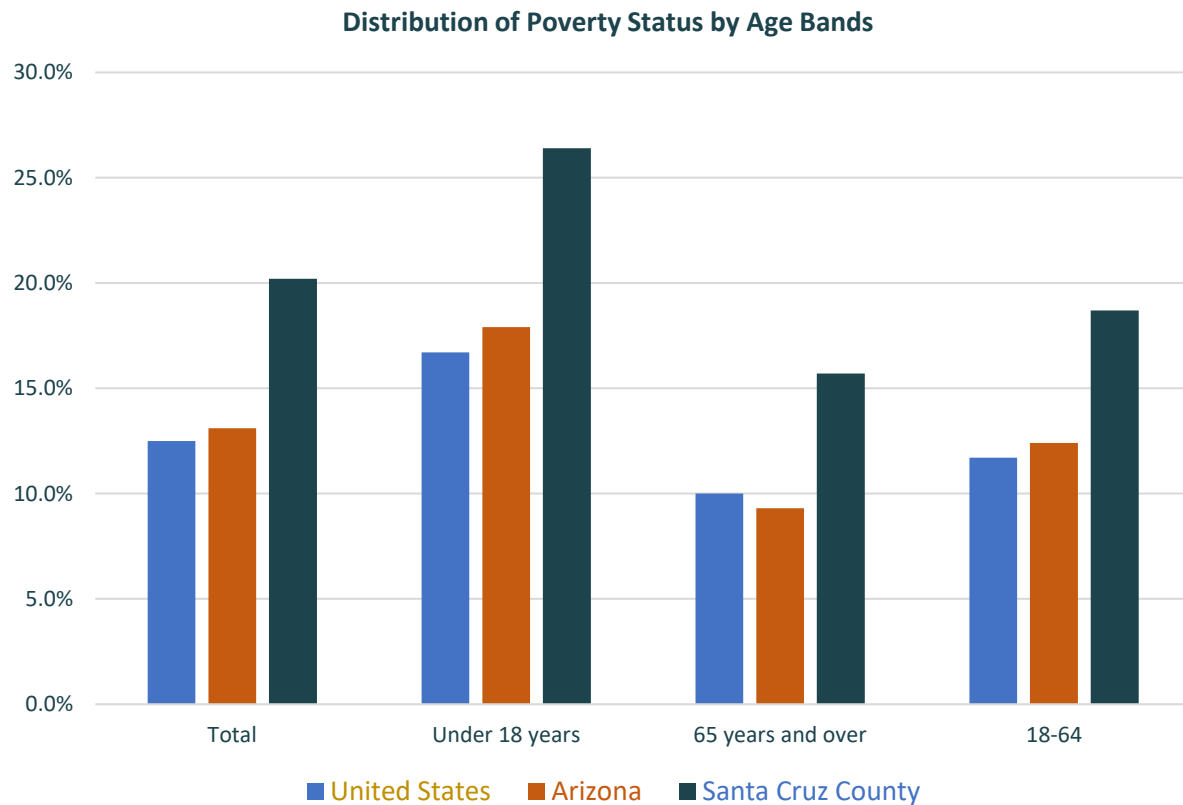


While the county’s median income has increased by more than \$12,000 per year since 2013, when adjusted for inflation, that increase amounts to a little more than \$3,000, or 6.5%, over that time period.

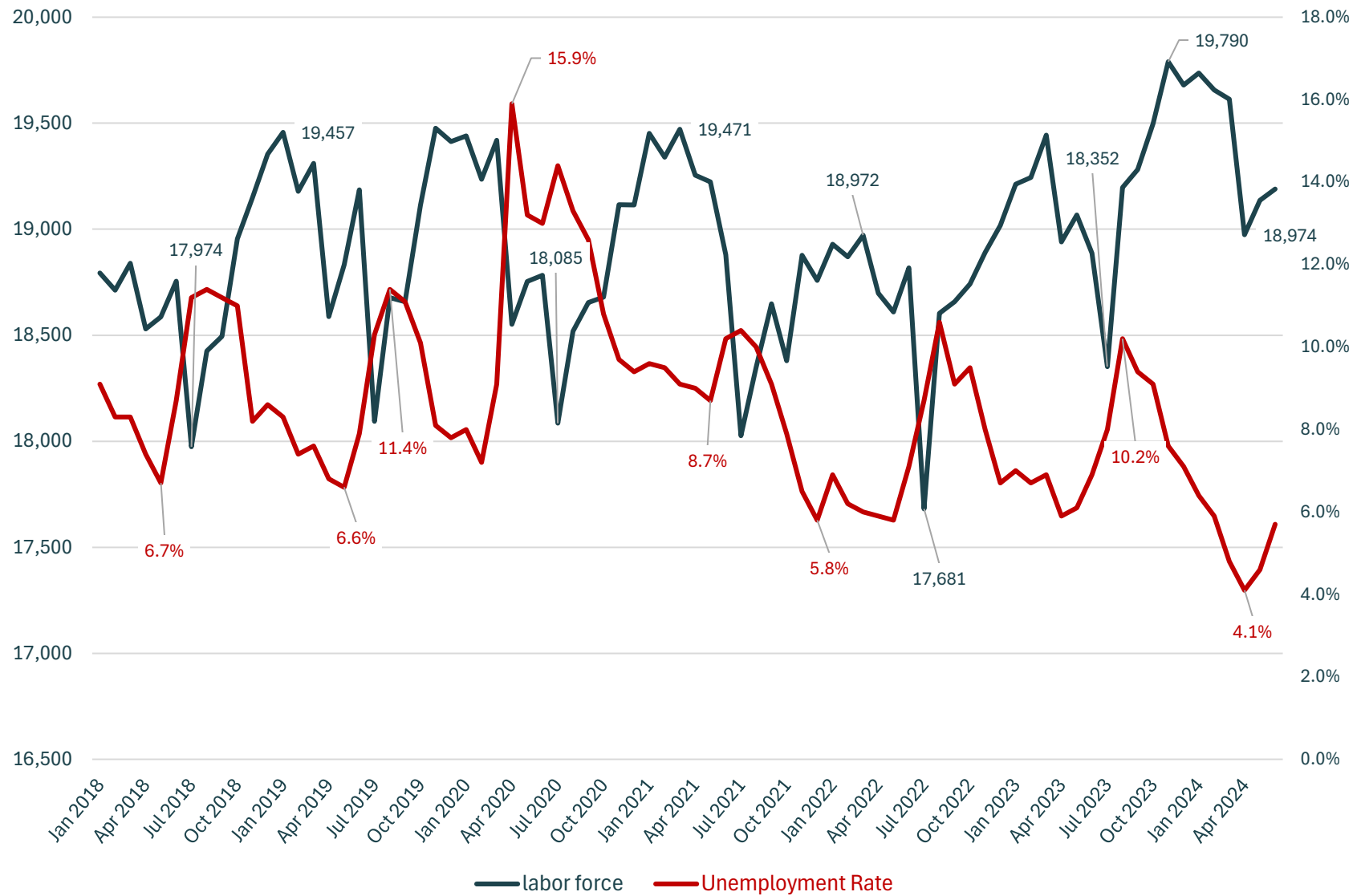




Overall, a significantly higher share of Santa Cruz County's population had income below the poverty line in the last 12 months than either Arizona or the United States. Santa Cruz County's poverty rate among those younger than 18 years is significantly higher than the state and the nation at 26.4%. Poverty among those of retirement age (65+) is almost more prevalent.



Total Labor Force and Unemployment Rate, Santa Cruz County, 2018 to 2024



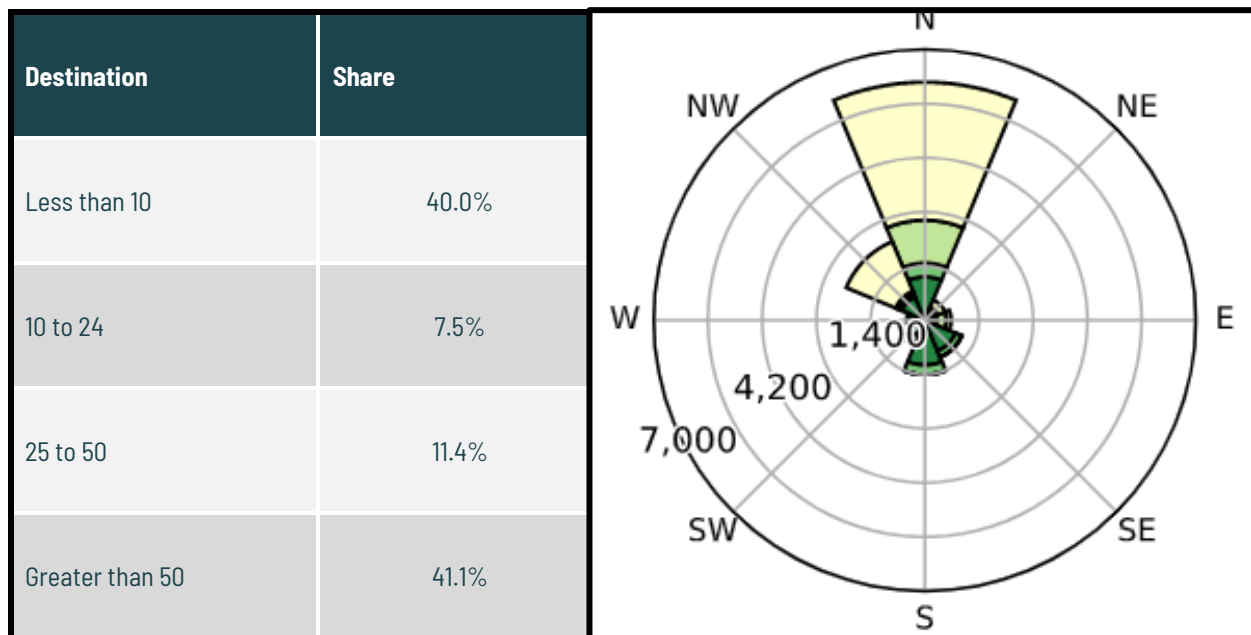
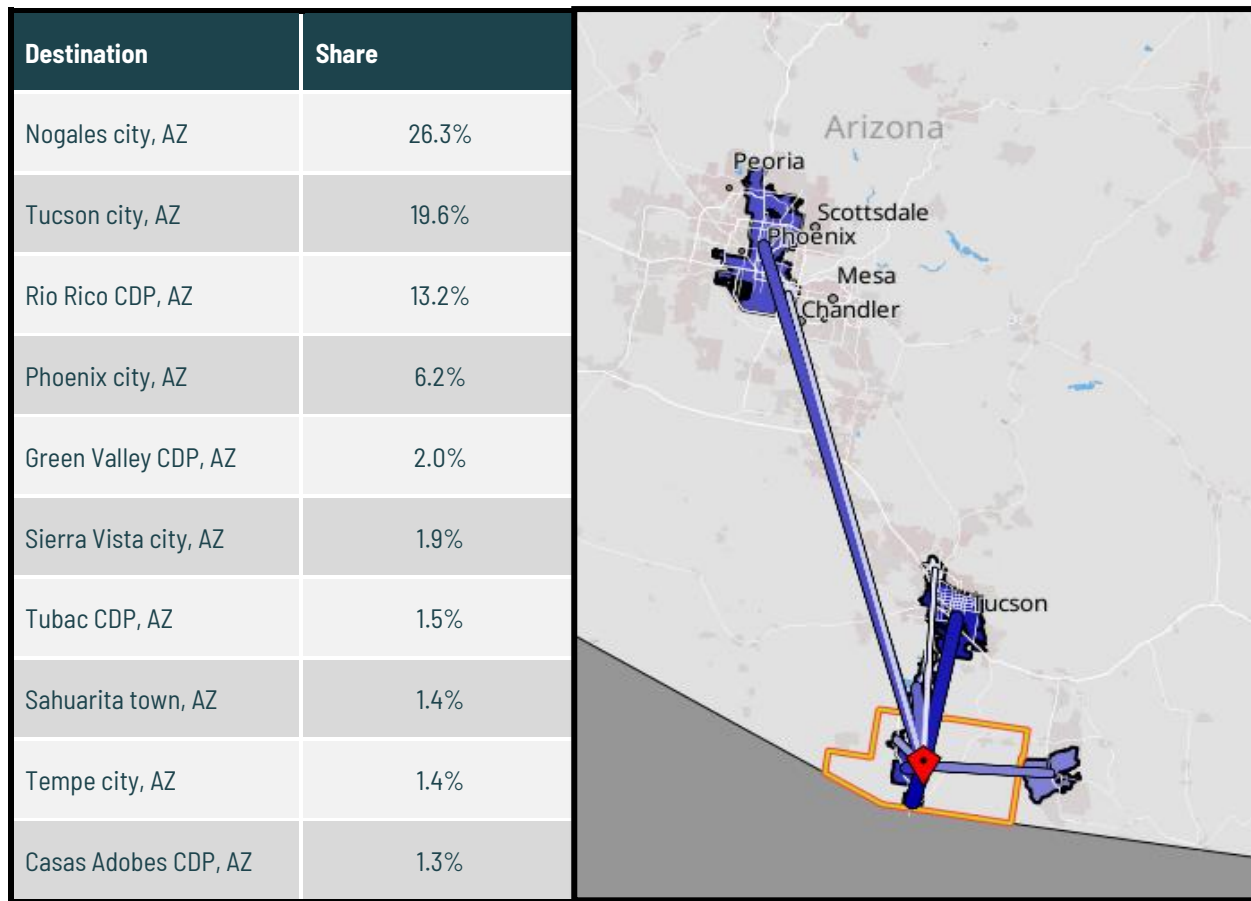


### **Commuting Patterns**

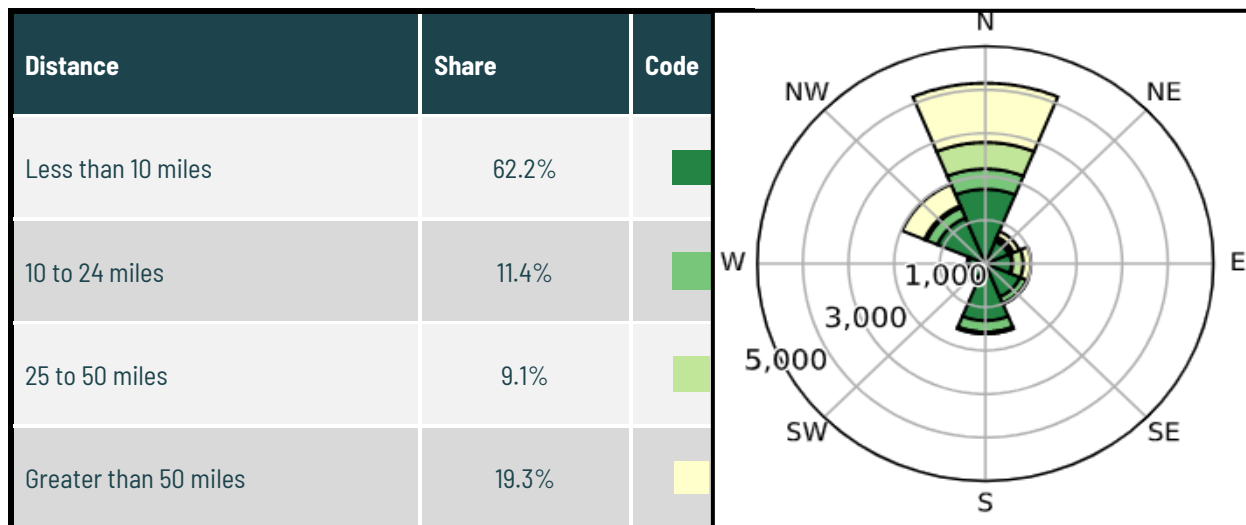
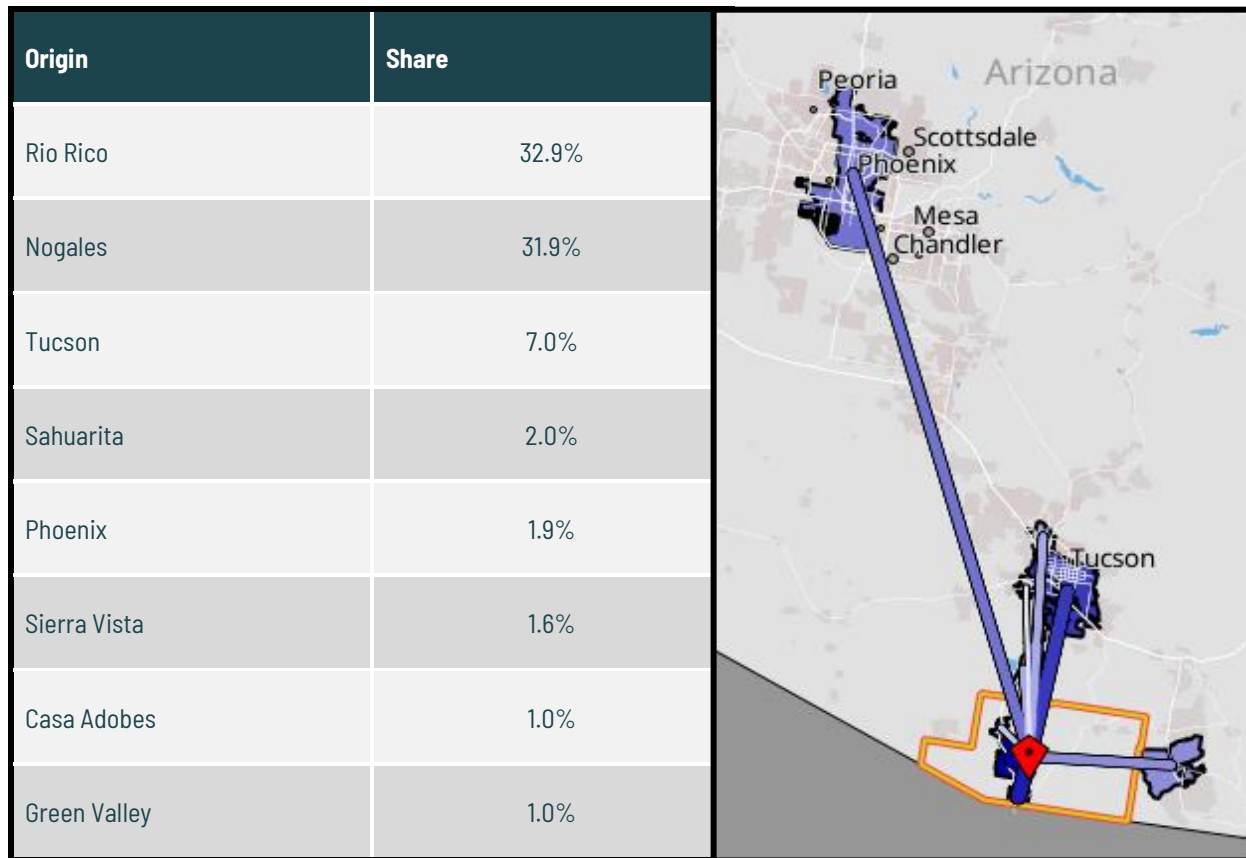
Analysis of the Longitudinal Origin-Destination Employment Survey by the United States Census Bureau provides perspective on a critical dynamic of the Santa Cruz labor market. Among workers who live in Santa Cruz County and report commuting to a place of employment, one in five are commuting to Tucson. Furthermore, among those workers who work in Santa Cruz County and report commuting to a place of employment, a roughly equal number travel from Rio Rico as from Nogales. A significant number (7.0) commute from Tucson to jobs in Santa Cruz County.

In light of these dynamics, analyses in this report include perspectives on the combined Pima County-Santa Cruz County labor market.

## Commuters who live in Santa Cruz County



## Commuters who work in Santa Cruz County



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

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

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 resilience and leadership skills exposing youth to real life conditions and problem solving.

Nogales Innovation Centers.

Several innovation centers at the Nogales Community Campus in downtown Nogales 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.

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

**1. Individuals with barriers to employment, and**

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 from receiving funding for specialized training and strengthening the relationships with our WIOA Core Partners. We have also developed strong partnerships with economic development, K-12, Community Colleges, Universities, Non-Profit Organizations, Faith Based Organizations, and others.

Our history of effectively serving this region illustrates our willingness to bring and expand resources that overcome barriers and serve the needs of our workforce and employers.

Santa Cruz County 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 are sometimes generational, thus giving us opportunity to openly discuss local business needs and workforce/skills requirements.

Santa Cruz County LWDB considers the lack of Eligible Training Providers in the county a significant weakness. We rely on outside Training Providers for services. The consequence is that our training costs are higher and require our participants to travel over two hours to receive training. Secondly, the lack of public transportation and reliable broadband internet service are major weaknesses. On the transportation side, personal automobiles are the most reliable option. 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.

## **2. The employment needs of businesses.**

A strength of the Santa Cruz County LWDB and staff is its deep and longstanding relationship status with many regional industry and business leaders. Workforce system partners regularly interface with the business community 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.

There is an opportunity to improve in our active collaboration with business intermediaries and economic development organizations.

**f. Vision to Support Growth and Economic Self-Sufficiency (20 CFR 679.560(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.**

Throughout this plan, we have worked to implement the vision of the Workforce Arizona Council and Governor Hobbs. Our team stands ready to provide any support we can to the execution of that vision. In addition, the Santa Cruz County LWDB has identified two very simple goals for the upcoming program years:

- Have more impact
- Help more people

The Santa Cruz County Vision is: To build a pro-growth economy that provides opportunity for all and creates prosperous communities.

In 2024 the Santa Cruz County LWDB will create its first Board Strategic Plan, an effort to convert its goals into strategies and tactics that will make them a reality. This board is committed to a new level of impact and effectiveness, and our commitment to strategic planning will not be a one-time exercise, but rather a new way of going about the business of the board. Progress toward our strategic goals will be a standing agenda item for LWDB meetings, and staff will be motivated to execute the strategies adopted by the board.

Because of our past regional partnerships with Pima County, Yuma County and Cochise County the Santa Cruz County LWDB understands the regional economic development priorities, workforce analysis, and employment needs of businesses across the entire southern Arizona region. The Santa Cruz County LWDB

supports the ongoing efforts of the Santa Cruz County workforce system to promote economic development and self-sufficiency through:

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

A rising tide lifts all boats. The SCC LWDB's strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment, include generally improving the economic and labor market realities of the region, trusting that our residents will benefit from proximity to opportunity if we can prepare them with the skills and tools it takes to be successful.

Specific strategies will include:

- Continuing to enhance regional partnerships and seeking discretionary funding with them for our bordering counties;
- Target recruitment of and services to 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.
- Promote industry sector partnerships/projects.
- Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system.
- Increase and improve coordination between workforce, education, and economic development efforts at the state and local level.
- Ensure training provided to job seekers and workers has a focus on transferable skills.
- Create a comprehensive business engagement plan to support consistency and availability of services.
- Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations.
- Improve processes for co-enrollment across partners to share costs and case management to better serve customers.
- Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including special populations.

- Create a consistent system for continuous improvement. and

**b. 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.**

The SCC LWDB embraces the four roles identified by Workforce GPS for Local Workforce Development Boards: Strategist, Convener, Optimizer and Manager

Optimizer

The Santa Cruz County LWDB intends to work closely 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 of 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.

Strategist

We will regularly review the industry, business, education, training, and support 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.

Manager

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.

Convener

The Santa Cruz County LWDB commits to the role of convener in the contexts of outside stakeholders and in required partners. Where priority industries and occupations are in need of support, the board intends to convene stakeholders and create strategic approaches to meeting the needs of those businesses and creating employment opportunities for the people we serve.

As required by the WIOA Regulations, 20 CFR 200, and WAC Policies the SCC CLEO and SCC LWDB have a Shared Governance Agreement which outlines each other's 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 approach has been to ensure close cooperation and leverage of funds to maximize service delivery for our citizens. We remain 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 these laws but to best serve the needs of our business and job seeker customers.

## **Section 2, Part B: Strategic Vision, Goals, and Strategies**

- a. Statewide Strategy Assurances: The LWDB will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the LWDA to support the strategies, the LWDB and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.**

The Santa Cruz County LWDB will support statewide workforce strategies identified in the state workforce plan. While action will be taken in the Santa Cruz County LWDA to support the strategies, the LWDB and staff will also participate in statewide workgroups and solutions intended to improve workforce services across the state.

- b. 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 Santa Cruz County LWDB reaffirms its commitment to the State of Arizona Vision and the strategies established by the Workforce Arizona Council in both its WIOA State Plan and its Board Strategic Plan. This board intends to implement the state strategies across the spectrum of programs and services offered in the local workforce development area.

The board intends to use the state goals and strategies as a framework for its own board strategic plan, which will govern the next four program years.

The collaboration among 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) will continue both in daily operations which support the state's goals and strategic planning meetings which will occur on a regular basis.

Particular strategies include:

### Goal 1: Promote a Customer-Driven Workforce System Approach

- 1.1: Enhance accessible work-based learning opportunities to equip participants with the skills and knowledge necessary for in-demand industries and occupations.

The SCC LWDB and Core partners are committed to developing and implementing 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 actionable, valuable and aligned to real-world career opportunities.

- 1.2: Develop and implement digital literacy education and training programs that provide individuals, including priority populations, with the necessary digital skills for the workforce.

Our core partners and providers will continue to integrate digital literacy standards into both the learning objectives and learning modalities used by our customers to ensure the development of practical and valuable digital skills.

- 1.3: Refine the customer experience across ARIZONA@WORK system partners to ensure streamlined access to training, education, employment opportunities and supportive services that help to reduce barriers.

Core partners and board staff will continue to communicate daily to ensure the delivery of optimum customer experiences.

- 1.4: Strengthen coordination and outreach across the ARIZONA@WORK system to increase public awareness and access to services.

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.

## Goal 2: Foster Business Engagement

- 2.1: Build partnerships across businesses, education and training providers to develop career pathways and create work-based training opportunities to develop requisite workforce skills.

The Santa Cruz County One Stop System intends to maintain a high degree of communication, coordination and collaboration. Constant communication with our state partners via conferences, zoom, emails, teleconferencing and phone calls will remain standard operating procedure.

- 2.2: Promote a business-services model that links business growth with, and advocates for, quality jobs that support workers' economic stability and mobility.

Services overseen by the LWDB will continue to leverage the Business Outreach Specialists to optimize the relationship between the system and the employer and to ensure that the services being delivered are well aligned with the needs of the employer.

- 2.3: Strengthen workforce system teams by investing in tools and skill building that improves talent sourcing and matching for businesses.

The workforce board staff will continue to have access to the professional development resources of the Santa Cruz County government.

- 2.4: Convene the business community to explore and realize the employment opportunities for individuals with barriers to employment by highlighting the workforce system's supportive services for prioritized populations.

The Santa Cruz County One Stop Center Partners will collaborate with each other to ensure the populations with barriers to employment receive needed services and obtain gainful employment. Board staff will also participate in local and regional industry collaboratives and associations where practical.

### Goal 3: Invest in Opportunity and Growth

- 3.1: Strengthen strategic partnerships across key state level agencies, workforce system partner programs, and community-based organizations to expand coordination across programs to accelerate quality employment for priority populations.

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

- 3.2: Braid federal, state, local, and private funding streams to maximize the impact of WIOA funds to meet the unique needs of local areas, job seekers, and employers.

Titles II, III, and IV services are provided by entities that receive funding from other sources, and Santa Cruz County WIOA customers who receive those services benefit from the range of services they offer.

- 3.3: Facilitate data sharing, reporting, and performance analysis across WIOA partners to improve workforce system performance and outcomes.

Partners will continue to deliver reports, and all performance data will continue to be shared in quarterly board meetings.

- 3.4: Implement a state-wide technical assistance model to deliver training and facilitate best-practice sharing as aligned to the training needs of workforce system staff.

The board will gladly participate in the sharing of best practices to benefit our workforce system staff.

### Goal 4: Prepare Arizona's Youth for Workforce Success

- 4.1: Create a robust system, including partnerships with Career and Technical Education Districts and pre-apprenticeship models, for career exploration intended to build upon professional skills, workplace foundational academic skills, and career interests.

The Santa Cruz County Local Area currently has only one pre-apprenticeship program, and it has had no participants. Leveraging our relationship with the Career and Technical Education resources in our region to create more opportunities for career exploration and pre-apprenticeships is a priority. Career Guidance offered at the One Stop facilitates the exploration of occupational and industrial information that will lead to a first, new, or better job for the individual.

- 4.2: Identify both in-school and out-of-school youth and develop opportunities to attract them to the workforce system through training programs in high growth industries.

The Santa Cruz County Workforce Development Board has committed to the design and delivery of programs that address the needs of youth. ARIZONA@WORK Santa Cruz County centers its program services to both out-of-school and in-school youth around the *14 Required Elements for Youth Programs* specified by WIOA.

- 4.3: Develop work-based learning opportunities for youth through partnerships with employers.

The Santa Cruz County Local Area currently has only one pre-apprenticeship program, and it has had no participants. Leveraging our relationship with the Career and Technical Education resources in our region to create more opportunities for career exploration and pre-apprenticeships is a priority.

- 4.4: Strengthen outreach to youth, their families, and school staff to provide information about the ARIZONA@WORK system, including supportive services and opportunities for meaningful employment and career pathways.

Board staff are fully aware of the positive impacts to be had from partnering with community and non-profit organizations to connect with the youth, families and others who need information about the ARIZONA@WORK system. Staff will continue to participate in these partnerships and commit to regular communication.



## Section 3- ARIZONA@WORK System Coordination

**a. Describe how the LWDB will work with the entities carrying out the core programs (Titles I - IV), (20 CFR 679.560(b)(2)) to:**

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

With consideration of the limited WIOA funds available to Santa Cruz County, the SCC LWDB strongly 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 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 other services.

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.

## ii. **Facilitate the development of career pathways;**

WIOA defines a career pathway as:

*A combination of rigorous and high quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.*

The Santa Cruz County Board is committed to adopting evidence-based and evidence-informed program models that map to the ultimate goal of individuals obtaining and maintaining employment. Commitment to the development of career pathways is critical to ensure we utilize our WIOA funds effectively and to guide investment in educational programs that lead to pre-defined, sustainable Career Pathways.

Facilitation of Career Pathways will be an area of focus for the Board's Strategic Plan, which will be completed in 2024.

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 increasing and further developing 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 that lead to high-value careers in priority industries and occupations. Where possible, the SCC LWDB and Core Partners will work with the state to research, evaluate and test promising and proven career pathways practices.

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.

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

Customers of the ARIZONA@WORK system should be able to receive the services that will best equip them for success in the world of work without any need to navigate multiple funding streams and enrolling in multiple programs. To that end, ARIZONA@WORK: SCC intends to prioritize the development and implementation of an optimized co-enrollment model.

It is acknowledged that several factors enable any successful co-enrollment model:

- Evaluation of current enrollment models
- Understanding of the jobseeker experience
- Commitment of the LWDB and core program partners to a common reporting protocol

Strategic implementation of a co-enrollment model requires the coordination of several moving parts. To remove barriers across programs, when a customer qualifies for two or more services, the programs will work together to create one common menu of options for determining how skill gains will be measured based on each participant's starting point, not a funding source. Creating a common menu of options, rather than using separate definitions, will encourage co-enrollment across the core programs for youth and adults, as well as create opportunities for contextualized learning. For example, co-enrollment of an individual who is eligible to receive Adult services and Vocational Rehabilitation services will expand vocational training and employment options and resources, allowing both programs to achieve a greater impact, optimize limited funds, and avoid duplication of efforts, improving the quality and efficiency of services.

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.

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

As part of strategic planning process, ARIZONA@WORK: Santa Cruz County intends to improve communication and collaboration with both secondary and postsecondary education providers. For example, the County intends to work more intentionally with Pima Community College and the Santa Cruz Center, leveraging their own progress with career pathways, to map out pathways and be able to articulate career pathway designs that align with educational goals for each career path. ARIZONA@WORK: Santa Cruz County applauds the work of the Center for the Future of Arizona in the area of pathways design. The concurrent and dual enrollment models that have arisen from their Pathways to Prosperity initiative serve as a template for successfully mapping the path from intent to education to employment.

ARIZONA@WORK: Santa Cruz County aims to participate in efforts to convene stakeholders to avoid duplication of efforts and create industry-informed, seamless articulation from secondary, to post-secondary education and workforce. Development of pathways and training will include differentiated instruction methods to help all youth and adults earn marketable credentials, engage in further education and employment, and achieve economic success.

Collaboration with education, industry, and business partners will be critical to connecting with the populations that will most benefit from well-designed career pathways. 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 diploma or professional certificate, industry recognized credentials and/or certificates.”

**b. Describe the LWDB’s strategies and services and how they will be used within the LWDA and region (20 CFR 679.560(b)(3) to:**

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

The Santa Cruz County LWDB is committed to increasing its reach into the employer community and deepening relationships there. The board remains aware of the immense value of developing relationships with the business community and integrating their perspectives on the talent-related

issues facing today's employers into the career readiness and skills training offered by ARIZONA@WORK: Santa Cruz County.

Santa Cruz County 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.

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

- 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

In addition, the diverse membership of the Santa Cruz County Board provides direct access to a number of local employers and organizations. ARIZONA@WORK: Santa Cruz County intends to deploy a number of strategies to support a healthy workforce system and a pipeline of appropriately skilled talent to support regional employers and the regional economy:

- Engage in extensive and regular labor market analysis and employer outreach to inventory and understand sector/employer pain points;
- Standardize a regional message that ARIZONA@WORK: Santa Cruz County will communicate to employers;
- Create and execute initiatives, programs and projects that maximize employment opportunities and business growth in sectors;
- Develop career pathways that connect education and training to job seekers and special populations;
- Facilitate improved sharing of employer-related information, performance indicators, and outcomes between local partners;

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

ARIZONA@WORK: Santa Cruz County's Business Services Team maintains contact with local businesses in an effort to be the linchpin for connecting employers with qualified candidates. Program staff maintains a current understanding of the area's recruiting trends and its economy, and will continue to share that market intelligence with core and community partners. Contact with local businesses is made via phone calls, site visits and other targeted events. Strategies to be engaged in the 2020-2023 program years include:

- Collaborate with economic developers
- Connect as soon as possible with new employers
- Partner with ARIZONA@WORK: Pima County on events that promote the workforce development system
- Refer employers to other resources
- Provide On-site Recruitments and Career Fairs when practical
- Maintain understanding of current and developing labor market information tools and partners
- Identify and follow industry pathways for better talent development
- Engage in live networking in efforts to remain informed, maintain visibility, connectivity, and support relationships
- Review the State's Legislative processes for impact on labor market and
- Review Federal and International events and technology trends as they relate to local Industry
- Applicant recruitment and pre-screening

### Rapid Response

The purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations, and by preventing or minimizing the impacts of such on workers, businesses, and communities as described in 20 CFR § 682.300(b).

Rapid Response offers assistance and services to workers affected by layoffs, business closures, or job loss, due to natural or other disasters, resulting in mass job dislocations, as well as proactively mitigating potential layoffs or closings with layoff aversion strategies. Rapid Response services promote economic development and vitality, while delivering crucial services to workers and businesses in transition.

In Arizona, Rapid Response activities are cooperatively delivered by the Arizona Department of Economic Security (DES), the 12 Local Workforce Development Boards (LWDBs) and other ARIZONA@WORK system partner programs. The DES Division of Employment and Rehabilitation Services (DEERS), as the State grant recipient for Title I funds, is the entity responsible for establishing and maintaining a State Rapid Response unit, pursuant to 20 CFR § 682.310(b). LWDBs must develop policies and procedures to address delegated or assigned local Rapid Response activities.<sup>1</sup>

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<sup>1</sup> Arizona Department of Economic Security, WIOA Policy Manual, Chapter 2, Section 900

State policy regarding rapid response funds has changed in recent years. The Santa Cruz County LWDB will request funding from the Arizona Department of Economic Security, Division of Employment and Rehabilitation Services. Per the DES Policy Manual, Section 911, "The State Rapid Response Coordinator (SRRC) will consult with the DERS fiscal team to review requests received from LWDBs and provide determination of the funds no later than three business days after the request is received. The State Rapid Response Coordinator will notify the LWDB of the determination and may also request the LWDB utilize other allowable funds to support the request until DERS can provide reimbursement."

The Santa Cruz County workforce system's approach to Rapid Response event will involve a "rapid response team" of specialists who, upon becoming aware of a substantial layoff or projected closure, will contact the affected employer within 48 hours or less of 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.

The team will comprise 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.

### **iii. Better coordinate workforce development programs and economic development;**

The work of the Santa Cruz County workforce system sits at the philosophical and practical intersections of human services and economic development. Relationships between the county and economic, education, and workforce partners are crucial.

To stay abreast of and participate in economic development initiatives, the Santa Cruz County LWDB and ARIZONA@WORK: Santa Cruz County intends to work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- City of Nogales Economic Development Office
- Southeastern Arizona Government Organization
- Greater Nogales/Santa Cruz County Port Authority
- Tubac Chamber of Commerce



- Patagonia Area Business Association
- Sonoita-Elgin Chamber of Commerce

Additionally, Santa Cruz County works with the economic development teams from each of its two municipalities. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on industry sectors or geographic locations. These municipalities do not have dedicated economic development departments. Hence, partnerships with economic development organizations and cities and towns are vital for a comprehensive workforce system.

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and jobseekers, and the SCC LWDB intends to prioritize participation in sector partnerships or targeted initiatives related to the region's priority industry sectors.

**iv. Strengthen linkages between the local Arizona@Work system and Unemployment Insurance Programs**

Unemployment insurance claimants can receive eligibility assessments and referrals to a wide variety of training and education resources through Wagner-Peyser Employment Services. The Santa Cruz County LWDB will support the state's strategy to provide better linkages between ARIZONA@WORK Job Centers and unemployment insurance (UI) by continuing to implement the Reemployment Services and Eligibility Assessment (RESEA) targeting recently unemployed individuals. RESEA orientations are hosted by Employment Services staff and will continue to be jointly held with ARIZONA@WORK center staff to identify who might need other services.

Further assistance will include facilitation of filing UI claims and connecting to job placement services.

**v. Implement the following initiatives to support the strategies described above (if a LWDB does not currently provide one of the items below, please provide an explanation as to why it is not provided):**

In all the following programs, the DES Vocational Rehabilitation 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

### **1. 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.

To qualify as an incumbent worker, the individual must:

- Live in the State of Arizona;
- Meet the Fair Labor Standards Act for an employer-employee relationship; and
- Be employed by the contract employer with an established work history for at least six months.

Note: When a cohort of incumbent workers is being evaluated, WIOA 20 CFR Section 680.780 states not every employee in the cohort must have an established employment history with the employer for six months or more as long as a majority of those employees being trained do meet the employment history requirement.

### **2. Customized training programs; -**

If a business upgrades its equipment, 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 first-time job seekers and experienced workers an opportunity 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 economic development organizations to increase the delivery of services to businesses and employees.

### **3. 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, including industry and sector partnerships, to provide the skilled workforce needed by employers in the region. Industry and sector partnerships have been shown to expand employment and career advancement opportunities for workforce development system participants in priority industry sectors or occupations. The SCC LWDB will be increasing its efforts to work with local, regional and state economic development entities to continually identify and support targeted initiatives that bring value to both employers and employees.

#### **4.Utilization of effective business intermediaries;**

To stay abreast of and participate in the dynamics of the local economy, the Santa Cruz County LWDB and ARIZONA@WORK: Santa Cruz County intends to continue to work with a number of business intermediaries and other entities focused on the economic success of the region, including:

- City of Nogales Economic Development Office
- Southeastern Arizona Government Organization
- Greater Nogales/Santa Cruz County Port Authority
- Tubac Chamber of Commerce
- Patagonia Area Business Association
- Sonoita-Elgin Chamber of Commerce

Board staff (and board members where possible) will regularly attend meetings of these business intermediary organizations and participate in their workforce-related initiatives with two priority objectives:

##### **1) Connect with employers**

Making direct connections with employers and building relationships will result in employment opportunities for our jobseekers. The LWDB representatives will report on the activities and implement follow-up strategies with each new connection in cooperation with the Workforce Director. Opportunities for work-based learning, including apprenticeship, internship and work experience scenarios will be actively sought and any discovery of such opportunities will be reported to the Workforce Director and entered into business services records.

##### **2) Identify employer needs**

Representatives of the LWDB will use interactions during these activities to secure personal meetings with key stakeholders. These meetings will result in employer profiles that specify priority skills and pathways to employment for our jobseekers. Additionally, these efforts around needs identification will be used to inform strategies for service delivery in the region as the LWDB staff communicates newly discovered skills priorities and high-value qualifications to service providers.

#### **5. On-the-job training programs; -**

On-the-Job Training (OJT) carries a significant value proposition for the low-income adults, dislocated workers, and youth who are most in need and face the most barriers to employment. During the training period, the trainee worker is engaged in productive, paid work that develops the knowledge and/or skills essential to the full and adequate performance of the job and leading to unsubsidized employment. OJT may be provided by

an employer in the public, private or non-profit sectors. 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.

If the incumbent worker is enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will need to be met. If the incumbent worker is not currently enrolled in WIOA Title IB Adult and Dislocated Worker program, eligibility standards will not be required.

OJT applications will specify one or more of the following training criteria that creates benefit to the individual workers participating in training:

- Layoff aversion;
- Attainment of self-sufficiency as measured by 450% of the Lower Living Standard Income Level (LLSIL);
- Individual job pathing via promotion pending successful completion of training;
- Increased wage pending successful completion of training;
- Number of employees participating in the training;
- Relationship to the competitiveness of the employer and the employees; or
- If essential skills training that addresses abilities, traits and behavior rather than formal technical knowledge training, is required, then the submitted application should demonstrate a programmatic approach that results in an increase in competitiveness of the employee.

## **6. Registered apprenticeships;**

A registered apprenticeship is a career that allows the apprentices to earn a salary as they train. An apprentice starts working from day one and earns incremental wage increases as he or she becomes more proficient in the profession.

Apprenticeship is an industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience, classroom instruction, and a portable, nationally recognized credential.

Elements of a Registered Apprenticeship program include:

- **Paid Job:** Apprentices are paid employees who produce high-quality work while they learn skills that enhance their employers' needs.
- **On-the-Job Learning:** Develops skilled workers through structured learning in a work setting.
- **Classroom Learning:** Improves job-related skills through education in a classroom setting (virtual or in-person).
- **Mentorship:** Provides apprentices with the support of a skilled worker to assist and enhance critical hands-on learning.

- **Credentials:** Offers a portable, nationally recognized credential to be issued at the completion of the program.

Occupations within many industries offer apprenticeships, including healthcare, construction, information technology, cyber security, advanced manufacturing and business services. Apprenticeships are hard work and enrollment is competitive. Some apprenticeships last from one to six years, but most last three to four.

## **7. Work experience programs;**

This highly effective model is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A WEX may take place in the private for-profit sector, the non-profit sector, or the public sector.

A Work Experience can include:

- internships not limited to summer months,
- internships during summer months (Youth only),
- Pre-Apprenticeship programs
- Job Shadows
- On-the-Job training opportunities

In the past, the Santa Cruz County Summer Youth Program has been highly successful, but during the COVID 19 Pandemic, face-to-face Work Experience opportunities were elusive because of lockdowns and businesses closures. We gradually integrated virtual programs focused on building soft skills such as the Arizona Career Readiness Credential.

## **8. Other business services and strategies designed to meet the needs of regional employers.**

A broad range of custom services are offered to Santa Cruz County employers through ARIZONA@WORK: Santa Cruz County:

- **Advertise Job Openings:** Provide employers with the opportunity to post employment opportunities throughout the workforce system. ARIZONA@WORK: Santa Cruz County Job Center staff must post job orders through the Arizona Job Connection (AJC) job order portal.
- **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- **Customized Recruitments:** Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.

- Customized Screening of Applicants: Thoroughly screen job seekers (based on employer skill requirements) and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
- Conduct Job Fairs: Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers.

**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 a 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)).**

It is acknowledged that it would be beneficial to have more eligible training providers in the region. 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 that 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.

The SCC LWDB and WIOA Core Partners work with employers from high-demand industries and who employ high-value occupations to determine their workforce needs, education, skill and training requirements. This 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 SCC 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.

Active efforts of the board will now include two standing agenda items: a review of training providers and progress toward strategic goals. This commitment is rooted in the concepts of the Arizona Management System and will create a culture of continuous improvement for the board, board staff, core partners and other stakeholders in the Santa Cruz County workforce system.

**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 CFR 679.560(b)(4)).**

To stay abreast of and participate in economic development initiatives, the Santa Cruz County LWDB and ARIZONA@WORK: Santa Cruz County intends to work with a number of economic development organizations and other entities focused on the economic success of the region, including:

- City of Nogales Economic Development Office
- Southeastern Arizona Government Organization
- Greater Nogales/Santa Cruz County Port Authority
- Tubac Chamber of Commerce
- Patagonia Area Business Association
- Sonoita-Elgin Chamber of Commerce

Additionally, Santa Cruz County works with the economic development teams from each of its two cities/towns. All these partner agencies support business attraction, business relocation and business expansion. They engage in advocacy, distribute resources, and manage public incentives based on industry sectors or geographic locations. These municipalities do not have dedicated economic development departments. Hence, partnerships with economic development organizations and cities and towns are vital for a comprehensive workforce system.

WIOA highlights sector partnerships as a key strategy for meeting the needs of employers, workers, and jobseekers, and the SCC LWDB intends to prioritize participation in sector partnerships or targeted initiatives related to the region's priority industry sectors.

**Entrepreneurial Skills** The SCC LWDB will continue to explore and discuss the opportunities to provide entrepreneurial skills development with potential partners like the Service Corps of Retired Executives (SCORE), Cochise Community College and United States Department of Agriculture Rural Services. The goal is to identify or develop a program or course that builds capacity across the whole of business start-up requirements:

- Market research
- Estimating startup costs
- Understanding personal skills to open a business
- Legal organization options
- Developing a business plan
- Legal and tax liabilities
- Securing financing to start a business
- Understanding cash-flow issues
- 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.

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 ownership experience. A new era in business communications began with the COVID-19 pandemic as more and more business came to be conducted in virtual environments and retail began to occur more and more on digital platforms. This has resulted in unprecedented opportunity to start a web-based business with minimal capital.

- 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.**

Communication with employers is constantly taking place both formally and informally and with both internal and external stakeholders. The communal nature of Santa Cruz County also allows us to quickly respond to business needs. Working after hours or weekends is not an uncommon response to business conditions. As COVID 19 became a reality in Santa Cruz County in 2020, 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 daily occurrence. We all had to be responsive to the needs of our citizens and we will continue to act quickly to address the needs of our employers and job seekers.

- f. Provide copies (electronic version including links) 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 WDB 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 at cooperation, collaboration, and coordination.**

- The Memorandum of Understanding is included as [Appendix One](#).
- The Infrastructure Funding Agreement is included as [Appendix Two](#).

**g. A 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)).**

Santa Cruz County One Stop Delivery System provides two types of services for Adult and Dislocated Workers. These services include basic career services and individualized career training services:

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

- 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.
- 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.
- Initial Assessment - assessment of skills level, literacy, numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
- 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
  - Rapid Response
  - Re-employment services such as:
    - Orientation
    - Skills determination
    - Pre-lay off assistance

- Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
- Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
- 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 non-traditional employment. Provide information on local, regional, and national labor market areas, including job vacancies, job skills necessary and demand occupations.
- Performance information and Costs - of training with eligible training services by program and type of providers.
- Local Area Performance - on local Accountability Measures and other information on the One Stop Delivery System.
- Referrals and Coordination - of 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.
- 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.
- 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.
- 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 Training Services require 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.

- 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.
- 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.

- Individual or Group Counseling and mentoring.
- Career Planning.
- 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.
- Internships and Work Experience with goal of career pathways.
- 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.
- Financial Literacy.
- Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.
- English Language Acquisition

**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):**

The Dislocated Worker (DW) program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.

The Dislocated Worker program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker program provides services to assist them in re-entering the workforce.

Terms related to the DW program are defined in ensuing sections.

**i. General Announcement;**

An action in which an employer has announced that a place of employment will close within 180 days. Or any announcement made by a company of impending closure and/or layoffs. This is either a Worker Adjustment and Retraining Notice (WARN Notice) notice, or an announcement that is made directly to employees via mail, e-mail, or verbal conversation, or an announcement published in media outlets. This definition is NOT limited to a WARN.

**ii. Unlikely to return to previous occupation or industry; and**

- Market information for the occupation shows a zero or negative growth rate;

- 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;
- Employment Service confirms that, in the previous sixty days, there was a notable scarcity of job orders for that occupation;
- 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;
- The individual has been actively seeking but are unable to find employment in a previous industry or occupation for a period of 90 days or more from employment separation;
- Does not have the education and/or the necessary skills or can no longer meet the minimum requirements for reentry into the former industry or occupation, as documented through the assessment of the customer's educational achievement levels, testing, or other suitable means
- Has a physical limitation or an injury which limits the individual's ability to perform the job from which they were dislocated or other problems which would preclude reentry into the former industry;
- A 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).

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

The Santa Cruz County LWDB defines an individual as “unemployed as a result of general economic conditions in the local area” when:

*An individual became unemployed during a period in which there is a marked increase in the unemployment rate over the prior quarter or the local economy has sustained unemployment or poverty rates that are above state or national averages*

Additionally, the LWDB defines an individual as “unemployed as result of a natural disaster” when:

*An individual became unemployed because of a natural disaster that occurred in the region including a wildfire or a public health or safety emergency that has led to business closures.*

**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 purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs and dislocations, and by preventing or minimizing the impacts of such on workers, businesses, and communities as described in 20 CFR § 682.300(b).

Rapid Response offers assistance and services to workers affected by layoffs, business closures, or job loss, due to natural or other disasters, resulting in mass job dislocations, as well as proactively mitigating potential layoffs or closings with layoff aversion strategies. Rapid Response services promote economic development and vitality, while delivering crucial services to workers and businesses in transition.

In Arizona, Rapid Response activities are cooperatively delivered by the Arizona Department of Economic Security (DES), the 12 Local Workforce Development Boards (LWDBs) and other ARIZONA@WORK system partner programs. The DES Division of Employment and Rehabilitation Services (DERS), as the State grant recipient for Title I funds, is the entity responsible for establishing and maintaining a State Rapid Response unit, pursuant to 20 CFR § 682.310(b). LWDBs must develop policies and procedures to address delegated or assigned local Rapid Response activities.

State policy regarding rapid response funds has changed in recent years. The Santa Cruz County LWDB will request funding from the Arizona Department of Economic Security, Division of Employment and Rehabilitation Services. Per the DES Policy Manual, Section 911, "The State Rapid Response Coordinator (SRRC) will consult with the DERS fiscal team to review requests received from LWDBs and provide determination of the funds no later than three business days after the request is received. The State Rapid Response Coordinator will notify the LWDB of the determination and may also request the LWDB utilize other allowable funds to support the request until DERS can provide reimbursement."

The Santa Cruz County workforce system's approach to Rapid Response event will involve a "rapid response team" of specialists who, upon becoming aware of a substantial layoff or projected closure, will contact the affected employer within 48 hours or less of 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.

The team will comprise 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.

The mission of the Santa Cruz County Rapid Response Team is to decrease worker dislocation and ensure 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 Partners 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.

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:**

The Santa Cruz County Local Workforce Development Board has committed to the design and delivery of programs that address the needs of youth. ARIZONA@WORK Santa Cruz County centers its program services to both out-of-school and in-school youth around the 14 Required Elements for Youth Programs specified by WIOA. Santa Cruz County WIOA staff deliver services to youth, including youth with disabilities. Service emphasis is family-centered, for the purpose of facilitating an integrated approach to learning and service that supports each family.

**i. 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)).**

ARIZONA@WORK: Santa Cruz County Job Centers provide services to youth aged 14-24. Youth served must meet program eligibility criteria.

These youth face serious barriers to employment and are defined as at risk based upon assessment of skill needs, barriers and/or referrals from the Juvenile Justice Court System, youth services program providers, and/or local education agencies. More specific barriers that youth may experience to qualify as an individual who requires additional assistance include:

- Work History Barriers
- Age 16 – 24 with no work history or poor work history
- Has been fired from 1 or more jobs within the last 6 months
- Sporadic employment
- Other Barriers to Employment
- A youth with at least one parent who has been or is currently incarcerated
- Chronic Health Conditions (e.g. diabetes, asthma, obesity)
- Substance Abuse

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.

**ii. Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework (20 CFR 679.420(b)(8)).**

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).

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

1. Tutoring study skills training, instruction that lead to the obtainment of a high school diploma or equivalent;
2. Alternative high school services, or drop out services;
3. Occupational skills training;
4. Paid and unpaid work experiences;
5. Workforce preparation or basic academic skills education;
6. Adult mentoring;
7. Comprehensive guidance and counseling;
8. Entrepreneurial skills training;
9. Financial literacy education;
10. Leadership development, to include community service and peer-centered activities;
11. Supportive services;
12. Follow-up services;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations; and
14. Activities that help youth prepare for post-secondary education and training.

**k. A description of how training services will be provided:**



Training may be made available to individuals, including those who are underemployed (as defined earlier). The selection of training services is conducted in a manner that maximizes customer choice and is linked to in-demand industries and occupations. Counselors and Case Managers ensure that job seekers explore other funding options and research performance of relevant training providers.

The following training options are available to participants:

Individual Training Accounts (ITAs): ITAs are tuition vouchers to be redeemed at an approved training provider. The ARIZONA@WORK: Santa Cruz County Job Center facilitates the ITA application and selection process with the jobseeker based on customer choice. One Stop career coaches assist job seekers with researching and selecting training programs that align with the job seeker's Individual Employment Plan. It is noted a policy needs to be created for the local area that addressed informed customer choice in the selection of training programs and conforms to WIOA Section 134(c)(3)(G).

The Santa Cruz County LWDB will primarily utilize ITAs to assist job seekers with training, however, the staff may elect to provide contracted training services for specific industries, sector partnerships, or career pathways according to the supply and demand of the local area. One such use, for example, could be an innovative transitional job training program through a local Community-Based Organization (CBO) with demonstrated capacity to effectively serve participants with multiple barriers to employment. Informed consumer choice will be offered within the constraints of the state's Eligible Training Provider List. These will be made available to all participants seeking training, as well as all stakeholders.

Internships/Work Experience: Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor standards apply;

Pre-Apprentice Training: Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry into a registered apprenticeship program;

On-the-Job Training (OJT): OJT services involve "hands on" training in occupational skills for a specific occupation. Training is provided by a private, nonprofit, or public sector employer for an individual who needs additional skill training for a specific job. The participant is an employee of the company and, in order to offset the cost of the training, the employer can be reimbursed up to 75% of wages.

Customized Training: Customized training is industry and occupation specific skills training delivered through a curriculum designed collaboratively by an ARIZONA@WORK – Santa Cruz County Job Center and (an) identified employer(s). The employer pays a significant share of the cost of this training.

Career Pathways: A combination of rigorous and high quality education, training and other services that align with the skill needs of industries in the state or regional economy, prepare an individual to be successful in any of a full range of secondary or postsecondary education options, and include counseling to support an individual in achieving the individual's education and career goals.

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.

**i. 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 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. There is an action item on an upcoming agenda to amend this limit to \$5,500.

**ii. Include whether contracts for training services will be used and the process for their use.**

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 Santa Cruz County One-Stop System, based on needs identified in the Individual 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.

**iii. 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.

**I. 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. Staff uses 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:

- Linkages to community services;
- Transportation assistance;
- Childcare and dependent care assistance;
- Housing and utility bills assistance;
- Educational testing assistance;
- Reasonable accommodations for individuals with disabilities;
- Legal Aide services;
- Referrals to healthcare such as drug and mental health services;
- Work-related expenses including uniforms, appropriate work attire, and work-related tools, including eyeglasses and protective eye gear;
- 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.

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 are currently 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 fulltime 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.

Title I participants enrolled in training a location outside of Santa Cruz County and who are providing their own transportation to and from training may receive a fuel allowance calculated by the number of miles traveled from their home to and from the training provider location. Such support 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 200: 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
- 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

- Veteran or Eligible Spouse
- Currently Receiving Public Assistance (PA) or received PA within last 6 months.
- Low income
- Unemployed with income at or below 70% LLSIL
- Employed with income at or below the locally defined self-sufficiency level of 130% LLSIL
- Homeless
- Individual with a disability Basic Skills Deficient
- Reading, Language, or Math below 8th grade, or Non-Veteran

#### Priority of Service 2

- Currently Receiving PA or received PA within last 6 months.
- Low income
- Unemployed with income at or below 70% LLSIL Employed with income at or below 130% LLSIL  
Homeless
- Basic Skills Deficient
- Reading, Language, or Math below 8th grade An Adult who is low-income

#### Service Priority 3

- Currently receiving or has received public assistance in the last six-months either solely or as a member of a family
- A member of a family whose total family income does not exceed the higher of either the poverty line or 70 percent of the Lower Living Standard (LLSIL);
- A homeless individual, as defined in 42 U.S.C. 14043e-2(6) of the Violence Against Women Act of 1994, or 42 U.S.C. 11434a(2) of the McKinney-Vento Homeless Assistance Act; or
- An individual with a disability whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement.

#### Service Priority 4

- An individual whose own income meets the income requirement in Section 104.02(A)(2), but is a member of a family whose income does not meet this requirement.
- An adult is basic skills deficient when he or she is unable to:
  - Compute or solve problems; or
  - Read, write, or speak English at a level necessary to function on the job, in his or her family, or in society.

- 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 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 that walk in, call or inquire electronically. Our staff is trained to identify Veterans and Eligible Spouses. Veterans and their spouses are made aware of their entitlement to priority of service and the benefits of that priority as they pursue employment, training, and placement services. 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.

The Title III DES Employment Security staff is part of the Veterans Employment Programs and works very closely with the US DOL and Veterans Administration to ensure priority of services for Veterans and Eligible Spouses. As part of the sign-in process upon entering the center, persons are asked if they, or their spouse, have ever served in the United States Armed Forces to ensure they are identified at the point of entry and made aware of their entitlement to priority of service.

- 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:**

- i. Options defining "underemployed" are described in the United States Department of Labor Training and Employment Guidance Letter TEGl 19-16, section 11).**

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
- Meet the definition of a low-income individual in WIOA sec. 3(36),
- Current job earnings are not sufficient compared to their previous job earnings from their previous employment

- ii. 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, 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

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:**

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

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 o has had an out-of-school suspension or o 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 in-demand occupation 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).

ii. **In-school youth (20 CFR**

**Table 14: In School Youth Additional Assistance Documentation**

Category	Documentation
At risk of dropping out of High School	School records
Has a court or agency referral mandating school attendance (ISY).	Court records
Attending an alternative school or education program	School records
A Ward of the State.	Legal documents
Referred to or treated by an agency for substance abuse or psychological problems.	Referral
Parent(s) currently incarcerated.	Self-attestation
Neither the work experience nor the credential required for an in-demand occupation for which training is necessary and will be provided (OSY).	Case notes
Fired from a job within the 6 months prior to application (OSY).	Work history
Never held a full-time job (30+ hours per week) for more than 13 consecutive weeks (OSY).	Work history

iii. **681.310).**

The SCC LWDB ensures that no more than five percent of all In-school Youth enrolled in the program each year are eligible only based on the “requires additional assistance” criterion.

**Table 15: In School Youth Additional Assistance Documentation**

Category	Required Documentation
Poor School Attendance	School Records
At Risk of Dropping Out	School Records
School Discipline	School Records
Counseling Services	Referral from agency

- r. **A description of the competitive procurement process to be used to award the sub grants 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, state, and local requirements.



The Board of Supervisors (BOS) are charged with the oversight of Santa Cruz County, and as the Chief Local Elected Official (CLEO), the BOS bears the WIOA fiduciary and grant responsibilities. The Board of Supervisors designated Santa Cruz County to serve as the Fiscal Agent for the LWDB and to be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Development Area.

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 individuals or organizations 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)):**

It is a priority for the Santa Cruz County LWDB to ensure 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's 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:

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's 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 continue to 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.

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 collocated 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.

In keeping with WIOA's imperative 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.

**i. 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.

**II. 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)(1)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12).**

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. 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's 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 either Adult Basic Education or English Language Acquisition for Adults. Although the individual job seeker may have been enrolled into one of these 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.

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 wraparound 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 that lead to a career path. A high school diploma may allow the individual to seek pre-employment support or training leading to meaningful employment.

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 SCC LWDB prioritizes Adult Education services that 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.

In terms of specific outcomes, 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

In accordance with WIOA Secs. 107(d)(1)(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. That process has been adopted in Santa Cruz County.

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. Counties, 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 of 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.

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 with federal and state requirements is an important part of the current and future awards. Monitoring is conducted on the awarded programs and onsite 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.

The Santa Cruz Adult Education Division 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 a core partner within ARIZONA@WORK: Maricopa County, the Arizona Department of Economic Security (DES) oversees and provides Title III services at Santa Cruz County Job Centers. Employment Services provides basic and individualized career services to job seekers and job development services to regional employers.

In the delivery of Title III services, Employment Services contributes to improving the functioning of the local area labor markets. Title III services bring together individuals seeking employment with employers seeking qualified workers. Employment Services are co-located within Santa Cruz County Job Centers. Services and performance accountability indicators are integrated with other federal workforce programs.

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. 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

The Arizona Department of Economic Security, as the critical Title III provider, has agreed, along with the other core partners, to a “no wrong door” approach to serving clients in Maricopa County, including the referral process and initial screening to identify potential services for all Center clients. Wagner-Peyser, along with partner staff, will provide resource room coverage and basic career service workshops to all workforce system clients.

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 collocated in the Santa Cruz County One Stop Center and work very closely with the other WIOA Core Programs. Santa Cruz County One Stop Center staff meet formally and informally with Title III staff to discuss customer service, services available, and ensuring the customer is offered choices of all services offered at the Santa Cruz County One Stop.

**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 training, program information training and any other trainings, which may strengthen the services offered by all partners. RSA, along with other core partners, provides a variety of services to individuals with disabilities, with the ultimate goal to prepare them to enter 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 are trained in the use of 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

**This section must 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 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, a comprehensive job center as defined by WIOA Title 34, Subtitle B, Chapter III, Part 361, Subpart F.

- 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;**

ARIZONA@WORK agencies jointly aim to create a seamless workforce delivery system in which American Job Centers and other locations leverage technology for real-time access to intake and case management data, and information sharing regarding programs, program participants, and outcome data.

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 evolving demands of 21<sup>st</sup> Century industries and occupations. We will also ensure that job seekers secure quality jobs with 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 SCC 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 best practices and model programs are examined, evaluated and tested in our efforts to provide the best customer-centric services available.

Active efforts of the board will now include two standing agenda items: a review of training providers and progress toward strategic goals. This commitment is rooted in the concepts of the Arizona Management System and will create a culture of continuous improvement for the board, board staff, core partners and other stakeholders in the Santa Cruz County workforce system.

**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:**

The Santa Cruz County LWDB works with the WIOA Core Partners as a convener and collaborator, sharing promising practices and proven practices, and evaluating and sharing the information as part of its commitment to continuous improvement and services to individuals with disabilities. Vocational



Rehabilitation Services are colocated in the One Stop, and their expertise will continue to be leveraged to develop the capacity of WIOA staff and partners to provide accommodations and professional service to Santa Cruz County customers.

Review of the One Stop's compliance with ADA standards is conducted regularly as part of the One Stop Certification process.

**i. Include how the need for specific assistive technology equipment will be determined as well as how partners/one-stop 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.**

WIOA specifically indicates that individuals with barriers to employment and those most vulnerable are given priority access to services. The Rehabilitation Services Administration is co-located in Santa Cruz County and ensures that all necessary assistive technology equipment is provided for 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

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 cross-training allows all Santa Cruz County One Stop Center staff to assist 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 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:

- Prohibition of discrimination regarding participation, benefits, and employment.
- 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.
- 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.

- 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).
- 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 with all 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.

**ii. 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 the Santa Cruz County One Stop Center, he or she may request assistance or the 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.

**iii. Describe how partners/one-stop 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 workstations 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.

Our cross-training allows all Santa Cruz County One Stop Center staff to assist the individuals with disabilities in identifying, enrolling in and attending appropriate workshops and services.

The cross-functional and customer-centric service delivery ensures we meet our 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.

**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.**

WIOA Core Partner Services to be delivered at the One-Stop are:

- WIOA Title I, Santa Cruz County Workforce Development, funded by WIOA Title 1B: Adults, Dislocated Workers and Youth
- WIOA Title II, Santa Cruz County Continuing Education, funded by WIOA Title II: Adult Education and Literacy Activities and Career and Technical Education Programs at the Postsecondary Level as authorized by the Carl D. Perkins Career and Technical Education Act of 2005
- WIOA Title III, Arizona Department of Economic Security, Division of Employment and Rehabilitation Services, funded by WIOA Title III: Employment Services under the Wagner-Peyser Act
- WIOA Title IV, Arizona Department of Economic Security, Division of Employment and Rehabilitation Services Administration, funded by WIOA Title IV: Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973

Detailed WIOA Core Partner Services to be delivered at the One-Stop are:

- Basic Career Services
  - Eligibility Determination
  - Outreach and Intake Activities
  - Initial Assessment
- Job Search
- Labor Market Information
- Resume Development
- Job Development
- Rapid Response
- Re-employment Services
- Placement Assistance
- Career Guidance
- Employment Labor Market Information
- Performance Information and Costs of Training
- Local Area Performance
- Referrals and Coordination of activities with other programs and services
- Supportive Services
- Unemployment Insurance Information

- Individualized Career Services
  - Comprehensive and Specialized Assessment
  - Individual Employment Plan
  - Individual or Group Career Counseling and mentoring
  - Career Planning
  - Pre-Vocational Services
  - Financial Literacy
  - Out-of-Area Job Search
  - English Language Acquisition
- Training Services
  - Skills Training
  - Skills Upgrade
  - On-the-Job Training
  - Occupational Skills Training
  - Apprenticeship Training
  - Incumbent Worker Training
  - Customized Training
  - Entrepreneurial Training
  - Adult Education and Literacy
  - Transitional Training
  - Program Support Services

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 included as an appendix.

Santa Cruz County LWDB has a history of collaborating with other LWDB and regional partners to secure federal grant funding for talent-related initiatives. It is our intention to pursue additional similar opportunities as they become available in the coming program years.

- 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 provided 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 LWDB ensures the core partners and service providers use priority of service guidelines to enroll eligible WIOA participants. The SCC CLEO and SCC LWDB, Shared Governance Agreement, WIOA, Regulations and 2CFR 200 establish 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 providers.

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 as well as the Title I-B Performance Accountability Measures negotiated with the State of Arizona.

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 a standard tool to determine four levels of priority for Individualized Career Services and Training and communicates that determination to the service providers.

**f. If applicable, 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 use the waiver for in-school youth issued by the U.S. Department of Labor. The waiver authorizes a 50/50 split for youth services funds.

The United States Department of Labor approved, for Program Year (PY) 2024 and PY 2025, Arizona's request to waive the requirement limiting ITAs to only out-of-school youth (OSY), ages 16–24. In addition to out-of-school youth, the State may use Individual Training Accounts (ITA) for in-school youth, ages 16–21. When SCC LWDB staff identify an in-school youth who would benefit from occupational skills training, the authorization for establishing an ITA is granted. This ITA is comparable in structure and capacity to ITAs for Adult and Dislocated Worker accounts.

## Section 5- Performance and Continuous Improvement



**a. A description of how the ARIZONA@WORK Job Centers in the LWDA are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA 14 and by one-stop partners (20 CFR 679.560(b)(20)).**

ARIZONA@WORK agencies jointly aim to create a seamless workforce delivery system in which American Job Centers and other locations leverage technology for real-time access to intake and case management data, and information sharing regarding programs, program participants, and outcome data.

The Santa Cruz County LWDB, Santa Cruz County WIOA Program staff, and the One Stop Center Partners have utilized the integrated, technology-enabled intake and case management information system for the WIOA Core Programs.

The Santa Cruz County LWDB stands ready to participate in any regional or state-level efforts to develop or secure a more efficient, more effective case management technology. Simultaneously, we are in the process of researching, analyzing, evaluating and adapting new technologies to meet the One Stop Center customer service demands.

**b. Provide the local levels of performance negotiated consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area (20 CFR 679.560(b)(16)).**

The Santa Cruz County LWDB is committed to promoting effective outcomes consistent with statewide goals, objectives, and negotiated local performance. In order to assess ARIZONA@WORK: Santa Cruz County's performance, and continuously improve services, and the LWDB's ability to achieve its vision and mission, the LWDB, ARIZONA@WORK Santa Cruz County and the Board of Supervisors negotiate with the State to establish local performance and accountability measures.

These measures include

- Employment rate 2nd quarter after exit
- Employment rate 4th quarter after exit
- Median earnings
- Credential attainment
- Measurable skill gains

By establishing, tracking, and reporting on formative and summative measures, the State can deliver a consistent level of quality service to stakeholders throughout the Santa Cruz County region.

The agreed upon metrics displayed in the table that follows are utilized by the Santa Cruz County LWDB to set strategic direction and measure performance. The board reviews performance measures and progress towards measures during full board meetings on a quarterly basis, making recommendations to operations staff to fine-tune service delivery or processes.



**Table 16: Santa Cruz County Local Area Negotiated Performance Levels PY24-PY25, WIOA Title IB**

Performance Indicator	Final Negotiated Targets- PY 24	Final Negotiated Targets- PY 25
<b>Adult</b>		
Employment 2nd Quarter after exit	70.0%	71.0%
Employment 4th Quarter after exit	70.0%	70.0%
Median Earnings in the 2nd quarter after exit	\$9,800	\$9,800
Credential attainment rate	72.0%	73.0%
Measurable Skills Gain	74.0%	75.0%
<b>Dislocated Worker</b>		
Employment 2nd Quarter after exit	70.0%	70.5%
Employment 4th Quarter after exit	73.5%	74.0%
Median Earnings in the 2nd quarter after exit	\$9,600	\$9,600
Credential attainment rate	75.0%	76.0%
Measurable Skills Gain	70.0%	71.0%
<b>Youth</b>		
Employment 2nd Quarter after exit	70.0%	70.0%
Employment 4th Quarter after exit	70.0%	70.0%
Median Earnings in the 2nd quarter after exit	\$5,200	\$5,200
Credential attainment rate	44.0%	45.0%
Measurable Skills Gain	40.0%	41.0%

## Section 6- Public Comment

- a. Describe the process used by the LWDB to provide no more than 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)).**

Notice of the public comment period will be posted and sent to Santa Cruz County One Stop Center Partners, Chamber of Commerce, Non-Profit Organizations, and stakeholders after review. Copies of the Local Plan will also be made available at:

- The One Stop Center
- SCC WDB Web Site

A public comment period will be provided to afford listed 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 CLEO 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))**  
No comments received.

## Appendices

Appendix I- Infrastructure Funding Agreement

Appendix II-Memorandum of Understanding

Appendix III-Performance Measures

Appendix IV-In-Demand Industries and Occupations

AppendixVI-Board Director Job Description

AppendixVI-Complete Labor Market Analysis

## Appendix I-Infrastructure Funding Agreement

### Local Workforce Development Area: ARIZONA@WORK-Santa Cruz County Job Center

Date Submitted      05/30/2023

1.      **The period of time this agreement is effective is July 1, 2023, to June 30, 2026**
2.      **Identification of all ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the Local Workforce Development Board {LWDB} participating in the IFA {See Attachment A}**
3.      **Steps the LWDB, Chief Elected Official {CEO}, and ARIZONA@WORK Job Center partners took to reach consensus and/or assurance that the Local Workforce Development Area followed guidance for the state infrastructure funding mechanism**

Co-located partners participated in meetings and jointly made the decision to utilize the square foot methodology for infrastructure shared costs. A Memorandum of Understanding between Santa Cruz County Local Workforce Development Board (LWDB), Arizona Department of Economic Security (ADES), Arizona Department of Education (ADE), Division of Employment and Rehabilitation Services (DERS), and Santa Cruz County Workforce Development was executed. The term of the agreement began on July 1, 2023, and shall end on June 30, 2026. This IFA is attached to the Memorandum of Understanding.

4.      **The process ARIZONA@WORK Job Center partners will use to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached**

The LWDB and ARIZONA@WORK Santa Cruz County Job Center partners will seek guidance from the State of Arizona to resolve issues related to infrastructure funding during the MOU duration period when a consensus cannot be reached.

5.      **A description of the periodic modification and review process to ensure equitable benefit among ARIZONA@WORK Job Center partners**

To ensure equitable contributions from all partners, regardless of the source, an annual reconciliation and adjustment process will be conducted. This process will ensure that each partner program contributes no more than its fair share based on the relative benefits received, as outlined in the Uniform Guidance at 2 CFR part 200. The results of this reconciliation will be shared with the designated contacts of each partner program as stated in this agreement. The validation of actual expenditures will be carried out in accordance with the prescribed methodology, comparing them to the budgeted contributions. This validation process will be performed by the entity responsible for overseeing the facility. Upon request, the calculations and supporting documentation for the reconciliation will be made available.

***/FA Attachments***

- A. ARIZONA@WORK Job Center Partners, Chief Executive Official(s), and the LWDB Participating in the IFA**
- B. ARIZONA@WORK Operating Budget: Infrastructure Costs**
- C. Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs**
- D. Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data is Available to Determine Relative Benefit and Proportionate Share**
- E. ARIZONA@WORK Operating Budget: Additional Costs (Applicable Career Services)**
- F. OPTIONAL:**
  - ARIZONA@WORK Operating Budget: Additional Costs (Shared Operating Costs and Shared Services) and Signature of ARJZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services One-Stop Operator Agreement***



***Attachment A:***

**Identification of all ARIZONA@WORK Job Center Partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA**

**Local Workforce Development Board: Santa Cruz County Workforce Development Board**

Dina Sanchez - Chair  
1171 W Target Range Rd.  
Nogales, AZ 85621  
(520) 285-8003  
[DSanchez@carondelet.org](mailto:DSanchez@carondelet.org)

**Chief Elected Official(s):**

Bruce Bracker, Chairman

Santa Cruz County Board of Supervisors

2150 N. Congress Drive

Nogales, AZ 85621

{520} 375-7812

[bbracker@santacruzcountyaz.gov](mailto:bbracker@santacruzcountyaz.gov)

Manuel Ruiz, Santa Cruz County Board of Supervisors

2150 N. Congress Drive

Nogales, AZ 85621

{520} 375-7812

[mruiz@santacruzcountyaz.gov](mailto:mruiz@santacruzcountyaz.gov)

Rudy Molera

Santa Cruz County Board of Supervisors

2150 N. Congress Drive

Nogales, AZ 85621

(520) 375-7812

[rmolera@santacruzcountyaz.gov](mailto:rmolera@santacruzcountyaz.gov)

<b>Required WIOA and ARIZONA@WORK Job Center Partner</b>	<b>Partner Serves Local Area?</b>	<b>Point of Contact Information</b> <i>Name, Title, Address, Telephone, Email</i>
Adult, Dislocated Worker (DW), and Youth Programs under Title I-B of WIOA	X	Zaida M. Bustamante, Program Manager 610 N. Morley Avenue Nogales, AZ 85621 (520) 375-7670 <a href="mailto:zbustamantec@santacruzcountyaz.gov">zbustamantec@santacruzcountyaz.gov</a>
Job Corps under Title I of WIOA		
Youth Build under Title I of WIOA		
Indian and Native American Programs (INAP) under WIOA Title I		
Migrant and Seasonal Farmworker Programs (MSFW) under Title I of WIOA	X	Portable, Practical, Educational Preparation, Inc. Kari Hogan Chief Administrative Officer 520-770-2503 <a href="mailto:asoto@ggeg.org">asoto@ggeg.org</a>
Adult Education and Family Literacy Act programs under Title II of WIOA	X	Beverly Wilson, Deputy Associate Superintendent/State Director of Adult Education 1535 W Jefferson Street, Bin 26 Phoenix, AZ 85007 (602) 258-2410 <a href="mailto:Beverly.Wilson@azed.gov">Beverly.Wilson@azed.gov</a>
Wagner-Peyser under Title III of WIOA	X	Chevera Trillo Workforce Development Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, AZ 85007 (480) 487-7806 <a href="mailto:CTrillo@azdes.gov">CTrillo@azdes.gov</a>

State Unemployment Insurance (UI)	X	Sandra Canez, Unemployment Insurance Administrator Arizona Department of Economic Security 3000 E Valencia Rd. Tucson, AZ 85706-5954 (602) 771-3724 <a href="mailto:sandracanez@azdes.gov">sandracanez@azdes.gov</a>
Trade Adjustment Assistance (TAA) under Title II of the Trade Act	X	Chevera Trillo Workforce Development Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, AZ 85007 (480) 487-7806 <a href="mailto:CTrillo@azdes.gov">CTrillo@azdes.gov</a>
Jobs for Veterans State Grants (Vets) under Title 38, U.S.C.	X	Chevera Trillo Workforce Development Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, AZ 85007 (480) 487-7806 <a href="mailto:CTrillo@azdes.gov">CTrillo@azdes.gov</a>
Vocational Rehabilitation under Title IV of WIOA	X	Kristen Mackey Arizona Department of Economic Security, Rehabilitation Services Administration 1789 West Jefferson, Mail Drop 5371 Phoenix, AZ 85007 (480) 665-6736 <a href="mailto:KMacket@azdes.gov">KMacket@azdes.gov</a>
Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State of Arizona		

Senior Community Service Employment Programs (SCSEP)-National Grantees under Title V of Older Americans Act		
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act		
Housing and Urban Development--- Employment and Training Programs		
Community Services Block Grants (CSBG)- Employment and Training Activities		
Re-entry Employment Opportunities (REO) under Second Chance Act		
<b>Additional ARIZONA@WORK Job Center Partners Approved by the LWDB and CEO(s)---1/ Any</b>		
<i>Temporary Assistance for Needy Families (TANF) employment &amp; training under part A of Title IV of the Social Security Act*</i>		

\* Workforce Arizona Council, 03-2016: "The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the ARIZONA@WORK Job Center."

Attachment B1: ARIZONA@.WORK Job Center and Affiliate Site Locations	
Local Workforce Development Area: ARIZONA@WORK Santa Cruz County	
ARIZONA@WORK Job Center Locations <i>{Name, Address, Contact Name, Phone Number}</i>	ARIZONA@WORK <u>Affiliate</u> Site Locations <i>{Name, Address, Contact Name, Phone Number}</i>
<b>ARIZONA@WORK Job Center Location #1:</b>  ARIZONA@WORK Santa Cruz County 610 N. Morley Avenue Nogales, AZ 85621 (520) 375-7670	<b>Affiliate Site Location #1: NONE</b>
<b>ARIZONA@WORK Job Center Location #2:</b>	<b>Affiliate Site Location #2:</b>
<b>ARIZONA@WORK Job Center Location #3:</b>	<b>Affiliate Site Location #3:</b>

Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center Location

Local Workforce Development Area: ARIZONA@WORK Santa Cruz County

*{Place an x If the ARIZONA@WORK Job Center Partner is Co-located in the Identified ARIZONA@WORK Job Center or Affiliate Site}*

ARIZONA@WORK Job Ctr Partner	ARIZONA@WORK Job Ctr #1	ARIZONA@WORK Job Ctr #2	ARIZONA@WORK Job Ctr#3	Affiliate Site #1	Affiliate Site #2	Affiliate Site #3
Adult/DW	X					
Youth	X					
Job Corps						
Native Amer						
MSFW/PPEP	X					
Adult Ed	X					
Wagner-Peyser	X					
Trade						
JVSG/DVOP	X					
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						
Second Chance						
Youth Build						

Vocational Rehab	X					
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**Attachment 83: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site**

**ARIZONA@WORK Job Center: ARIZONA@WORK Santa Cruz County, Nogales, AZ 85621**

<i><b>Cost Category/Line Item</b></i>	<i><b>Line Item Cost Detail</b></i>	<i><b>Cost</b></i>
<b>Rent</b>		
Rental of Facilities:		
Title I	2,247 gross sq ft @ \$12.00 per sq ft	\$26,964
Title II	512 gross sq ft @ \$12.00 per sq ft	\$ 6,144
Title III	865 gross sq ft @ \$12.00 per sq ft	\$10,380
JVSG/DVOP	156 gross sq ft @ \$12.00 per sq ft	\$ 1,872
Title IV	1164 gross sq ft @ \$12.00 per sq ft	\$13,968
PPEP	156 gross sq ft @ \$12.00 per sq ft	\$ 1,872
<b>Subtotal: Rental Costs - Includes Common Area</b>		<b>\$61,200</b>
<b>Utilities and Maintenance</b>		
Electric/ Gas	Annual expenses for electric and gas	\$6,878.06
Water & Sewer/ Waste Disposal & Recycling	Annual Water & Sewer/ Waste Disposal & Recycling Services	\$5,919.60
Pest Control	Annual extermination services	\$540
High-Speed Internet	Annual internet service for the facility	\$6,686.83
Telephones (Landlines)	Annual phone service	\$5,753
Information Technology Service and Maintenance	IT services and maintenance for the facility	\$22,233

Facility Maintenance	General maintenance to maintain normal operations of the center	\$33,032
Security Contract	Annual security services for the facility	\$ 816.00
Copier	Annual service and maintenance	\$8,777
Cost of creation and maintenance of a central website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center  Website Address: <a href="http://www.santacruzonestop.org">www.santacruzonestop.org</a>  (Does not include data systems or case management systems specific to individual program partners.)	The annual cost of website technical assistance and maintenance	\$1,486.00
<b>Title I: \$40,533.46</b> <b>Title II: \$9,212.15</b> <b>Title III: \$15,660.65</b> <b>Title IV: \$21,187.94</b> <b>JVSG/DVOP: \$ 2,763.64</b> <b>PPEP: \$ 2,763.64</b>  <b>Subtotal: Utilities and Maintenance Costs</b>		\$92,121.49
<b>Equipment</b>		
Assessment-related products		\$0
Assistive technology for individuals with disabilities ("Access and Accommodation")	Equipment budgeted for future purchase	\$5,000
Fax Machines		\$0

*AR/ZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Computers	Resource Room computers for future purchase	\$10,000
Other tangible equipment used to serve all center customers (not specific to an individual program partner)  <i>Specify Other Tangible Equipment</i>		\$0
<b>Subtotal: Equipment Costs</b>		<b>\$15,000.00</b>
<b>Technology to Facilitate Access to the ARIZONA@WORK Job Center</b>		
The technology used for the center's planning and outreach activities  Presentation System	Presentation equipment for future purchase	\$5,000
<b>Subtotal: Technology to Facilitate Access Costs</b>		<b>\$5,000</b>
<b>Supplies to Support the General Operation of the ARIZONA@WORK Job Center {Local Option, If Agreed By All Co-located ARIZONA@WORK Job Center Partners}</b>		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center  <i>Specify Supplies to Support General Operation and Not Specific to a Co-located Partner (e.g., Printing; Postage, Office Supplies)</i>	Supplies used will be the responsibility of each program.	\$0
<b>Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center</b>		<b>\$0</b>
<b>Common Identifier Costs {Local Option, If Agreed By All Co-located ARIZONA@WORK Job Center Partners}</b>		
Creating New Signage		\$0

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Updating Templates/Materials	\$0
<i>Subtotal: Common Identifier</i>	\$0
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY CO-LOCATED ARIZONA@WORK Job Center PARTNERS	
<i>Cost Category</i>	
<i>Subtotal: Rental Costs</i>	\$61,200
<i>Subtotal: Utilities and Maintenance Costs</i>	\$92,121.49
<i>Subtotal: Equipment Costs - *budgeted for future purchase - not included in cost total</i>	\$15,000.00
<i>Subtotal: Technology to Facilitate Access Costs - *budgeted for future purchase - not included in cost total</i>	\$ 5,000
<i>Subtotal: Supplies to Support the General Operation of the ARIZONA @WORK Job Center</i>	\$0
<i>Subtotal: Common Identifier Costs</i>	\$0
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	<i>Total Cost</i> \$173,321.49

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center

ARIZONA@WORK Job Center Location: Santa Cruz County One-Stop Career Center, Nogales, AZ 85621

Total Square Footage of the ARIZONA@WORK Job Center: 5,100 Square Feet

Total Square Footage of Dedicated/Assigned Space for All Co-located  
ARIZONA@WORK Partners: 1,624 Square Feet

<i>Co-located ARIZONA@WORK Job Center Partners</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space</i>	<i>ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space</i>
WIOA Title 1-B Adult/Dislocated Worker	718	44%
WIOA Title 1-B Youth	Included above in Title I Adult/DW	Included above in Title I Adult/DW
Wagner-Peyser- Title III	274	17%
Trade	0	0
JVSG/DVOP	52	3%
MSFW/PPEP	52	3%
Adult Education - Title II	164	10%
Vocational Rehabilitation - Title IV	364	23%
<i>Total Percentage of the Designated/Assigned Space of All Co-located ARIZONA@WORK Job Center Partners</i>		<b>100%</b>

<p align="center"><b><u>Attachment BS:</u></b></p> <p align="center"><b>Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located <u>ARIZONA@WORK</u> Job Center Partner</b></p> <p align="center">ARIZONA@WORK Job Center Location: Santa Cruz County One-Stop Career Center, Nogales, AZ 85621</p> <p align="center"><b>Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$173,321.49 (See Attachment B3)</b></p>				
Co-located <b>ARIZONA@WORK Job Center Partner</b>	<b>ARIZONA@WORK</b> Job Center Partner's Dedicated Space as a % of All Co-located <b>ARIZONA@WORK</b> <b>Job Center Partners'</b> Space	<b>Proportionate Share</b>  (% of ARIZONA @WORK Job Center Partner Space <b>X Total Infrastructure</b> <b>Cost = ARIZONA @WORK</b> Job Center Partner Share)	<b>\$ Share to Be Paid In Cash</b>	<b>\$ Share to Be Paid In Non-Cash</b>
WIOA Title 1-B Adult/Dislocated Worker	44%	\$26,964 + \$49,333.47	\$ 76297.47	
WIOA Title 1-B Youth	Included in WIOA Adult/DW			
Wagner-Peyser	17%	\$10,380 + \$19,060.65	\$ 29,440-.65	
Trade	0	0	\$0	
MSFW/PEPP	3%	\$1,872 + \$3,363.64	\$5,235.64	
Adult Education	11%	\$6,144 + 12333.36	\$18,477.36	
Vocational Rehabilitation	22%	\$13,968 + \$24,666.73	\$38,634.73	
<b>JVSG/DVOP</b>	3%	\$1,872 + \$3,363.64	\$5,235.64	
<b>Total Infrastructure Costs to Be Shared by ARIZONA @WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center)</b>			<b>\$173,321.49</b>	

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

**Attachment C:**

**Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure**

**By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement**

**Chief Elected Official**

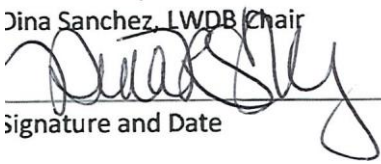
Manny Ruiz, Chairman

Santa Cruz County Board of Supervisors

\_\_\_\_\_  
Signature and Date

**WDB Chairperson**

Dina Sanchez, LWDB Chair

  
\_\_\_\_\_  
Signature and Date

**Wagner-Peyser under Title III of WIDA**

Chevera Trillo - Workforce Development Administrator

Cl,.....&

Jul21, 2023

**Arizona Department of Education, WIDA Title II Adult Education, and Literacy Activities**

Beverly Wilson, Deputy Associate Superintendent/State Director of Adult Education




rtd;w23

\_\_\_\_\_  
Signature and Date

Steven Paul

Wilson, Curriculum Development Officer

  
\_\_\_\_\_  
Signature and Date

7/2023

**Rehabilitation Services Administration**

Kristen Mackey, Rehabilitation Services Administrator

\*\*\*\*\*

Jul20, 2023

Signature and Date

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Signature and Date

**JVSG/DVOP and Title III of WIDA**

**Portab(e, Practical, Educational Preparation, Inc**

Chevera Trillo, Workforce Development Administrator

ativ = Officer

CV4-08

Jul 21, 2023

8/10/23

8/10/23

Signature and Date

Signature and Date



## ATTACHMENT C (CONT.)

SANTA CRUZ COUNTY BOARD OF SUPERVISORS

## SIGNATURE PAGE

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**ATTEST**

**APPROVED AS TO FORM**

APPROVED AS TO FORM

  
Deputy County Attorney

Clerk of the Board



Attachment D:

Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs when Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-co-located ARIZONA@WORK Job Center partners, the infrastructure cost-sharing agreement will be renegotiated to include their proportionate share of contributions.

*N/A - No Non-Co-located Partners*

---

Signature and Date

<b>Attachment E1: Career Services Applicable to Each ARIZONA@WORK System Partner</b>							
<b>Basic Career Services</b>	<b>T-I Adult</b>	<b>T-IDW</b>	<b>T-I Youth</b>	<b>T-IIAEL</b>	<b>T-IIIWP</b>	<b>T-IVVR</b>	<b>TANF</b>
T-I Program Eligibility							
Outreach, Intake, Orient							
Initial Assessment							
Labor Exch/Job Search							
Referrals to Partners							
LMI							
Performance/Cost Info							
Support Service Info							
UI Info/Assistance							
Financial Aid Info							
<b>Basic Career Services</b>	<b>Tech Ed</b>	<b>SCSEP</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF/PPEP</b>	<b>YouthBuild</b>	<b>TAA</b>
T-1 Program Eligibility							
Outreach, Intake, Orient							
Initial Assessment							
Labor Exch/Job Search							
Referrals to Partners							
LMI							
Performance/Cost Info							
Support Service Info							
UI Info/Assistance							
Financial Aid Info							

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

<b>Basic Career Services</b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>JVSG</b>	<b>Other Part</b>	<b>Other Part</b>
T-1 Program Eligibility							
Outreach, Intake, Orient							
Initial Assessment							
Labor Exch/Job Search							
Referrals to Partners							
LMI							
Performance/Cost Info							
Support Service Info							
UI Info/Assistance							
Financial Aid Info							

<b>Individual Career Svcs</b>	<b>T-I Adult</b>	<b>T-IDW</b>	<b>T-1 Youth</b>	<b>T-IIAEL</b>	<b>T-111 WP</b>	<b>T-IVVR</b>	<b>TANF</b>
Comp Assessment							
Employment Plan							
Career Plan/Counsel							
Short-Term Prevoc							
Internships/Wk Exper							
Out-of-Area Job Search							
Financial Literacy							
ELA/Integ Education							
Workforce Preparation							

<b>Individual Career Svcs</b>	<b>Tech Ed</b>	<b>SCSEP</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF/PPEP</b>	<b>YouthBuild</b>	<b>TAA</b>
Comp Assessment							
Employment Plan							
Career Plan/Counsel							
Short-Term Prevoc							
Internships/Wk Exper							
Out-of-Area Job Search							
Financial Literacy							
ELA/Integ Education							
Workforce Preparation							
<b>Individual Career Svcs</b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>JVSG</b>	<b>Other Part</b>	<b>Other Part</b>
Comp Assessment							
IEP							
Career Plan/Counsel							
Short-Term Prevoc							
Internships/Wk Exper							
Out-of-Area Job Search							
Financial Literacy							
ELA/Integ Education							
Workforce Preparation							

**Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services**

*The "Consolidated System Budget for the Delivery of Applicable Career Services" is the total actual or reasonably estimated amount of funds budgeted by the required ARIZONA@WORK Job Center partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system. This budget includes all costs, including personnel, related to the administration and delivery of these services.*

<b>Applic Career Services</b>	<b>T-1 Adult</b>	<b>T-1 DW</b>	<b>T-1 Youth</b>	<b>T-11 AEL</b>	<b>T-111 WP</b>	<b>T-IVVR</b>	<b>TANF</b>
<b>Basic Career Services:</b> T-I Elig/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$29,088	\$24,367	\$50,126	\$14,206	\$68,845	\$80,971	\$
<b>Applic Career Services</b>	<b>Tech Ed</b>	<b>T-VOAA</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF</b>	<b>YouthBuild</b>	<b>TAA</b>
<b>Basic Career Services:</b> T-I Elig/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$
<b>Applic Career Services</b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>JVSG</b>	<b>Other Part</b>	<b>Other Part</b>
<b>Basic Career Services:</b> T-I Elig/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$128	\$	\$

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

<b><i>Applic Career Services</i></b>	<b>T-IAAdult</b>	<b>T-IDW</b>	<b>T-1 Youth</b>	<b>T-IIAEL</b>	<b>T-111 WP</b>	<b>T-IVVR</b>	<b>TANF</b>
<b>Individual Career Svcs:</b>							
Comp Assessment/IEP							
Career Plan/Counsel							
Short-Term Prevoc							
Internship/Wk Exper							
Financial Literacy							
IET/ELA/WF Prep	\$116,354	\$97,471	\$200,504	\$44,679	\$80,352	\$19,453	\$
<b><i>Applic Career Services</i></b>	<b>Tech Ed</b>	<b>T-VOAA</b>	<b>Job Corps</b>	<b>NativeAm</b>	<b>MSF/PEPP</b>	<b>YouthBuild</b>	<b>TAA</b>
<b>Individual Career Svcs:</b>							
Comp Assessment/IEP							
Career Plan/Counsel							
Short-Term Prevoc							
Internship/Wk Exper							
Financial Literacy							
IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$
<b><i>Applic Career Services</i></b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>JVSG</b>	<b>Other Part</b>	<b>Other Part</b>
<b>Individual Career Svcs:</b>							
Comp Assessment/IEP							
Career Plan/Counsel							
Short-Term Prevoc							
Internship/Wk Exper							
Financial Literacy							
IET/ELA/WF Prep	\$	\$	\$	\$	\$ 518	\$	\$



**Attachment FI: Optional ARIZONA@WORK Job Center Partner Agreement to Share Other Costs and Services**

**Types of Cost to be Shared:**

Receptionist Salary

Annual Job Fair

One-Stop Operator Agreement (OSO)

**Description of the Cost to Be Shared and What it Includes:**

Receptionist for ARIZONA@WORK Santa Cruz County

Annual Job Fair

Shared costs for the One-Stop Operator (OSO) based on the agreed FTE methodology

**ARIZONA@WORK Job Center Partners Agreeing to Share This Cost**

**The following ARIZONA@WORK Job Center partners have agreed to share these costs:**

WIOA Title I, Title 11, Title 111, and Title IV

**The ARIZONA@WORK Job Center partners that agreed to share these costs will benefit by:**

All partners will benefit by hiring one full-time receptionist to greet customers/participants visiting the SEC Job Center for all partner programs. The receptionist will direct visitors/participants to the appropriate partner.

All partners will benefit from participation in the annual job fair by having a venue with approximately 100 exhibitors and 500 attendees to promote and inform our community of the services available with each program.

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

As required under Title I of the WIOA (Public Law 113-128), all partners will benefit from a qualified provider for a One-Stop Comprehensive Operator to provide services detailed in the operator agreement.

<b>Shared Cost Budget for <u>Identify the FTEs of Cost</u></b>		
<b><i>Line Item</i></b>	<b><i>Budget Detail</i></b>	<b><i>Cost</i></b>
Receptionist Salary	Salary/EREs	\$59,048.20
Annual Job Fair	Operational Cost for Annual SEC Job Fair	\$8,000.00
One-Stop Operator (OSO)	Annual Agreement Cost	\$10,000.00
<b><i>Total Budget for This Shared Cost</i></b>		<b><i>\$77,048.20</i></b>
<b>Agreed Upon Cost Allocation Methodology to Share This Cost</b>		
<b>Receptionist Salary - FTEs</b>  <b>Annual Job Fair - FTEs of each core partner</b>  <b>One-Stop Operator Agreement - FTEs</b>		

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Proportionate Share for ARIZONA@WORK Job Center Partners Agreeing to Share These Costs				
<i><u>(Identify the Type of Cost)</u></i>				
<i>Partners Agreeing</i>	<i>Agreed Methodology</i>	<i>Initial Partner Share</i>	<i>Amount in Cash</i>	<i>Amount in Non-Cash</i>
Partner 1: Title I Receptionist Salary	FTEs (7)- 39%	\$23,028.80	\$23,028.80	\$
Annual Job Fair	39 %	\$3,120.00	\$3,120.00	
One-Stop Operator	FTEs-39%	\$3,900.00	\$3,900.00	
Partner 2: Title II Receptionist Salary	FTEs (2.5) -14%	\$8,266.75	\$8,266.75	\$
Annual Job Fair	FTE's 14%	\$1,120.00	\$1,200.00	
One-Stop Operator	FTEs-14%	\$1,400.00	\$1,400.00	
Partner 3: Title III Receptionist Salary	(3.5) - 19% FTEs	\$11,219.16	\$11,219.16	\$
Annual Job Fair	19% FTEs	\$1,520.00	\$1,520.00	
One-Stop Operator	19%-FTEs	\$1,900.00	\$1,900.00	

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Partner 4: Title IV Receptionist Salary	FTEs (3.5) -19%	\$11,219.16	\$11,219.16	\$
Annual Job Fair	FTE's 19%	\$1,520.00	\$1,520.00	
One-Stop Operator	FTEs-19%	\$1,900.00	\$1,900.00	
Partner 5: MSFW-PPEP Receptionist Salary	FTEs (1)-6%	\$3,542.89	\$3,542.89	
Annual Job Fair	FTE's 6%	\$480.00	\$480.00	
One-Stop Operator	FTEs-6%	\$ 600.00	\$ 600.00	
Partner 6: JVSG/DVOP Receptionist Salary	FTEs (.5) -3%	\$1,771.44	\$1,771.44	
Annual Job Fair	FTE's 3%	\$240.00	\$240.00	
One-Stop Operator	FTEs-3%	\$ 300.00	\$ 300.00	
<b>Total Budget for This Shared Cost</b>		<b>\$77,048.20</b>	<b>\$77,048.20</b>	<b>\$</b>

*ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement*

Attachment F2: Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs[Shared Services

Signature Page for Partners Agreeing to Share Receptionist Salary, SEC Annual Job Fair and One-Stop Operator. By signing below, these parties agree to the terms prescribed in the sharing of other costs.

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement.

ARIZONA@WORK Santa Cruz County Infrastructure Funding Agreement

Chief Elected Official

Manny Ruiz, Chairman  
Santa Cruz County Board of Supervisors

**VJ.—f** **CY)!42Mh**

Signature and Date

LWDB Chairperson

Dina Sanchez, J-WDB Chair



Signature and Date

**Wagner-Peyser under Title III of W/OA**

Chevera Trillo, Workforce Development Administrator

 Jul21, 2023

Signature and Date

**JVSG/DVOP and Title III of W/OA**

Chevera Trillo, Workforce Development Administrator

 Jul21, 2023

Signature and Date

Arizona Department of Education, WIOA Title II Adult Education and  
Literacy Activities

Beverly Wilson, Deputy Associate Superintendent/State  
Director of Adult Education

Signature and Date

**Steven Paulson, J-WDB Procurement Officer**

Signature and Date

Rehabilitation Services Administration


Kristen Mackey, Rehabilitation Services Administrator

Jul20, 2023

Signature and Date

**Portab(e, Practical, Educational Preparation, Inc**

Kari Hogan, Chief Administrative Officer

  
Signature and Date





**ATTACHMENT C (CONT.)**

**SANTA CRUZ COUNTY BOARD OF SUPERVISORS**

**SIGNATURE PAGE**

**WQ**

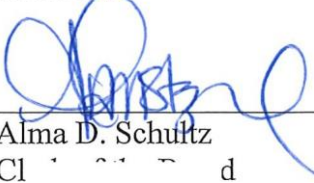
**Mameli Ruiz, Chair**

**10**

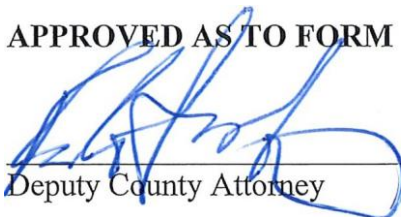
**01/05/20**



**ATTEST**

  
Alma D. Schultz  
Clerk of the Board

**APPROVED AS TO FORM**

  
Deputy County Attorney

\_\_\_\_\_  
Date

15-B



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# SANTA CRUZ COUNTY

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## **Workforce Development Board & Santa Cruz County One-Stop Partners**

# **MEMORANDUM OF UNDERSTANDING**

*Adopted July 2020*

Revised June 2023

SANTA CRUZ COUNTY ONE STOP CENTER  
610 North Morley Ave. Nogales, AZ 85621

**Santa Cruz County**  
**Workforce Development Board and**  
**Santa Cruz County One-Stop Partners**

**Memorandum of Understanding**

July 1, 2023, to June 30, 2026

**I. INTRODUCTION**

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law 113-128, was signed into Law on July 22, 2014, and Final Regulations were issued in the Federal Register, Vol. 81, No. 161; and

WHEREAS, in accordance with WIOA Section 106, Santa Cruz County was established and certified as a Local Workforce Area by the Governor of the State; and

WHEREAS, it describes the respective roles and responsibilities of parties as prescribed in WIOA and WIOA Regulations; and

WHEREAS, WIOA, Section 107 and applicable WIOA Regulations, define Santa Cruz County Chief Local Elected Official (SCC CLEO) and the Santa Cruz County Workforce Development Board (SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD); and

WHEREAS, the SCC CLEO appoints the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD in accordance with WIOA; and

WHEREAS, the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD sets Local WIOA policies and program strategies and submits to the SCC-CLEO for final approval, 20 CFR 679.310 (b); and

WHEREAS, the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD roles and responsibilities are described in WIOA, the SC WDB agrees to adhere to the provisions contained in Uniform Guidance 2 CFR 200; and

WHEREAS, the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will adhere to the State's conflict of interest policy (20 CFR 679.430); and

Now, therefore, the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD agrees to the following:

This Santa Cruz County (SCC) Memorandum of Understanding (MOU) is established for the Santa Cruz County Local Workforce Development Area (LWDA) in the State of Arizona, under the provision of the Workforce Innovation and Opportunity Act WIOA 121 (b) (1) and (c) (1) and 20 CFR 678.420 (c) and 678.500 (a).

This MOU establishes the terms and conditions among the undersigned Partners within SCC One-Stop System, in their efforts to establish a cooperative working relationship between the parties and to define roles and responsibilities of all interested parties with respect to the implementation of a One-Stop System.

SEC One-Stop System is a partner in the ARIZONA@WORK system.

## II. **MEMORANDUM PARTNERS**

This MOU provides a framework for the delivery of coordinated, non-duplicative, efficient, effective, seamless, and comprehensive workforce development services to job seekers and employers in SCC consistent with the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD's Vision, Mission, and Goals.

This MOU is effective on July 1, 2023, to June 30, 2026, and is an operational agreement entered into by the SEC Workforce Development Board (WDB) and the Workforce Partner Organizations listed below subject to the approval of the Santa Cruz County

Board of Supervisors.

This MOU will be reviewed annually by the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and Partners. If there are no changes necessary this Agreement will automatically renew for additional one-year increments, beginning July 1, 2023, and shall remain in effect until June 30, 2026.

One-Stop required Core Partners are entities designated by Section 121(b)(1)(B) of the WIOA of 2014 and 34 CFR Section 463.400. Core Partners are required to coordinate activities and share responsibility for providing comprehensive, high-quality services and

share fairly in the operation and infrastructure costs of the SEC One Stop Center. The

Core Partners in SEC One Stop System include:

1. WIOA Title I - Santa Cruz County Adult, Dislocated Worker, and Youth Programs;
2. WIOA Title II - Santa Cruz County, Adult Education, and Literacy Programs;
3. WIOA Title III - Arizona DES, Workforce Development Administration, Employer Engagement Administration, Wagner Peyser Services; and
4. WIOA Title IV - Arizona, DES Rehabilitation Services Administration, Vocational Rehabilitation Services.

Below is a list of supportive partners in the SEC One-Stop Center. While they are important and will support the SEC One-Stop System Vision, Mission and Goals, these supportive partners have and will continue to work with the required Core Partners at the SEC One-Stop Center. Supportive Partners available in Santa Cruz County include:

1. Arizona Department of Economic Security:

- A. Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance Activities authorized under chapter 2 of Title 11 of the Trade Act of 1974. See Attachment A for a detailed description of TAA services.
- B. Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under Chapter 41 of Title 38, United States Code.
- C. Programs authorized under State Unemployment Compensation Laws (UI).
- D. Supplemental Nutrition Assistance Program (SNAP) Program authorized under Part A of Title IV of the Social Security Act.
- E. Temporary Assistance for Needy Families (TANF) Program authorized under Part A of Title IV of the Social Security Act.
- F. Portable, Practical Educational Preparation, Inc. (PPEP) - WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs.

Additional Partners may be designated by the local SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD under WIOA Section 121 (b) (1) and (2) and may be added to this MOU. See Attachment A for a detailed description of TAA services offered at the **SEC** One-Stop Center.

## 111. PURPOSE OF MEMORANDUM

The purpose of this MOU is to define the terms and conditions among the undersigned Partners within SCC One-Stop System, in their efforts to establish a cooperative working relationship between the parties and to define roles and responsibilities of all interested parties with respect to implementation of a One-Stop System.

### *Vision, Mission and Goals: SCC of One-Stop System:*

The Workforce Innovation and Opportunity Act of 2014 (WIOA) stipulates that each required Partner will work collaboratively to provide a higher level of service quality through the delivery of education and workforce services in a "shared services model". This approach will foster system partnerships that build and sustain a shared vision and strategy that promotes seamless delivery of services that benefit the Santa Cruz County community. This improved framework will enhance the development of a more informed, educated, and skilled workforce and the development of effective career pathway systems.

### **1. SEC One-Stop System Mission**

Throughout this Plan, we incorporated the Arizona Workforce Mission and System Goals

as stated in the *Arizona Unified Workforce Development Plan, 2020 – 2024*. The mission is:

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

#### Goals

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

Based on the WIOA, Rules and TEGL16-16 the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and One-Stop Partners goals are:

- a. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will ensure Career Services access to all customers;
- b. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will convene, catalyze, and support sector partnerships in to engage public and private partners to work on joint solutions;
- c. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will oversee an innovative, adaptive, and customer- centered organization through continuous improvement practices;
- d. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and One-Stop Partners will recognize all Partner employees and their contributions to this Partnership;
- e. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and One-Stop Partners will promote the establishment and development of career pathways that allow workers to move seamlessly through progressively higher-skilled education, training, and work- based learning opportunities;
- f. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and One-Stop Partners will ensure a focus on outcomes that are measurable and results-oriented;
- g. The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and One-Stop Partners will ensure fiscal responsibility and accountability;
- h. The One-Stop Partners will deliver services to job seekers based on individual needs and choices;
- i. The One-Stop Partners will deliver services to businesses based on their hiring and training needs; and
- j. The One-Stop Partners will ensure a response to changing labor market conditions, customer profiles, and program regulations.

## B. Partner Responsibilities

WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with skilled workers they need to compete in the global economy.

Though each Core Partner and supportive partners have specific legally mandated services, they are customer-centric in the service delivery and will work with the job seeker and business customer that accesses the SEC One-Stop Center System. This seamless, effective, and efficient customer-centric approach is furthered by the Core

Partners having the same performance measures.

WIOA Title I, Santa Cruz County Workforce Department - WIOA Title I-B, Adults, Dislocated Workers, and Youth Programs.

WIOA Title II, Arizona Department of 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 - WIOA Title III, Employment Services under the Wagner-Peyser Act.

WIOA Title IV, Arizona Department of Economic Security (DES) - Division of Employment and Rehabilitation Services - WIOA Title IV, Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV.

Detailed service descriptions are listed below.

## C. Agreement

**Effective Date:** This MOU is effective on July 1, 2023, to June 30, 2026, and is an operational agreement entered into by the SCC Workforce Development Board (WDB) and the Workforce Partner Organizations listed herein, subject to the approval of the Santa Cruz County Board of Supervisors.

**Annual Review:** This MOU will be reviewed annually by the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and Partners. If there are no changes necessary this Agreement will automatically renew for additional one-year increments, beginning July 1, 2023, and shall remain in effect until June 30, 2026

Entire Understanding: This MOU sets forth the full and complete understanding of the parties, as of the date hereof, and relating to the subject matter hereof. It supersedes any and all other agreements, oral or written, made or dated prior thereto.



Update of Partner Services: Partners may update the services they provide under this MOU based upon changes in funding, legislation, or system design. Without modifying the entire MOU, a Partner may bring up to date and sign a modification to its service matrix, which will be updated by the One-Stop Operator.

Disputes: If disputes arise related to the terms of this MOU, the parties agree to first attempt to come to an agreement among themselves. If dispute resolution fails, the parties agree that a decision of the Santa Cruz County WDB will be final.

When state and federal laws and regulations are applicable, the grieving parties agree to the decision of the state or federal agency with jurisdiction over the dispute.

Termination: Any Partner to this MOU may withdraw from the Agreement with 30 days prior written notice, showing reasons, to all other parties to the Agreement. Any required Partner to this MOU who wishes to withdraw from this Agreement may do so only after making a good faith effort to negotiate with local Partners, the state, and federal agencies and must otherwise meet the requirements. In such case, termination by one or more of the parties does not alter the terms or obligations of any other party to the Agreement, if after negotiation the Partner fails to execute this agreement, the Partner shall be removed from the MOU.

## D. Amendments

Amendments (Supplemental Agreements) to MOU: The Partners understand and agree that all of the terms and conditions of this MOU are binding upon any subsequent Supplemental MOUs between the Partners. The Partners further agree that such Supplemental MOUs (for example, Partner updates as referenced above) shall be in furtherance of and complementary to this Agreement. Copies of any such Supplemental MOUs shall be provided to all other Partners.

# IV. SYSTEM DESIGN

## A. Services Provided at Comprehensive SEC One-Stop Center

Design and management of the SEC One-Stop Center system and delivery of services, subject to Program and SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD Policies, will be responsive to the needs of job-seeking and business customers, negotiated performance measures and customer satisfaction will be a key measure of accountability.

Services provided through the SEC One-Stop delivery system by the Core Partners are:

1. Basic Career Services include self-help services requiring minimal staff assistance.
  - A. Eligibility Determination is the process of obtaining and documenting

information regarding 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.

- B. 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.
  - C. Initial Assessment is an assessment of skills level, literacy numeracy, and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
2. Job Search assists an individual to seek, locate, apply for, and obtain employment. It may include but is not limited to:
    - Labor Market Information
    - Resume Development
    - Job Development
    - Rapid Response
    - Re-employment services such as:
      - a. Orientation
      - b. Skills determination
      - c. Pre-layoff assistance
  3. Placement Assistance helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
  4. Career Guidance facilitates the exploration of occupational and industrial information that will lead to a first, new, or better job for the individual.
  5. 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, including information on non-traditional employment. Provide information on local, regional, and national labor market areas, including job vacancies, job skills necessary, and demand occupations.
  6. Performance Information and Costs of training with eligible training services by program and type of providers, including ETPL.
  7. Local Area Performance on local accountability measures and other information on the One-Stop Delivery System.
  8. Referrals and Coordination of activities with other programs and services, including those within the SEC One-Stop System, when appropriate with other workforce programs in SEC. Assistance in establishing eligibility for programs financial assistance for training and education programs not provided by WIOA.
  9. 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.
  10. Unemployment Insurance Compensation provides information on filing claims in order to receive state benefits payments that protect individuals from economic insecurity while conducting job searches. Claims may be filed online

or via telephones available in the SEC One-Stop delivery system.

11. 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 SCC One- Stop delivery system.

## B. 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 assist the individual achieve those goals.
3. Individual or Group Career Counseling and mentoring.
4. Career Planning.
5. Short-Term Pre-Vocational Services include the 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 the 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, subject to SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD Policies.
10. English Language Acquisition.

## C. Training Services

Job seekers that visit the SEC One-Stop Center may be offered a number of options depending on their needs, fund availability and eligibility. They may qualify for:

1. Skills Training - working with the job seeker the SEC One-Stop staff may enroll the individual in a qualified training program listed in the Eligible Training Provider List (ETPL). The goal is for the job seeker to acquire the Santa Cruz County One-Stop MOU education, knowledge and proficiency levels to secure and retain employment.
2. Skills Upgrade in the workplace working with the employer to increase the skills required to maintain the job for changes in technology or to prevent being laid-off.
3. On the Job Training in the workplace working with the employer to train the job seeker in order to acquire employer recognized skills/knowledge and help retain or acquire, unsubsidized long- term employment. Employer may be subsidized for training time and supplies.
4. Occupational Skills Training is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual skills and technical functions required by certain occupational fields at entry, intermediate or advanced levels.
5. Apprenticeship Training - Registered Apprenticeship Training combines paid learning, On the Job Training, and related technical and theoretical instruction in a skilled occupation.
6. Incumbent Worker Training is working with employers, the individuals that have been employed at least six months with the employer and need training to retain employment, to avert lay off, or increase skills necessary for promotion within the company, and to create a backfill opportunity for the employer.
7. Customized Training is working with employers, individually or in a group for a particular industry, the training provided is specific to that employer and/or industry. It may be that new technology has been introduced or has changed and the workers need specific skills to retain employment.
8. Entrepreneurial Training is working with the individual, if it is determined that the skills and or knowledge is suited to assist starting a business the SEC One-Stop Center will work with the individual to secure the necessary training to acquire the entrepreneurial skills to create a successful business venture, including the process to obtain the necessary permits and  
  
licenses and to write a business plan.
9. Adult Educational and Literacy opportunities include basic skills instruction intended to prepare the individual for further training, future employment or retention of present employment. Includes remedial reading, writing, mathematics, literacy training, study skills, English for non-English speakers, bilingual training and GED testing preparation, computer-assisted competency training, school to post-secondary



basic computer literacy. Individuals enrolled in Adult Education and Literacy are below the post-secondary level and may enroll in several courses to increase their competency level to function in the workplace.

10. Transitional Training, though limited by WIOA, allows for the training of individuals with barriers to employment to be placed in subsidized employment to acquire the necessary work history, work experience and skills to be employed.
11. Individuals who meet the qualifications for Vocational Rehabilitation may be enrolled in any number of training programs, post-secondary degree certificate courses, and or special accommodations to ensure success in the workplace. Special equipment may be provided for worksite accessibility and productivity to acquire a professional certificate or post-secondary education degree certificate.
12. Program Support Services may include assistance with transportation, childcare and dependent care, clothing, tools, or equipment.

## D. Employer Services

The employer services offered, at the SEC One-Stop, include:

1. Employer Needs Assessment evaluates employer needs, particularly future hiring and talent needs.
2. Job Posting consists of receiving and filling job openings, searching resumes; providing access to a diverse labor pool.
3. Applicant prescreening 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.
4. 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.
5. Labor Market Information is access to information on labor market trends, and other data related to the economy, wages and industries.
6. 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.
7. 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.

## E. Business Engagement

The Business Services Team consists of staff from SCC One-Stop Partners and programs. The Team offers 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 to ensure employment and economic growth in Santa Cruz County. Additional services that the business services 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. On The Job Training;
8. Customized Training;
9. Adult Education Services;
10. Space for job interviews and/or interviews via video conferencing; and
11. Training Services information.

The Partners agree to support each other in their respective provision of services and to facilitate the joint provision of seamless services consistent with the needs of their respective customers, the program goals of the Partner organizations, and laws and regulations governing the programs they operate.

The Partners agree to cross-train to ensure that this delivery of services is seamless. To enhance this seamless service delivery, each Partner agrees that certain basic career services may be provided by the staff of any Partner agency upon completion of the cross- training "and as allowable by partner program regulations."

## F. Delivery of Services in sec One-Stop Delivery System

**SEC** One-Stop Partners' Roles and Responsibilities outlined in Section 121 (b)(1)(A) of the WIOA of 2014 are, as follows:

1. The **SEC** One-Stop System guarantees access to all services to job seekers and employers via the physical One-Stop location or by any electronic means,

including telephone, fax, emails, website, and special AADA-approved apparatus.

2. The Partners agree to contribute a portion of the funds available for the program and activities to maintain the SEC One-Stop Center System, including payment of the infrastructure costs.
3. With this MOU, the Partners are entering into an agreement as required by the WIOA.

As provided in this MOU, the Partners agree to participate in the operation of the SEC One-Stop Center, contributing an allocable and proportionate share of funds, as outlined in this MOU.

WIOA Core Partner Services being provided at the SEC One-Stop Center are:

1. WIOA Title I, Santa Cruz County Workforce Development - WIOA Title 1-B Adults, Dislocated Workers, and Youth Programs.
2. WIOA Title II, Santa Cruz County Continuing Education funded through the Arizona Department of Education (ADE) - WIOA Title 11, 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.
3. WIOA Title III, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration - WIOA Title III, Employment Services under the Wagner-Peyser Act.
4. 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.

The SEC Comprehensive One-Stop Center is located at:

Santa Cruz County Comprehensive One-Stop Center 610 North  
Morley Ave.

Nogales, AZ 85621

Telephone 520.375.7670

Fax 520.281.1166

TTY 520.287.2946

[www.santacruzonestop.org](http://www.santacruzonestop.org)

The Santa Cruz County Workforce Development Board has not designated any affiliate or satellite One-Stop Offices in Santa Cruz County.



Consistent with the state branding efforts the **SEC** One-Stop has followed the State guidelines for ARIZONA@WORK signage on buildings, stationery, and business cards.

## V. SYSTEM ACCESS

### A. *Access to Individuals with Barriers to Employment*

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

- Disabled;
- 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 the foster-care system.

### B. *Access to Technology*

Use of computers, fax, telephones, and other specialized ADA-compliant technologies are available, and all One-Stop Center staff are ready to assist any customer in need of these services.

Access to technology includes access to the Arizona Job Connection System and assistive technology, teleconferencing, and other available technologies.

### C. *Americans with Disabilities Act Compliant*

The SCC One-Stop delivery system and its partners are committed to ensuring compliance with the Americans with Disabilities Act (ADA) of 1990 and its amendments. This commitment is aimed at providing equal access to all customers with disabilities.

To achieve this, the **SEC** One-Stop Center has implemented various ADA-compliant features and technologies.

The center's facilities are designed to be ADA-compliant, including a handicap- accessible parking lot, entry doors, and bathrooms. Additionally, the center provides ADA-compliant resources such as computers, fax machines, telephones, and a

telephone typewriter (TTY) system. The availability of large font printed materials, adjustable desks, wheelchair-accessible desks, and other specialized technologies further enhances accessibility.

To ensure that customers with disabilities receive the necessary support, the staff at the **SEC** One-Stop Center is ready to assist anyone in need of these services. By offering personalized assistance, the center aims to remove any barriers and provide a seamless experience for individuals with disabilities.

This comprehensive approach to accessibility reflects the center's dedication to inclusivity and equal opportunity. By prioritizing ADA compliance and providing necessary support, the **SEC** One-Stop Center strives to create an environment where all customers, regardless of their disabilities, can fully participate and benefit from the center's programs and services.

The State of Arizona has monitored the **SEC** One-Stop Center and has found it to be in full compliance with ADA requirements.

## D. Grievance

At any time, a job seeker, applicant, participant, business customer, contractor, or service provider, may file a protest for denial of eligibility or denial of continued services due to non-compliance, award of a contract, the process used in awarding the contract or other actions by the SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD and/or One-Stop Center Director. All protests must be filed in writing.

All **SEC** One-Stop Center customers may file a complaint if they feel that they are not being treated professionally or not receiving any of the SCC One-Stop Career Center services that they think they are entitled to receive.

*The first Level* is with staff providing the services. The staff works with the customer explaining the Programs, eligibility, availability of funds, and training providers. If the customer is satisfied, the complaint is considered closed.

*The second Level* is when the customer is not satisfied with the response, services, or information provided. The customer may file a complaint with the Supervisor or Case Manager. If the customer is satisfied the complaint is considered closed.

*The third level* is when the customer is not satisfied with the response, services, or information provided. The customer may file a complaint with the SCC One-Stop Career Director. If the customer is satisfied, the complaint is considered closed.

The decision by the WIOA Director is final unless it is a discrimination complaint that is processed by the **SEC** WIOA EO Officer. WIOA-related complaints are resolved by the WIOA Director. Other Partner Programs have their own complaint resolution process. A complete record of the complaint is filed in the **SEC** One-Stop Center customer's file. This file is made available to County, State, and Federal monitors.

WIOA applicants and/or participants may submit a discrimination complaint to the State of Arizona WIOA EO. Discrimination complaints may be sent directly to:

*Santa Cruz County Contact*

Ms. Zaida M. Bustamante ARIZONA@WORK  
Santa Cruz County Local Area Equal Opportunity  
(EO) Officer 610 Morley Ave.  
Nogales, Arizona 85621  
Telephone: 1-520-375-7670  
Fax: 1-520-281-1166  
TTY/TTD: 1-520-287-2946  
Email: zbustamante@santacruzcountyz.gov

*State of Arizona Contact*

Monica Sheble  
Arizona Department of Economic Security Office of  
Equal Opportunity  
State-Level WIOA EO Officer  
P.O Box 6123 Mail Drop 51H3 Phoenix,  
Arizona 85005-6123  
Telephone: 602-364-3976  
Email: [WIOAStateEOOff\\_er@azdes.gov](mailto:WIOAStateEOOff_er@azdes.gov)

*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 Telephone:  
1-202-693-6500  
Fax: 1-202-693-6505  
TTY: 1-202-693-6516

Individual SCC One-Stop Career Center Partner grievance policies are posted, handed to participants, and are available from the partners. These policies may be obtained by the job seeker, applicant, participant, business customer, contractor, or service provider.

Grievance Procedures for Vocational Rehabilitation are found in **Attachment B**

## VI. SHARING SYSTEM SERVICES AND CUSTOMERS

### A. Shared System Services

Job seekers and business customers that access the SCC One-Stop System will receive seamless services from any of the SCC One-Stop staff regardless of program services and/or funding. Customers may enter the System and receive specific program services and unlimited referrals by any of the Core Partners and Supportive Partners depending on their specific needs.

Services provided through the One-Stop Partners are:

**Career Services** include self-help services requiring minimal staff assistance along with services requiring more staff involvement. 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.

**Eligibility Determination** is the process of obtaining and documenting information regarding 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.

**Career Guidance** facilitates the exploration of occupational and industrial information that will lead to a first, new, or better job for the individual.

**Job Club** activities involve multiple customers in the development of appropriate job search strategies, networking surrounding available job opportunities, and facilitated discussion on topics of common interest to group participants.

**Job Development** is a facilitated introduction of a job seeker to a private or public employer for the purpose of securing a job interview or creating the opportunity for the applicant to be considered for current or future job opportunities. This service is provided when there are few available job listings consistent with the unique skills or interests of a job applicant.

**Job Search** assists an individual to seek, locate, apply for, and obtain employment. It may include but is not limited to:

- Labor Market Information
- Resume Development
- Job Development
- Rapid Response
- Re-employment services such as Orientation, skills determination, and pre-lay off assistance

**Placement Assistance** helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.

**Employment Labor Market Information** is collected on Santa Cruz County's labor force,

industries, occupations, employment projections, wages, and other important labor market and economic data.

**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.

**Unemployment Insurance (UI) Compensation** provides information on filing claims for state benefit payments that protect individuals from economic insecurity while conducting job searches. Claims may be filed online or via telephones available in the SEC One-Stop delivery system.

**Outreach** activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals.

**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 SEC One-Stop delivery system, or affiliate locations.

**Individual Employment Plan Development** is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will assist the individual achieve those goals.

Educational services may be provided by the SEC Continuing Education Program. These services may include:

- Assist adults with literacy and obtaining the skills needed for employment and economic self-sufficiency;
- Assist adults in attaining a secondary school diploma;
- Assist individuals in improving reading, speaking, and comprehension skills in English; and
- Assist parents in becoming full partners in the education of their children; improve the economic opportunities for the family.

Other services may require specific training by the Adult, Dislocated Worker, Youth, or Vocational Rehabilitation programs. Regardless of how the customer entered the SEC

In a one-Stop Center System, he/she may receive Core or Supportive Programs and services tailored to the individual needs.

**Employer Services** offered by the Core and Supportive Partners at the SCC One-Stop include:

The 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's requirements.

Recruitment Assistance is conducted by raising awareness of employers, and job seekers, and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting 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.

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.

**Business Engagement** - The Business Services Team consists of staff from **SEC** and Partner programs. The Team offers 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 to ensure employment and economic growth in Santa Cruz County. Additional services that the Business Services Team can provide employers include:

1. Locating qualified job applicants for employers; vetting applications and resumes;
2. Provision of specialized assessments for job seekers and employers;
3. Rapid Response services have been curtailed since funding was withheld by the State of Arizona Governor;
4. Space for job interviews and/or interviews via video conferencing; and
5. Training Services information.

## **B. Shared Customer**

The SEC One-Stop Partners work together to ensure the customer sees a seamless service delivery system as discussed above. Partners work with the job seekers and businesses in SEC in a coordinated efficient manner. Outreach activities are planned and

coordinated to ensure clear and consistent messaging is provided to our customers. For job seekers that walk in or are potentially laid-off individuals, we offer a systematic and clear message with literature, workshops, and/or presentations.

For our business customers, we offer a professional and effective presentation to ensure awareness of the benefits of our services. We efficiently offer a multitude of information, depending on their need.

### **C. WIOA Customer Flow, Referral System, and Co-enrollment**

Pursuant to WIOA Section 121(c)(2)(A)(iii), the parties agree that the referral of individuals between the SCC One-Stop delivery system staff and partners for the services and activities described will be performed using the following method:

The SEC WIOA Partners agree to follow the referral process established by the SEC One-Stop Partners to ensure that all customers receive a high-quality, customer- centered referral provided by staff trained in customer service. The referral process includes a commitment for all parties of the MOU to implement processes for the referral

of customers to services that are not provided on-site at the SCC One-Stop delivery system. The SEC One-Stop Center staff will continuously evaluate and refine the process as needed. The SEC One-Stop Partners agree to refer applicants and clients to the other

partner agencies, when such individuals may be appropriate and eligible for the partner agency's service.

At a minimum, the referral process between the SEC One-Stop Partners delivery system should:

- Ensure that intake and referral processes are customer centered and provided by staff trained in customer service.
- Ensure that general information regarding the One-Stop programs, service activities, and resources shall be made available to all customers as appropriate
- Ensure each partner will provide a direct link or access to other partner staff that can provide meaningful information or services, through the use of co-location, cross-training of staff, and training on the use of technology.
- Share information to ensure that all required partners are informed and engaged in system alignment activities.
- Referral between partners shall be tracked for follow-up to ensure customers receive service(s) in a timely manner

The SCC One-Stop Partners agree to provide a referral form with a point of contact including name, title, and associated phone number, e-mail address, and fax number for the referral point. The Partners agree to provide this information within two weeks of the official signing of this MOU. The Partners further agree to keep this information current should changes be necessitated. The partners agree to provide any updates regarding any changes regarding their points of contact, as soon as possible, by utilizing any of the following methods:

- Provide updates at the Weekly Functional Team meetings;
- Provide updates at the Monthly One-Stop Management meetings;
- Provide updates at the Quarterly One-Stop Management meetings;
- Provide updates by e-mail; or
- Provide updates by written communication.

*D. Methods of referring individuals between the One-Stop programs and partners for appropriate services and activities are:*

To ensure the smooth, efficient, and seamless delivery of services at the SCC One-Stop Center, the Partners have agreed to engage in cross-training activities. This cross-training is aimed at enhancing the coordination and integration of services provided by each Partner agency. As part of this effort, each Partner acknowledges that certain basic career services can be offered by the staff of any Partner agency, provided they have completed the necessary cross-training and as allowable by partner program regulations.

Additionally, the Partners have committed to establishing a schedule for regular meetings and communication protocols to clarify the roles and responsibilities of staff within each Partner agency. It is recommended that a monthly meeting be scheduled to facilitate these discussions.

The SCC One-Stop System Partner staff undergoes comprehensive training to ensure they are equipped to meet the needs of both job-seeking individuals and employers. This training enables them to effectively address the requirements and expectations of both customer groups within the One-Stop Center. To ensure the smooth, efficient, seamless, and cost-effective use of resources in the SCC One-Stop Center the Partners agree to cross-training to ensure that this delivery of services is seamless.

SCC One-Stop System Partner staff are trained to ensure job-seeking and employer customer needs are met.

Separate meetings will be scheduled for Core Partners to meet with the Business Services Team.

Partners will obtain feedback from each Partner's referral point of contact about the need for ongoing and future training topics. In doing so, the Partners will be guided by these overall principles for cross-training:



1. Developing a conceptual framework and educating Partner staff about each organization's mission and goals;
2. Providing a structure to deliver consistent staff development training;
3. Involving Partners in sharing training development;
4. Assessing pre-existing capacities of Partner staff and identifying areas that require additional training; and
5. Monitoring feedback of training and setting up systems for improvement.

Each Partner will provide additional cross-training of staff and periodic updates. Training will also be used to help staff understand basic eligibility for each program, with the goal of empowering front-line staff to assist in co-enrollments between programs. Specific protocols will be developed by the Core Partners to ensure co-enrollment as needed to satisfy joint plans and performance goals for each Core Partner Program.

The MOU Partners will share documents, client data will only be shared with appropriate client-signed release of information forms. The Core Partner Programs will report quarterly on WIOA performance measures to the Santa Cruz County WDB with the goal of developing a joint report on performance for mutual customers and unique customers.

The SEC WIOA Partners are working to develop a unified Client Referral System. The purpose of the referral process is to provide timely and effective support that ensures that an appropriate plan of action for clients is initiated and properly tracks the client's referrals to community partners. The contribution of all core and support partners in the development of this system will increase quality service delivery and support in order for clients to receive timely and relevant services to meet their individual needs. The Client Referral System will be the central component for referring customers between partners. The system will be internet based thus ensuring that all partners are allowed to utilize the system to improve overall system effectiveness.

## E. Co-enrollment

The SEC WIOA Partners agree to co-enroll participants in multiple Partner programs whenever appropriate, and as eligibility and other program regulations allow. The objective of such co-enrollments is to broaden the service options for participants and to respond to unmet training, supportive service, and placement support needs. Furthermore, co-enrollment allows the Partners to share credit for outcomes. The WIOA Partners agree to:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible and appropriate.
- Cross-train Partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed.
- With the informed consent of the affected participant, share allowable participant information (including eligibility and assessment information) to minimize participants' need to have to provide similar or identical information to more than one of the Partners.

#### *F. Confidentiality*

Information sharing and assurances of confidentiality requirements are:

Each party to this Agreement warrants that it will comply with the provisions of the WIOA and other applicable federal, state, and local laws, rules, and regulations including but not limited to those relating to confidentiality of customer records.

The **SEC** WIOA Partners agree to comply with the provisions of WIOA where applicable as well as the applicable section of the Rehabilitation Act, and any other appropriate statute or requirement governing individual partner programs to assure the following:

1. All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
2. No person will publish, disclose, use, or permit, cause to be published, disclosed, or used, any confidential information pertaining to the SCC One- Stop delivery system applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
3. Each partner agrees to abide by the current confidentiality provisions of the respective statutes to which the One-Stop Operator and other local partners must adhere and shall share information necessary for the administration of the program as allowed under law and regulation. The partners, therefore, agree to share client information, as authorized by the participant, necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment of program support purposes.
4. Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

### VII. SHARING ONE-STOP SYSTEM SERVICES AND OPERATING COSTS

Sharing infrastructure requirements under WIOA 121(c)(2)(A)(ii) requires that the funding arrangement to service and operating costs of the **SEC** One-Stop delivery system must be described in this MOU.

A separate detailed Infrastructure Agreement is available at the **SEC** One Stop and Web Site.

All relevant parties to this MOU agree to share services and operating costs of the SEC One-Stop delivery system either in cash or in-kind contributions, including the Welcome Team front desk coverage. In-kind services could possibly be reciprocal services identified in previous meetings with the One-Stop partners.

Each Partner agrees to contribute a proportionate amount for shared services and operational costs of the One-stop delivery system (20 CFR §678 .760).

#### **A. Federal Cost Principles**

Each partner must comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget Super Circular.

1. OMB Circular 2 CFR Part 200, Cost Principles for Uniform Administrative Requirements, Cost Principles for Audit Requirements for Federal Awards
2. OMB Circular 2 CFR Part 220, Cost Principles for Education Institutions,
3. OMB Circular 2 CFR Part 225, Cost Principles for State/Local Governments and Indian Tribes, and
4. OMB Circular 2 CFR Part 230, Cost Principles for Non-Profit Organizations,
5. OMB Circular 34 CFR Part 76, Standards for the Fiscal Administration Title IV HEA Programs

Cost Allocation and Resource Sharing Methodology - The allocation methodologies used will be based on a measure of relative benefit received that will produce an equitable allocation of costs to the programs.

Measuring benefits received is the critical requirement and central task to be performed in allocating costs. Established cost allocation principles dictate that costs are allocable to a particular cost objective based on benefits received by that cost objective. The cost allocation process that is adopted will be fully documented. The structure and capabilities of the Partners' accounting systems will be considered in designing an operable cost allocation process.

Rent for One-Stop Partners is calculated based on the square footage occupied and cost per square foot. The cost per square foot includes a comprehensive list of expenses as follows:

1. Rent;
2. Insurance;
3. Property Taxes;
4. Facility Maintenance;
  - a. Waste Management

- b. Landscape Maintenance
  - c. Alarm
  - d. Pest Control Services
  - e. Repairs & Maintenance
- 5. Utilities
  - a. Electricity
  - b. Water & Sewer
- 6. Communications
  - a. Phone Service
  - b. Internet
- 7. Janitorial
  - a. Cleaning Services
  - b. Supplies
- 8. Miscellaneous Tenant Costs
  - a. Copiers
  - b. D.P. Supplies

The total cost is divided by the number of square feet to arrive at the cost per square foot. This measurement is used in arriving at the cost of renting at the SEC One-Stop Center.

Service delivery will be the prime factor driving operational planning - not cost accounting. However, cost accounting considerations will be part of the planning process. Federal funding sources and good management practices require costs to be accumulated in an organizational structure to control budgets, measure the efficiency of operations, and report financial information.

In accordance with [WIOA 121(h)(2)(E)], if a one-stop partner wishes to appeal to the State's determination regarding the partner's portion of funds to be provided for one-stop infrastructure costs, the partner may submit a written appeal to the Council within 30 calendar days of the Governor's determination. Appeals

submitted after this time will not be considered. The Council must consider and respond in writing to such an appeal within 30 calendar days of its receipt.

The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will negotiate

each Partner's share of the costs in a way that promotes the principles of proportionate cost sharing. To accomplish this, the Board will support the fairness of the negotiated amounts through the use of appropriate cost allocation methods.

The SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD has some latitude

for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIOA, other Partners' legislation, and the applicable Office of Management and Budget Super Circular. Current federal regulations do not provide for "range of

tolerance" flexibility. Each Partner is accountable for paying costs based on its share of the benefit derived.

Quarterly monitoring of operating reports will allow the Partners to see when actual benefits derived and/or actual expenditures vary from their projections. Financial and/or service plans will be adjusted accordingly. As actual expenditures are made, offset plans will be monitored and adjusted so that Partners do not owe money at the conclusion of the Partnership agreement. Adjustment requests will be reviewed no less than quarterly and more frequently if the variances are large:

1. Payment System and Timeline - The payment system for those shared costs to operate the One-Stop Center is to be paid within thirty days from the first of the month due date to the One-Stop administration.
2. Alteration Provisions - Should the Partner want to alter the cost-sharing agreement based on benefits derived, as indicated above, there will be a minimum quarterly opportunity for renegotiation.

To promote efficiency and optimal performance, partner contributions for the costs of the system may be re-evaluated annually through the MOU process.

The contributions of partners may also consist of cash resources or a mixture of cash and non-cash resources, as allowable by governing statutes.

SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD will recommend to the **SEC** Board of Supervisors an **SEC** One-Stop Operator using a competitive bid process that complies with WIOA Section 121 (d), WIOA Rules, state statutes, and local policies.

## VIII. Additional Information

Under WIOA, priority of service ensures that eligible individuals, including veterans and eligible spouses, recipients of public assistance, other individuals who meet the definition of "low-income," and those who are basic skills deficient (20 CFR 680.600(a)) receive preferential access to individualized career and training services funded under the Adult program. Priority of service is provided to individuals eligible for program services in the following order:

1. Veterans and eligible spouses, also known as "covered persons," who are also recipients of public assistance, low-income, or basic skills deficient
2. Non-covered persons who are recipients of public assistance, low-income, or basic skills deficient
3. Veterans and eligible spouses, also known as "covered persons," who are not recipients of public assistance, low-income, or basic skills deficient
4. Non-covered persons who are not recipients of public assistance, low-income, or basic skills deficient

It's important to note that priority of service does not guarantee automatic eligibility or entitlement to services, but rather gives these individuals preference in accessing the available resources and assistance.

## IX. OTHER INFORMATION

- A. Indemnification: To the extent permitted by law, Each party (as "Indemnitor") agrees to indemnify, defend, and hold harmless the other party (as "indemnitee" from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as ("claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such claims which result in vicarious/derivative liability to the indemnitee, are caused by the act, omission, negligence, misconduct, or other faults of the Indemnitor, its officers, officials, agents, employees, or volunteers.
- B. Compliance with Laws: Each Party shall comply with all federal, state, and local laws, rules, regulations, standards, and Executive Orders, without limitation to those designated within this MOU. The laws and regulations of the State of Arizona shall govern the rights of the parties, the performance of this MOU, and any disputes hereunder. Any changes in the governing laws, rules, and regulations during the terms of this MOU shall apply but do not require an amendment.
- C. Non-Discrimination: Partners shall not discriminate against any Partner employee, client, or any other individual in any way because of that person's race, color, religion, sex, national origin, age, disability, political affiliation, or belief in the course of carrying their duties pursuant to this MOU. Each Partner shall comply with State Executive Orders No 2023-09, 2023-01, and all other applicable Federal and State laws, rules and regulations, including the Americans with Disabilities Act, which are incorporated into this Agreement by reference as if set forth in full herein.
- D. Americans with Disabilities Act: Each Partner shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36.
- E. Severability: If any provision of this MOU is held to be invalid or unenforceable, the remaining provisions shall continue to be valid and enforceable to the full extent permitted by law.
- F. Conflict of Interest: This MOU is subject to cancellation for conflict of interest pursuant to A.R.S. § 38-511, the pertinent provisions of which are incorporated herein by reference.
- G. Legal Authority: Neither party warrants to the other its legal authority to enter into this MOU. If a court, at the request of a third person, should declare that either party lacks authority to enter into this MOU or any part of it, then the

Agreement, or parts of it affected by such order, shall be null and void, and no recovery may be had by either party against the other for lack of performance or otherwise.

- H. Workers Compensation: Each party shall comply with the notice of A.R.S. § 23- 1022(E). For purposes of A.R.S. § 23-1022, each party shall be considered the primary employer of all personnel currently or hereafter employed by that party, irrespective of the operations of the protocol in place, and said party shall have the sole responsibility for the payment of Worker's Compensation benefits or other fringe benefits of said employees.
- I. No Third-Party Beneficiaries: Nothing in the provisions of this MOU is intended to create duties or obligations to or rights in third parties not parties to this MOU or affect the legal liability of either party to the MOU by imposing any standard of care different from the standard of care imposed by law.
- J. Insurance: Unless Partner is a political subdivision with a self-insurance program acceptable to the County, and to the extent permitted by law, Partner shall obtain and maintain at its own expense, during the term of this MOU, the following type(s) and amounts of insurance:
  - i) Commercial General Liability in the amount of \$2,000,000 combined, single limit Bodily Injury and Property Damage. The policy shall be endorsed to include Santa Cruz County as an additional insured for claims related to Contractor's work; and
  - ii) Comprehensive Automobile Liability - \$1,000,000 Combined single limit, or \$1,000,000 bodily injury and \$1,000,000 property damage; and
  - iii) If this Agreement involves professional services, professional liability insurance in the amount of \$1,000,000.00; and
  - iv) Workers' compensation and employers' liability insurance if required by law.

Prior to performing any work or receiving any payment pursuant to this MOU, Santa Cruz County Finance Department must have current Certificates of Insurance. All Certificates of Insurance must provide for a guaranteed thirty (30) days written notice of cancellation, non-renewal or material change.

Fingerprints: Each Party shall comply with applicable provisions of A.R.S. § 46-141, which are hereby incorporated as provisions of this MOU to the extent such provisions are applicable due to statute, case law, County MOU, or other legal authority. The specific applicability and requirement of compliance with A.R.S. § 46-141 for fingerprinting will depend on the individual requirements and obligations of each Partner within the framework of their respective programs."



K. Central Registry

48.0

BACKGROUND CHECKS FOR EMPLOYMENT THROUGH THE CENTRAL REGISTRY - If providing direct services to children or vulnerable adults, the following shall apply;

48.1

The provisions of A.R.S. § 8-804 (as may be amended) are hereby incorporated in their entirety as provisions of this Contract.

48.2

Background checks through the Central Registry shall be conducted for each Contractor employee including subcontractors that provide direct services to children or vulnerable adults. Individuals shall not provide direct services to ADES clients until the results of the Central Registry background check are complete and the results indicate the individual has no disqualifying acts that would prohibit him/her from providing services to ADES clients. If the Central Registry background check specifies any disqualifying act, the individual shall be prohibited from providing direct services to ADES clients.

48.3

Within thirty (30) days of contract award, the Contractor shall submit the "Request for Search of Central Registry for Employment" for each employee and subcontract employee providing direct services to children or vulnerable adults.

48.4

At least sixty (60) days prior to the Contract End Date, the Contractor shall submit the "Request for Search of Central Registry for Employment" for each employee and subcontract employee providing direct services to children or vulnerable adults.

48.5

The Contractor shall maintain the Central Registry Background Check results in a confidential file for five (5) years after termination of the Contract.

- L. Entire Agreement: This document constitutes the entire MOU between the parties pertaining to the subject matter hereof, and all prior or contemporaneous Agreements and understandings, oral or written, are hereby superseded and merged herein. This Agreement shall not be modified, amended, altered or extended except through a written amendment signed by the parties and recorded with the Santa Cruz County Recorder or Arizona Secretary of the State as appropriate.

END OF MOU TEXT

### Signatures of MOU Partners

The undersigned Partners bind themselves to the faithful performance of this MOU. It is mutually understood that this MOU shall become effective as each Partners signs this MOU and does not need all Partners' signatures to become effective.



**Chevera Trillo**  
**Arizona Department of Economic Security**  
Workforce Development Administration

Jul21, 2023

**Date**



**Kelly Hart**  
**Arizona Department of Economic Security**  
Employer Engagement Administration

Jul26, 2023

**Date**



**Kristen Mackey**  
**Arizona Department of Economic Security**  
Rehabilitation Services Administration and  
Title IV Administrator

Jul20, 2023

**Date**



**Beverly Wilson - Administrator**  
**State of Arizona Department of Education**  
**Adult Basic Education**  
WIOA Title II Adult Education and  
Literacy Activities

8-25-2023

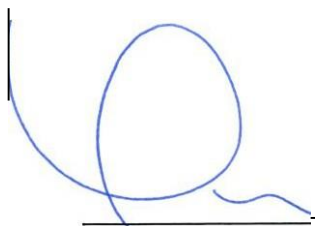
**Date**

Steven Paulson

**Steven Paulson-ADE** Chief Procurement Officer  
**State of Arizona Department of Education**  
**Adult Basic Education**  
WIOA Title II Adult Education and  
Literacy Activities

8.27.2023

**Date**



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**Zaicla M. Bustamante - Program Manager Santa Cruz County Workforce Development** Title I Adults, DW, and Youth Programs

'2>12-PI1"2-cY2-3

Date

**Santa Cruz County Workforce Development Board**



**Dina Sanchez, Chair**

Santa Cruz County Local Work<-t Development Board

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Date

Approved by:

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Mann-sy Ruiz, Chair  
Santa Cruz County Board of Supervisors

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**SANTA CRUZ COUNTY BOARD OF  
SUPERVISORS**  
SIGNATURE PAGE

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M Ruiz,

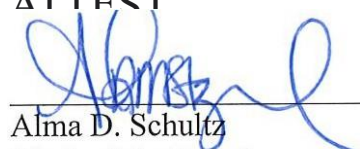
Chair

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**APPROVED AS TO FORM**

  
Deputy County Attorney

**ATTEST**

  
Alma D. Schultz  
Clerk Board

## Attachment A

Additional Partners designated by the local SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT BOARD under the authority of Section 121 (b) (1) and (2).

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

Per the TAA Final Rule 20 CFR 618.325, a state must co-enroll trade-affected workers who are eligible for WIOA's dislocated worker program. TAA Counselors emphasize the benefits of co-enrollment to allow the maximum benefit from all available resources.

TAA will coordinate with Employment Services/Wagner-Peyser (W-P) to provide seamless services to participants in the following areas:

1. Provides early intervention to worker groups on whose behalf a TAA petition has been filed:
  - A. Provides core and intensive services to TAA Participants, as indicated in the encouragement of co-enrollment policies:
  - B. 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 Title 18 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 customer's re-employment plans. These plans identify any possible barriers to employment and how those barriers will be addressed. Both Title 18 partners and W- P/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 Title 18 are able to partake in any workshops provided by all One- Stop Center staff. Because W-P staff have an ongoing direct connection to local and statewide employers *in* job openings, customers may be assigned to a staff person for assistance with intensive Job Search activities.
  - C. Trade Adjustment Assistance Act-Although we may not have a TAA Counselor in rural areas, all TAA customers are assigned to a TAA Counselor's caseload. The TAA Counselors work with "out-of-area" customers remotely and when necessary, the TAA Counselor will travel to an individual's locale to work with

the customer in person. Title

#### I-B

- D. When it is determined a customer needs re-training to be more competitive in the job market, TM takes the lead in the development of the training plans. The training plans are developed and justified based on Title I-B test assessments, Labor Market information provided through W-P/ TM staff, and assessment of the customer's background regarding employment history, education, etc. While TM will be the primary funding source for an individual's training, 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.
- E. 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.
- F. TAA, Trade Readjustment Allowances (TRA), Re-Employment Trade Assistance (RTAA), Title I-B, 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. The Arizona Job Connection data system is primarily used in Arizona for the Workforce Innovation and Opportunity Act (WIOA) programs. However, it's important to note that the specific utilization of the data system may vary among the core partners involved in WIOA. Specifically, only Title I-B and Title III staff utilize the AJC system. The core partners in WIOA, including the local workforce development boards, state employment services, vocational rehabilitation agencies, and adult education providers, collaborate to provide comprehensive workforce development services. While the Arizona Job Connection data system is designed to facilitate the sharing of information and coordination of services among these partners, the extent to which each partner utilizes the system may depend on their specific program requirements and operational procedures. The Arizona Job Connection data system serves as a centralized platform for job seekers, employers, and service providers to access employment-related resources and opportunities. It allows individuals to search for job openings, explore career pathways, and access various support services. Additionally, it provides tools for employers to post job vacancies, search for qualified candidates, and engage in recruitment efforts. Furthermore, it should be noted that while the Arizona Job Connection data

system is intended to be utilized by all core partners to enhance collaboration and streamline service delivery, the specific functionalities and access privileges for each partner may differ based on their respective roles and responsibilities within the WIOA framework in Arizona.

End



*Vocational Rehabilitation  
Client Services Grievance Procedures*

All grievances related to the provision of a Vocational Rehabilitation service will follow the policies and procedures set forth by the Arizona Rehabilitation Services Administration program as required by federal regulations:

<https://des.az.gov/vocational-rehabilitation-policy-manual>

End

j

## Appendix III – One Stop Operator Contract



## SANTA CRUZ COUNTY RENEWAL OF CONTRACT


Pursuant to Section 1(A) of the Contract between Santa Cruz County and One Stop Operator, attached as **Exhibit A**, the parties hereby renew the agreement for a period of two (2) additional years beginning August 31, 2022 until August 30, 2024 subject to the terms and conditions of the agreement signed September 1, 2020.

Additionally, the parties agree to amend the original agreement to ADD the following statutorily required provision pursuant to A.R.S. § 35-394:

**NO FORCED LABOR OF UYGHURS CERTIFICATION:** Contractor certifies that it does not currently, and agrees that for the duration of this Agreement that it will not, use:


1. The forced labor of ethnic Uyghurs in the People's Republic of China;
2. Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China, or
3. Any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

SANTA CRUZ COUNTY

  
Bruce Bracker, Chairman  
Board of Supervisors

Date: 3/21/2023

ATTEST

  
Alma D. Schultz  
Clerk of the Board


Date: 03/21/2023

CONTRACTOR

  
James E. Mize  
One Stop Operator

Date: 3/21/2023

APPROVED AS TO FORM:

  
Kimberly J. Hunley  
Deputy County Attorney

Date: 3/21/2023

# EXHIBIT A



**Santa Cruz County**

**ARIZONA@WORK™**

SANTA CRUZ COUNTY

A proud partner of the americanjobcenter network

**Santa Cruz County Contract:**

Contractor: James E. Mize (Contractor)

DUNS: 168315294

SAM Registration Date: 12/10/2019

Contract Term: September 1, 2020, or upon execution by the  
Santa Cruz County Board of Supervisors  
whichever is later.

Contract Amount: \$10,000.00

Prior to the award of any contract including Federal grant money, vendors must be registered with the Federal System for Award Management (SAM) at [www.SAM.gov](http://www.SAM.gov), and remain active during the life of the Project. Vendors must not be debarred at any time during the life of the contract. If vendors become debarred at any point during the life of the contract, the County reserves the right to cancel the contract for cause, upon issuance of a modification for termination.

**RECITALS**

- A. County, as Grantee, received federal Workforce Innovation and Opportunity Act, Pub.L.113-128 ("WIOA") grant funds for the operation of the Santa Cruz County ARIZONA@WORK Career Center System Workforce Program. The WIOA grant

ends June 30, 2021.

- B. Pursuant to A.R.S. § 11-254.04, County may appropriate and spend public monies for and in connection with activities that the County Board of Supervisors finds and determines will assist in the creation or retention of jobs or will otherwise improve or enhance the economic welfare of the County inhabitants.
- C. County finds that obtaining the One Stop Operator will help the Workforce Development Board ("WDB") and ARIZONA@WORK Center System implement the WIOA regulations in the provision of workforce development services to residents.
- D. County's "WDB", issued Request for Proposals No. RFP B-04-20-C005 ("the RFP") for such technical assistance.
- E. Contractor has submitted a response to the RFP that is beneficial to the residents of the County.
- F. The Santa Cruz County Board of Supervisors finds that Contractor has specialized training and expertise in providing workforce development One Stop Operator services.
- G. The Santa Cruz County Board of Supervisors finds that entering into this Agreement with Contractor is in the best interests of the residents of Santa Cruz County.

NOW THEREFORE, County and Contractor, pursuant to the above, and in consideration of the matters and things set forth herein, agree as follows:

#### 1. TERM, EXTENSIONS AND AMENDMENTS

- A. Original Term. This Agreement will commence on September 1, 2020, or upon execution by the Santa Cruz County Board of Supervisors, whichever is later, and will terminate on August 30, 2022 (the "Initial Term"). "Term," when used in this Agreement, means the Initial Term plus any exercised Extension Option.
- B. Contract funding. Contract funding depends on WIOA funding.
- C. Extension Option. County may renew this Agreement for one (1) additional periods of up to two (2) years (the "Extension Option"). An Extension Option will be effective only upon execution by the Parties of a formal written amendment.
- D. This Agreement may be modified, amended, altered or extended only by a written amendment signed by the parties. County must approve any amendment to the Agreement before Contractor commences services under the amendment.

#### 2. SCOPE OF WORK

##### A. Provide Onsite Partner Leadership

The One Stop Operator shall:

- 1. Convene monthly meetings with ARIZONA@WORK Job Center partners to foster partnerships to improve customer service flow and promote a seamless service delivery system.

2. Conduct quarterly analysis in the development of a needs assessment that identifies gaps and or challenges in service delivery.
3. Coordinate services across ARIZONA@WORK Job Center partners implementing continuous improvement efforts.
4. Monitor all system partner Memorandums of Understanding (MOUs) to ensure maximum availability of services to customers.
5. In coordination with partner senior leadership, assure ARIZONA@WORK Job Center staff receives sufficient training by identifying training needs, scheduling trainings with facilitators, and tracking partner staff participation.

#### **B. Reporting**

The One Stop Operator shall:

1. Gather data as required by the local board and disseminate, as necessary.
2. Present quarterly verbal and/or written reports to Santa Cruz County Workforce Development Board including overall customers who visited ARIZONA@WORK Job Center with total number of clients served, workshops/classes offered, employer events, referral for services, customers obtaining employment with retention rate for 6 months, and average wage.
3. Act as a point of contact to facilitate communication among partner agencies to provide updates on operations and address potential issues.

#### **C. Act as Equal Opportunity Officer**

The One Stop Operator shall:

1. Ensure equal opportunity to all individuals. No individuals shall be excluded from participation in, denied the benefit of, or subject to discrimination under, any WIOA funded program or activity because of race, color, religion, sex, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief.
2. Demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This involves the OSO ensuring its staff receive accessibility training and may involve developing accessibility plans.
3. Comply and adhere to all Federal and Arizona State regulatory guidance and practices in regards to equal opportunity and ADA compliance.

#### **D. Ensure Compliance**

The One Stop Operator shall:

1. Comply with the uniform administrative requirements, cost principles and audit requirements for federal awards.
2. Comply with Federal and State WIOA requirements and the County's record retention policies, retain program files and records and maintain confidentiality.
3. Contact partners regarding challenges to providing One-stop delivery resources as depicted and agreed upon in the MOU.

4. Ensure Americans with Disabilities Act and WIOA section 188 compliance for the ARIZONA@WORK Santa Cruz County.
5. Ensure ARIZONA@WORK Santa Cruz County Job Center has and maintains adequate, up-to-date signage related to accessibility of space and programs in compliance with ADA and WIOA section 188.

**E. Continuous Improvement Activities**

The One Stop Operator shall:

1. Administer customer satisfaction surveys at the center, as well as event participation surveys.
2. Implement continuous quality improvement processes to determine efficiency of data tracking, collection, and analysis methods and integrating lessons learned to update best practices.
3. Coordinate and adjust delivery practices in collaboration with partner programs based on the data collected.
4. Determine agenda and provide minutes to partners for each meeting.



## CONTRACT REQUIREMENTS

- A. **Representation of the County:** In the performance of the contract, Contractor, its agents and employees shall act in an independent capacity and not as officers, employees or agents of the County.
- B. **Non-Appropriation Clause:** Contractor acknowledges that Customer is a governmental entity and the Agreement validity is based upon the availability of public funding under its authority. In the event that public funds are unavailable and not appropriated for the County's obligations under this Agreement, then this Agreement shall automatically expire without penalty to the County after written notice to Contractor of the unavailability and non-- appropriation of public funds. It is expressly agreed that County shall not activate the non-- appropriation provision for its convenience or to circumvent the requirements of this Agreement, but only as an emergency fiscal measure.
- C. **Contractor Primary Contact:** The Contractor will designate an individual to serve as the primary point of contact for the contract. Contractor or its designee must respond to County inquiries regarding the contract within two (2) business days. Contractor shall not change the primary contact without written acknowledgement to the County.
- D. **Change of Address:** Contractor shall notify the County, in writing, of any change in mailing address within ten (10) business days of the change.
- E. **Non-Transferable or Assignability:** The contractor shall not assign any of its rights or obligations under this Contract without the prior written consent of the County. Any attempt to assign without such prior written consent shall be void.
- F. **Agreement Amendments:** Contractor agrees that any alterations, variations, modifications or waivers of the provisions of the Agreement shall be valid only when reduced to writing, executed and attached to the original Agreement and approved by the required persons.
- G. **Termination for Convenience:** The County, for its convenience, may terminate this Agreement, in whole or in part, upon ninety (90) calendar day's written notice. If such termination is effected, an equitable adjustment in the price provided for, in this Agreement, shall be made. Such adjustment shall provide for payment to the Contractor for services rendered and expenses incurred, prior to the effective date of termination. Upon receipt of termination notice, the Contractor shall promptly discontinue services unless the notice directs otherwise. Contractor shall deliver and transfer title (if necessary), all completed work and work in progress, including drafts, documents, plans, forms, data, products, graphics, computer programs and reports promptly to the County.
- H. **Attorneys' Fees and Costs:** If any legal action is instituted to enforce any party's rights hereunder, each party shall bear its own costs and attorneys' fees, regardless of



who is the prevailing party. This paragraph shall not apply to those costs and attorneys' fees directly arising from a third-party legal action against a party hereto.

- I. **Licenses and Permits:** Contractor shall ensure that it has all necessary licenses and permits required by Federal, State, County and municipal laws, ordinances, rules and regulations. The Contractor shall maintain said licenses and permits in effect for the durations of this Agreement. Contractor will notify the County immediately of loss or suspension of any such licenses and permits. Failure to maintain a required license or permit may result in immediate termination of this Agreement.
- J. **Notification Regarding Performance:** In the event of a potential problem that could impact the quality or quantity of work, services or the level of performance under this Agreement, the Contractor shall notify the County within one (1) working day, in writing and by telephone.
- K. **Conflict of Interest:** Contractor shall make all reasonable efforts to ensure that no Santa Cruz County officer or employee, whose position enable him/her to influence any award of this contract or any competing offer shall have any direct or indirect financial interest resulting from the award of this contract nor have any relationship to Contractor or officer, agent or employee of the Contractor.
- L. **Improper Consideration:** Contractor shall not offer, either directly or through an intermediary, any improper consideration such as, but not limited to cash, discounts, service, the provision of travel or entertainment or any items of value to any officer, employee or agent of Santa Cruz County, in an attempt to secure favorable treatment regarding this Agreement.

The County, by written notice, may immediately terminate any Agreement if it determines that any improper consideration as described in the preceding paragraph was offered to any officer, employee or agent of Santa Cruz County with respect to the proposal and award process. This prohibition shall apply to any amendment, extension or evaluation process once an Agreement has been awarded.

Contractor shall immediately report any attempt by a Santa Cruz County officer, employee or agent to solicit, directly or through an intermediary, improper consideration from the Contractor. The report shall be made to the WIOA Director or his/her designee. In the event of a termination under this provision, the County is entitled to pursue any available legal remedies.

**M. Inaccuracies or Misrepresentations:**

The Contractor may be terminated from the RFP process, or in the event an Agreement has been awarded, the Agreement may be immediately terminated, if the County determines that the Contractor has made a material misstatement or misrepresentation, or that materially inaccurate information has been provided to the County.

In the event of a termination under this provision, the County is entitled to pursue any available legal remedies.

- N. **Employment of Former Santa Cruz County Officials:** The Contractor must provide information on former Santa Cruz County administrative officials who are employed by or represent the Contractor. The information provided must include a list of former Santa Cruz County administrative officials who terminated Santa Cruz County employment within the last five (5) years and who are now officers, principals, partners, associates or members of the business. The information should also include the employment and/or representative capacity and the dates the individuals began employment with or representation of your business. For the purpose of this section, a "Santa Cruz County administrative official" is defined as a member of the Board of Supervisors or such officer's staff, County Manager or member of such officer's staff, a department head or an assistant department head.
- O. **Invoices:** At the first of each month, Contractor shall provide the County with invoices for expenditures in the previous month.
- P. **Ownership of Documents:** All documents, data, products, graphics, computer programs and reports prepared by Contractor pursuant to this Agreement shall be considered property of the County upon payment for services. All such items shall be delivered to the County at the completion of work under this Agreement. Unless otherwise directed by the County, the Contractor may retain copies of such items.
- Q. **Release of Information:** No news releases, advertisements, public announcements or photographs arising out of this Agreement or Contractor's relationship with County may be made or used without prior written approval of the County except where required by law.
- R. **Cancellation Pursuant to Arizona Revised Statute (A.R.S.) § 38-511:** All parties hereto acknowledge that this agreement is subject to cancellation by the County pursuant to the provisions of Section 38-511, Arizona Revised Statutes. The County may cancel the contract after execution without penalty or further obligation if any person significantly involved in initiating, negotiating, security, drafting or creating the contract on behalf of the County is or becomes at any time, while the contract or an extension of the contract is in effect, an employee of or a consultant to any other party to this contract with respect to the subject matter of the contract.
- S. **Governing Law:** The validity, construction, effect, and enforcement of the Contract and the obligations, rights and remedies of the parties there under shall be governed by the laws of the State of Arizona. The venue shall be solely the appropriate state court in Santa Cruz County.
- T. **Confidentiality:** Any other provision of this Agreement notwithstanding, the parties

acknowledge that County is a public institution, and as such is subject to Arizona Public Records Act, A.R.S. § 39-121, et seq. Any provision regarding confidentiality is limited to the extent necessary to comply with the provisions of state law. In the event a public records request is made for information and/or documents designated as confidential or proprietary, the County will notify the other party as soon as possible.

- U. **Nondiscrimination:** The parties agree to comply with all applicable state and federal laws, rules, regulations and executive orders governing equal employment opportunity, immigration, nondiscrimination, including the Americans with Disabilities Act, and affirmative action.
- V. **Legal Arizona Workers Act Compliance:** To the extent applicable under A.R.S. § 41-4401, the Contractor and its subcontracts warrant compliance with all federal immigration laws and regulations that relate to their employees and compliance with the E-verify requirements under A.R.S. § 23-214(A). Contractor shall further ensure that each subcontractor who performs any work for the County under this contract likewise complies with State and Federal Immigration Laws.
- W. The Contractor and its subcontractors, warrant to keep the papers and records open for inspection, during normal business hours by the County, and to cooperate with the County's inspections.
- X. The Contractor or subcontractor's breach of the above-mentioned warranty shall be deemed a material breach of the Agreement, and may result in the termination of the Agreement by the County. The County retains the legal right to randomly inspect the papers and records, of the Contractor and its subcontractors, who work on the Agreement to ensure that the Contractor and its subcontractors are complying with the above-mentioned warranty.
- Y. **Insurance:** The Successful Bidder must have General Liability Insurance naming Santa Cruz County as an additional insured and holding the County harmless from loss, injury or destruction. The Successful Bidder is also required to have Workers' Compensation insurance and Automobile Liability insurance coverage.
- Z. **Independent Contractor Status:** It is expressly agreed and understood by and between the parties that the Contractor is being retained by the County as an independent contractor, and, as such, the Contractor shall not become a County employee, and is not entitled to payment or compensation from the County or to any fringe benefits to which County employees are entitled. As an independent contractor, the Contractor further acknowledges sole responsibility for payment of any and all income taxes, FICA, withholding, unemployment insurance, or other taxes due and owing any governmental entity whatsoever as a result of this Contract. As an independent contractor, the Contractor further agrees to conduct itself in a manner consistent with such status, and to neither hold out nor claim to be an officer or employee of the County by reason thereof. The Contractor

will not make any claim, demand or application to or for any right or privilege applicable to any officer or employee of the County, including but not limited to Workers' Compensation coverage, unemployment insurance benefits, Social Security coverage, or retirement membership or credit.

#### **INDEMNIFICATION AND INSURANCE**

- A. Liabilities Against Procuring Agency:** The Contractor shall indemnify, keep and save harmless the County, all County agents, officials and employees against all injuries, deaths, losses, damages, claims, suits, liabilities, judgments, costs and expenses, which are made against the County (a) by any Third Party for death, personal injury and /or property damage and which arise out of or result from the Contractor's acts or omissions, or those of its employees, servants and agents, or (b) on account of any act, claim, or amount arising or recovered under workers' compensations law or (c) arising out of the failure of the Contractor to conform to any statutes, ordinances, regulation, code, law or court decree. It is agreed that the Contractor will be responsible for primary loss investigation, defense and judgment costs where this contract of indemnity applies. In consideration of the award of this contract, the Contractor agrees to waive all rights of subrogation against the County, its officers, officials, agents and employees for losses arising from the work performed by the Contractor for the County.
- B. Insurance Requirements:** Without in any way affecting the indemnity herein provided and in addition thereto, the Contractor shall secure and maintain, throughout the Agreement, the following types of insurance with limits as shown:
- a. The Contractor shall secure and maintain, during the life of the Contract, Public Liability insurance for injuries, including accidental death. The policy shall be subject to limits of not less than \$1,000,000 per person and \$1,000,000 per accident. Santa Cruz County shall be named as an "additional insured."
  - b. The Contractor shall secure and maintain, during the life of the Contract, Motor Vehicle Public Liability and Property Damage insurance to cover each automobile, used in the performance of the Contract in an amount of not less than \$1,000,000 for one person, and \$1,000,000 for more than one person, and property damage in the sum of \$1,000,000 resulting from any one accident which may arise from the operations of the Contractor in performing the work provided herein. Santa Cruz County shall be named as an "additional insured."



**C. Additional Named Insured:** All policies, except for the Workers' Compensation, Errors and Omissions and Professional Liability policies shall contain additional endorsements naming the County and its officers, employees, agents and volunteers as additional named insurers with respect to liabilities arising out of the performance of services hereunder.

**D. Certificate of Insurance:** Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance. Prior to commencing services under this contract, Contractor shall furnish the County with a Certificate of Insurance, or formal endorsements as required by the contract as issued by contractor's insurer(s) as evidenced that policies providing the required coverage's, conditions, and limits required by this contract are in full force and effect. Such certificates shall identify this project by name, RFP number and shall provide for not less than (30) days advanced notice of Cancellation, Termination, or Material Alteration. Such certificates shall be sent directly to:

Maritza Cervantes  
Santa Cruz County  
ARIZONA@WORK Job Center  
610 North Morley Ave.  
Nogales, AZ 85621

[Mcervantes@santacruzcountytaz.gov](mailto:Mcervantes@santacruzcountytaz.gov)

**E. Insurance Review:** The above insurance requirements are subject to periodic review by the County. The WIOA Director or his/her designee is authorized, but not required, to reduce or waive any of the above insurance requirements when a determination is made that any of the above insurance is not available, is unreasonably priced or is not needed to protect the interests of the County.

**F. Right to Monitor and Audit:**

1. **Right to Monitor:** The County shall have the right to review and audit all records, books, papers, documents, corporate minutes and other pertinent items as required and shall have absolute right to monitor the performance of Contractor in the delivery of services provided under this Agreement. Contractor shall give full cooperation, in any auditing or monitoring conducted. Contractor shall cooperate with the County in the implementation, monitoring and evaluation of this Agreement and comply with any and all reporting requirements established by the County.

In the event the County determines that Contractor's performance of its duties or other terms of this Agreement are deficient in any matter, the County will notify Contractor of such deficiency in writing or orally, provided written confirmation is given five (5) days thereafter. Contractor shall remedy any deficiency within forty-

eight (48) hours of such notification or County, at its option, may terminate this Agreement immediately upon written notice or remedy deficiency and offset the cost thereof from any amounts due Contractor under this Agreement or otherwise.

2. Availability of Records: All records pertaining to services delivered and all fiscal, statistical and management books and records shall be available for examination and audit by County representatives for a period of three (3) years after final payment under the Agreement or until all pending County and State audits are completed, whichever is later.

**End**

Authorized Signatures

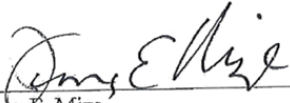
IN WITNESS WHEREOF, the parties hereto have executed this Agreement

This 1<sup>st</sup> day of September, 2020.



Bruce Bracker, Chair, Santa Cruz County Board of Supervisors

Date: 9/1/2020



James E. Mize

Date: 9/8/2020

The following is in response to Santa Cruz County, Arizona request for Proposals (RFP)

Bid Number: B-04-20-C005

Request for Proposals

One Stop Comprehensive Center Operator

Program Years 2020-2024 (Under COVID Circumstances)

#### **Past performance - Historical**

As a member of the private sector, I worked as a Human resource professional at Raytheon Missile Systems (aka Hughes Aircraft Company) from 1978 to 1999. My primary managerial assignments over the twenty years were staffing, contract negotiations with labor union, and community liaison for Raytheon (Hughes).

Proposed contractor was Chair of the Private Industry Council (now known as the Local Workforce Investment Board) for 16 years under the Job Training Partnership Act. During this time, proposed One Stop Operator (OSO) conducted monthly Board meeting with both private sector and public sector entities. In addition to the monthly meeting, the proposed OSO worked with Pima County staff on a regular basis to assure workforce programs, and agency goals were being monitored. As the Private Industry Council Chair I was appointed a Board position on the State Workforce Council under Governor Symington.

Since 2000, proposed OSO has continued to work in the One Stop System both as a representative of the private sector, a consultant and five years as a Pima County employee. I am currently the One Stop Operator for Pima County and Cochise County AZ@Works system. During my tenure as a consultant, I worked with both Pima County and One Stop staff to do organizational development, staff training, and my last seven years, served as the Manager of the Business Services Outreach team. The primary function of the Business Services Team was to develop private sector partnerships, that would enhance the type of training best suited to meet the needs of industry. I am currently on the Board of Directors of the Southern Arizona Manufacturing Partners (SAMP). This program was developed to train high school students in precision machining.

#### **Past Performance: Last five years**

Proposed One-Stop Operator for Santa Cruz County has been the One Stop Operator for Pima County since June of 2017, and the One Stop Operator for Cochise AZ@Works system since



April of 2020. Proposed One Stop Operator (OSO) has been actively involved in the Pima County One Stop system since 1984 and the Cochise AZ@Work system since April of 2020.

At both Pima and Cochise County, my OSO duties include convening on a monthly basis, the 16 mandated partners in Pima County, and the five mandated Partners in Cochise County; maintaining contact with the agencies and providing updates as they might occur. I would meet that same requirement for Santa Cruz County.

In Cochise County the requirement to meet with the Cochise Workforce Investment board, and report out on activities of Partners, as well as current projects, is on a quarterly basis. I meet with the partners monthly or on an as needed basis. In addition to current agency activities, I will also report out on any gaps in services or challenges in the service delivery area. I would meet that same requirement in Santa Cruz. I report out to the Pima County WIB Board and the Executive Committee on a monthly basis.

The first task after receiving my OSO contract at both Pima and Cochise County, was to introduce myself to each of the agency directors. In Pima County I conducted one-on-one meetings for the first two months. My goal was to find out if there was a common need within the group, where we could focus our collective attention. Clearly the need for a "Client Referral System" was number one on everyone's list. The second step was to introduce the 16 partners to each other, and to assure the services of each were known to each other. Each partner put together presentations on their individual agencies, and over a 4-month period made presentations to the group. As a side note the most telling outcome of these presentations was the number of times the agencies would say to each other "I didn't know you did that". In Cochise due to the COVID outbreak my contact has been by telephone or Zoom meetings.

In addition to the Client Referral System, the Partners worked together to put in place a Client Services spreadsheet that identifies the services of the agencies. This "service grid" is a tool that helps the front staff initially identify agencies that provide services to the clients. Many times, a client will come to the front desk indicating they have a specific need. It is impossible for front staff, or any other staff, to know all the services. The grid is set up to direct clients to specific agencies based on a question ranging from "where can I get some help with my utilities bills", to "are there any homeless shelters where I can take my dog?"

The Client Referral System is still being worked on however, the "client service grid" is readily available for use in Santa Cruz; should the Partners want to use.

In Pima County, with input from agency Directors, as to the training subject matter, I coordinated quarterly One Stop system staff training to be presented to, One Stop staff and agency staff. We plan on doing similar training in Cochise. I would propose similar training in Santa Cruz as soon as it is safe to meet with staff.

The first training effort was front staff training on Customer Satisfaction, conducted by Gabe Loyola and Associates, Inc. The second session, targeting supervisors and managers, was on "Conflict Management, conducted by Frank Brewster from DES, and the last session held in December, targeting case managers, was on "Compassion Fatigue – Self Care" conducted by Cathy Shiroda, CEO of Generations Home Care.

At all of the staff training sessions we had over 95 % attendance from staff. We will continue the training on a quarterly basis. We had planned on holding a training session on Mental Health First Aid in the first quarter of 2020; but COVID had other plans. One Stop management in both Pima and Cochise has totally supported this consistent effort.

My goal in Pima, Cochise and Santa Cruz (should I get the contract) would be to insure all agencies are in alignment with SDA goals. Additionally, working as the OSO for Santa Cruz, Pima and Cochise, the idea would be to strengthen the Southern Arizona service delivery area for agencies, private sector partners and clients. By working together, the individual agencies are better able to address the needs of their specific populations and strengthen and increase the capacity of the overall workforce system.

#### **Technical Evaluation:**

The Proposed OSO shall, with assistance from Partners and One Stop staff, as required:

- Coordinate training for System Partner staff. Coordinating training includes, but is not limited to: identifying training needs, scheduling trainers and facilities for training sessions. .Cost of training has historically been borne by the One Stop Centers.
- Schedule and staff monthly as well as quarterly System Partner meetings. Staffing duties include preparing meeting agendas, distributing meeting agendas to System Partners in advance of the meetings, facilitating the meetings, taking meeting minutes, and distributing meeting minutes to System Partners and Contractor staff.
- Ensure Contractor logos and branding is used exclusively and consistently.
- Administer customer satisfaction surveys for first time customers via email or in-person;
- Administer event participant survey for recruitments and other events in-person or via email within three business days of the event;
- Conduct at least one customer focus group twice a year to improve customer and participant satisfaction; and
- Research best practices and provide continuous improvement recommendations on an annual basis.

#### **ACCESSIBILITY AND EQUAL OPPORTUNITY**

The Proposed OSO shall ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefit of, or subject to discrimination under, any WIOA funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. The Proposed OSO will demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This involves the Proposed OSO ensuring its staff receive accessibility training and may involve developing accessibility plans. The Proposed OSO shall ensure all written material and communications include the statement: "Equal Opportunity Employer/Program; Auxiliary Aids and Services are available upon request" along with a contact number to coordinate needed arrangements. The Proposed OSO shall comply and adhere to all Federal and Arizona State regulatory guidance and practices in regard to equal opportunity and ADA compliance.

#### **ADMINISTRATIVE ISSUES:**

The Proposed OSO shall adhere to the following requirements:

##### **General:**

- Comply with the Uniform Administrative Requirements, Cost Principles and Audit Requirement for Federal Awards;
- Comply with WIOA's funding requirements and for any disallowed costs or illegal expenditures in accordance with Uniform Guidelines 2 CFR 200; and
- Utilize the branding of "Proud Partner of ARIZONA@WORK" name and logo on any printed material that will promote association with the program. (Or whatever branding is applicable at the time).

##### **Records:**

- Maintain confidentiality when accessing or utilizing Arizona Job Center (AJC) and maintain computer equipment with compatible software;
- Invoice in accordance with the payment information listed in this RFP;
- Maintain an accounting system that tracks funding for these services separately from other funding sources;
- Use an accrual method of accounting;

- Retain program files and records, in compliance with Federal and State WIOA requirements and the County's record retention policies; and
- All records must be filed and maintained in accordance with all Federal and Arizona State Statutes, and the Contractor shall, upon the County's request, make all associated financial data available to the County for audit.

DOL Training and Employment Guidance Letter:

WIOA No. 15-11, dated January 17, 2017 (or most recent version)

- Disclose to the County any potential conflicts of interest arising from any relationships it has with particular training service providers or other service providers, including but not limited to career services providers;
- Refrain from establishing practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
- Comply with Federal and State regulations and procurement policies relating to the calculation and use of profits.

#### **REPORTING REQUIREMENTS:**

The Proposed OSO shall comply with the following reporting requirements:

Monthly:

- Communicate with System Partners to provide updates on operations and address potential issues via email or telephone or meet on an as needed basis.

Quarterly: (As COVID restrictions allow)

- Attend in person or by Zoom, either the Local Workforce Development Board (LWDB) or the Board's Executive Leadership Committee meeting;
- Submit written reports to the County to include:
  - The number of customized recruitments and job fairs hosted at the Centers and the number of job seekers in attendance;
  - Number of customers welcomed at each Center;
  - Success stories;

- System updates;
- Results of customer satisfaction surveys and any event participant survey results, including a list of recommended system improvements to address any concerns identified by customers or participants; and
- Other information requested by the County, in a form to be approved by the County.

Annually:

- Submit annual reports to the County to include:
- Program year statistics tallied from quarterly reports, and
- Other information requested by the County, in a form to be approved by the County;
- Prepare written Board and Board committee reports for LWDB review; and
- Prepare and present requested information to the Board and Board committee, as directed by LWDB.

End of RFP.

Attachment  
2 -  
PY 2020-2024 Workforce Innovation and  
Opportunity Act  
One Stop Center  
Operator  
Proposal Cover  
Page

*Type or Print information requested below:*

**Business Information**

Legal name of the entity submitting this proposal:

James E. Mize

Address:

10500 N. Camino De Oeste

Tucson, Arizona 85742

Telephone Number: 520-440-5388

Fax Number: None

Email Address: jmize44066@aol.com

**Contact Person Information**

Name and Title of Contact

Person:

James E Mize

Address: Camino De Oeste

Tucson, Arizona 85742

Telephone Number: 520-440-5388

Fax Number: None

Email Address: jmize44066@aol.com

To the best of my knowledge and belief, all the information in this proposal is true and correct. The document has been authorized by the governing body of the proposer and the proposer will comply with the attached assurances if funding is awarded.

Name of Sole Proprietor, President or Chief Executive Officer:

James E Mize

Title: Sole Proprietor

Signature: \_\_\_\_\_

Date: August 4, 2020



REQUEST FOR BID  
SANTA CRUZ COUNTY  
ONE-STOP OPERATOR

BID # B04-20-C005

August 7, 2020 @ 3:00 PM

BIDDER	BID AMOUNT	DATE RECEIVED	INITIALS
James E. mize	Not indicated	8/7/2020	mm / TRH

AT1 000516.0001... A-24- 1336-FADB L F  
 MIZE, JAMES E & KAREN L & THE  
 MIZE FAMILY LIVING TRUST  
 10500 N CAMINO DE OESTE  
 TUCSON AZ 85742-1400



0101-1001



**Forms and Endorsements**

Personal Liability Umbrella

- Fuel Oil Exclusion

Amendatory Endorsement

FP-7950.2

FE-5837

FE-5897

DATE DUE	SEE BALANCE DUE NOTICE
OCT 06 2020	\$265.00

**COVERAGES AND LIMITS**

L Personal Liability \$1,000,000  
 Self-Insured Retention None

**UNDERLYING EXPOSURES**

Our records show the following underlying information. This information was used in determining the rate of the policy.

**AUTOMOBILE EXPOSURES**

Automobile(s) 6  
 Automobile Operator(s) 2

**OTHER LIABILITY EXPOSURES**

Personal Residential

Annual Premium \$265.00  
 Amount Due \$265.00

\*Notify your agent immediately if the above listed Coverages and/or Underlying Exposures are incorrect.  
 Your Coverages and/or bill can be affected if this information is not correct.

The Class 50 Discount has reduced the premium on your policy by \$30.00

Required Underlying Insurance on reverse side

*Thanks for letting us serve you...*

0675

201

Agent CROPP INSURANCE AGENCY INC  
 Telephone (520) 886-5313 or (520) 546-5123

REB

Moving? See your State Farm agent.  
 See reverse for important information.  
 Prepared AUG 24 2020



(Terms in Bold in this section are defined in the policy)  
Minimum Underlying Limits

Type of Policy	Combined Limits (Bodily Injury and Property Damage)	or	Split Limits
<b>Automobile Liability</b>	<b>\$ 500,000</b>	Bodily Injury-	<b>\$ 250,000</b> Per Person <b>\$ 500,000</b> Per Accident
		Property Damage-	<b>\$ 100,000</b> Per Accident
<b>Recreational Motor Vehicle Liability</b> Including Passenger Bodily Injury	<b>\$ 500,000</b>	Bodily Injury-	<b>\$ 250,000</b> Per Person <b>\$ 500,000</b> Per Accident
		Property Damage-	<b>\$ 100,000</b> Per Accident
<b>Personal Residential Liability</b>	<b>\$ 100,000</b>		
<b>Watercraft Liability</b>	<b>\$ 100,000</b>		

#### NOTICE TO POLICYHOLDER:

Policy changes requested before the "Date Prepared", which appear on this notice, are effective on the Effective Date of this policy unless otherwise indicated by a separate endorsement, binder, or amended declarations. Any coverage forms attached to this notice are also effective on the Effective Date of this policy.

Policy changes requested after the "Date Prepared" will be sent to you as an amended declarations or as an endorsement to your policy. Billing for any additional premium for such changes will be mailed at a later date.

Please keep this with your policy.

Rev. 08-01-2006 (01r3092a) 010021b

### Appendix Three - Performance Levels

Indicator	AZ Statewide Level <sup>1</sup>		State-Proposed LWDA level <sup>2</sup>		Local Area Expected level <sup>3</sup>	
	PY24	PY25	PY24	PY25	PY24	PY25
<b>Adult</b>						
Employment 2nd Quarter after exit	72.9%	73.9%	70.0%	71.0%	70.0%	71.0%
Employment 4th Quarter after exit	68.5%	68.5%	70.0%	70.0%	70.0%	70.0%
Median earnings (2nd quarter after exit)	\$9,100	\$9,328	\$9,800	\$10,045	\$9,800	\$9,800
Credential attainment rate	73.0%	74.0%	72.0%	73.0%	72.0%	73.0%
Measurable Skills Gain	74.0%	75.0%	74.0%	75.0%	74.0%	75.0%
<b>Dislocated Worker</b>						
Employment 2nd Quarter after exit	77.5%	78.0%	70.0%	70.5%	70.0%	70.5%
Employment 4th Quarter after exit	73.5%	74.0%	73.5%	74.0%	73.5%	74.0%
Median earnings (2nd quarter after exit)	\$9,600	\$9,738	\$9,600	\$9,840	\$9,600	\$9,600
Credential attainment rate	74.0%	75.0%	75.0%	76.0%	75.0%	76.0%
Measurable Skills Gain	75.0%	76.0%	75.0%	76.0%	70.0%	71.0%
<b>Youth</b>						
Employment 2nd Quarter after exit	75.0%	76.0%	75.0%	76.0%	70.0%	70.0%
Employment 4th Quarter after exit	73.0%	74.0%	75.0%	76.0%	70.0%	70.0%
Median earnings (2nd quarter after exit)	\$6,188	\$6,188	\$5,200	\$5,200	\$5,200	\$5,200
Credential attainment rate	61.0%	62.0%	44.0%	45.0%	44.0%	45.0%
Measurable Skills Gain	65.0%	66.0%	45.0%	46.0%	40.0%	41.0%

These measures have been submitted, but not approved by the state as of this writing.

## Appendix IV - In-Demand Industries and Occupations

**Table B: In-Demand Industries**

NAICS Code	Industry Title
42	Wholesale Trade
48-49	Transportation and Warehousing
22	Utilities
62	Health Care and Social Assistance
21	Mining, Quarrying and Oil and Gas Extraction
44-45	Retail Trade
11	Agriculture, Forestry, Fishing and Hunting
31-33	Manufacturing
62	Education
51	Finance and Insurance
54	Professional, Scientific and Technical Services
56	Administrative and Waste Services
23	Construction

**Table C: In-Demand Occupations**

SOC Code	Occupation Title	NAICS Code	Industry Title
11-1021	Freight, Stock and Material Movers and Laborers	48-49, 11	Transportation and Warehousing, Retail Trade, Agriculture
13-1082	Project Management Specialists	All	All
15-1212	Home Health Care and Personal Aides	62	Health Care and Social Assistance
15-1232	Computer User Support Specialists	All	All
15-1252	Software Developers	All	All
15-1255	Web and Digital Interface Designers	54	Professional, Scientific and Technical Services
29-1141	Registered Nurses	62	Health Care and Social Assistance
31-1128	General Maintenance and Repair Workers	All	All

SOC Code	Occupation Title	NAICS Code	Industry Title
31-2011	Occupational Therapy Assistants	62	Health Care and Social Assistance
33-3021	Detectives and Criminal Investigators	54, 51	Professional, Scientific and Technical Services, Finance and Insurance
41-3021	Information Security Analysts	54	Professional, Scientific and Technical Services
41-4011	Sales Representatives-Manufacturing	31-33	Manufacturing
43-4161	Heavy and Tractor-Trailer Truck Drivers	42, 44-45, 21, 31-33	Wholesale and Retail Trade, Mining, Manufacturing, Transportation and Warehousing
43-6014	Secretaries and Administrative Assistants	All	All
43-9041	Human Resources Assistants	All	All
43-9061	Office Clerks	All	All
47-2231	Solar Votaic Installers	22, 23	Utilities, Construction
47-5041	Continuous Mining Machine Oerators	21	Mining, Quarrying and Oil and Gax Extraction
49-9071	Light Truck Drivers	48-49	Transportation and Warehousing
51-2011	Aircraft Structure, Surfaces, Rigging and Systems Assemblers	31-33	Manufacturing
53-3031	Driver/Sales Workers	42, 44-45	Wholesale and Retail Trade
53-3032	General and Operations Managers	All	All
53-3033	Insurance Sales Agents	51	Finance and Insurance
53-7062	Insurance Claims and Processing Clerks	51	Finance and Insurance

## Appendix V - Board Director Job Description

### WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) DIRECTOR

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**Qualified members of the public and Santa Cruz County employees** are encouraged to apply for the following position by submitting a completed Santa Cruz County employment application (now required), resume/curriculum vitae and a letter of interest indicating relevant experience and qualifications to the Human Resources Office, Santa Cruz County Complex, Room 108, 2150 N. Congress Drive, Nogales, AZ 85621 OR via email to [SCCHR@santacruzcountyaz.gov](mailto:SCCHR@santacruzcountyaz.gov)

*THIS IS A FULL-TIME BENEFITED POSITION & WILL BE OPENED UNTIL FILLED*

**Job Title:** WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) DIRECTOR

**Department:** WIOA (COMMERCE DEPT.)

**Starting Salary:** \$69,076 / Grade 134 / Step 1 GRANT FUNDED

**Definition:** The WIOA Director influences, plans, coordinates, and implements effective workforce development strategies throughout the County, directs the day-to-day oversight of the Local Workforce Development Board (LWDB), is the WIOA liaison to the County Manager and County Board of Supervisors, assures compliance with all regulations, influences and interprets the WIOA and other workforce legislation policies and procedures, promotes the goals of the program; supervises, develops and monitors the annual budget; prepares financial forecasts and identifies funding sources.

**Essential Functions:** (Essential functions, as defined under the Americans with Disabilities Act may include the following tasks, knowledge, skills and other characteristics. This list of tasks is illustrative only, and is not a comprehensive listing of all functions and tasks performed by persons in positions in this class.)

**Tasks:**

- Negotiates and administers various contracts with partners and service providers.
- Manages and administers all memoranda of understanding (MOU) to ensure effective partnerships, quality service, and meeting LWDB required outcomes. Oversees the monitoring of all contracts and MOU.
- Coordinates the development and implementation of the local strategic plan and shared governance agreement.
- Assists in the creation and monitoring of local performance measures for staff.
- Facilitates strategic leadership on workforce development initiatives and issues and represents WIOA in member associations.
- Directs the development of policy, procedures and record keeping systems necessary to ensure program compliance with all applicable legislation and regulations including the federal WIOA.
- Directs the resolutions of audit and/or legal federal WIOA issues relative to program compliance.
- Makes speaking presentations on policy, compliance and program parameter issues at the federal, state and local level in order to communicate the needs and interests of the Santa Cruz County Workforce Development Area.
- Analyzes existing and proposed legislation, regulations and directives for impact on program operations; modifies grants as applicable; forecasts effects and develops position papers and

recommendations for presentation to the LWDB and Board of Supervisors; and develops and modifies operating policy and procedures to ensure program compliance with regulatory changes.

- Directs, manages and supervises the preparation of the allocated budget; reviews expenditures periodically and makes program recommendations for Board approval to ensure proper expenditure of WIOA funds; and prepares and submits competitive grants.
- Prepares written and oral reports to various bodies including the LWDB, Board of Supervisors, state boards and legislative bodies and community groups.
- Leads, builds and maintains strategic partnerships and alliances; builds and maintains relationships with key stakeholders related to workforce development. These may include local industry, community partnerships, employer trade associations, organized labor, economic development organizations, local and state government, and other organizations to promote awareness and increase local involvement in workforce development.
- Represents the organization at federal, state and local meetings and at member associations.
- Researches, promotes and leverages additional funding sources for workforce development through government, local grants and funding opportunities.
- Assists in the development of a continuous improvement system for workforce programs.

**Knowledge, Skills, and Other Characteristics:**

- Knowledge of federally funded programs and preferably an understanding of federal employment, training and related education programs, including WIOA legislation.
- Knowledge of regional and local trends in employment training, factors affecting labor supply and demand and forces affecting employment services to all residents of the Santa Cruz County area seeking employment and training opportunities.
- Knowledge of principles, methods and procedures used in adult, youth and displaced worker employment and training program design, planning and management strongly preferred.
- Knowledge of the organization and responsibilities of the United States Department of Labor and the Arizona Department of Economic Security and its federal, state and local political process relative to the development and administration of the workforce development program preferred.
- Ability to analyze, evaluate and draw logical conclusions from complex data; evaluate problems, policies, procedures and formulate an effective course of action in support of broad organization objectives.
- Ability to think creatively, develop new methods, procedures or approaches to achieve program goals and facilitate change; exercise initiative, ingenuity and sound judgment in identifying and solving difficult administrative and technical problems.
- Ability to plan, coordinate and implement multi-faceted work plans to achieve a designated objective; coordinate multi-faceted projects and studies, including coordination and planning for resources, manpower and timing.
- Ability to speak effectively before individuals and groups with varying degrees of knowledge for the purpose of soliciting involvement, providing a variety of technical information, persuading others to pursue a specific course of action, to gain cooperation from diverse interest groups through discussion and to negotiate contracts.
- Ability to write effectively in order to prepare reports and correspondence.
- Ability to establish and maintain effective work relationships with those contacted through the course of work and to interface with policy makers, community and agency representatives regarding issues of a sensitive and political nature.
- Ability to plan, direct and review the work of staff in order to achieve a designated objective and performance measures.

**Qualifications:**

Bachelor's degree in a related field and four (4) years of experience in program management, workforce development and/or grant administration including two (2) years of supervisory experience.

**Preferred Qualifications:**

Preference will be given to applicants with extensive experience in the operation/administration of employment training programs as well as federal grant administration and multi-source grant budgeting. A minimum of three (3) to five (5) years of workforce development training and experience preferred with demonstrated administrative capability and an emphasis on management, supervision, program administration, program and policy development, implementation and evaluation.

**Licenses and Certificates:** A valid Arizona Driver's License is required at time of hire.

**Equal Employment Opportunity Information:**

Santa Cruz County government is an Equal Employment Opportunity employer. We are committed to an inclusive and diverse workforce and will not discriminate in employment opportunities or practices on the basis of race, color, religion, national origin, age, disability, gender, sexual orientation, kinship, political interest or any other characteristic protected by law.

**Job Details**

**Category:** Public Employment Opportunities

**Status:** Open

**Posted:** June 12, 2024 3:00 PM

**Closing:** Open Until Filled

# **Santa Cruz County**

## **Labor Market Analysis for WIOA Local Plan**



**July 2024**



# Contents

<u>Introduction</u> .....	215
<u>Gateway to North America</u> .....	215
<u>Physical Assets Profile</u> .....	215
<u>Education Profile</u> .....	217
<u>Government Profile</u> .....	217
<u>Key Findings</u> .....	219
<u>Key Findings-Population</u> .....	219
<u>Key Findings-Demographics</u> .....	219
<u>Key Findings-Workforce</u> .....	219
<u>Key Findings-Economy</u> .....	220
<u>Key Findings-Talent Pipeline</u> .....	221
<u>Key Concepts to Support Career Literacy in Schools and the Workforce Development system</u> .....	221
<u>Demographics</u> .....	222
<u>Population</u> .....	222
<u>Population Change</u> .....	222
<u>Race and Ethnicity</u> .....	224
<u>Age</u> .....	225
<u>Education</u> .....	226
<u>Income and Poverty</u> .....	228
<u>Workforce</u> .....	231
<u>Labor Force</u> .....	231
<u>Commuting Patterns</u> .....	233
<u>Economy-Santa Cruz County</u> .....	236
<u>Gross Domestic Product</u> .....	236
<u>Employment</u> .....	238
<u>Employment by General Industry Categories</u> .....	238
<u>Employment by Detailed Industry Categories</u> .....	240
<u>Largest</u> .....	240
<u>Fastest Growth</u> .....	241
<u>Largest Growth</u> .....	242
<u>Largest Location Quotient</u> .....	243
<u>Economy-Santa Cruz Labor Shed</u> .....	244

<a href="#"><u>Gross Domestic Product</u></a> .....	244
<a href="#"><u>Employment</u></a> .....	247
<a href="#"><u>Employment by General Industry Categories</u></a> .....	247
<a href="#"><u>Employment by General Industry Categories</u></a> .....	248
<a href="#"><u>Employment by Detailed Industry Categories</u></a> .....	249
<a href="#"><u>Largest</u></a> .....	249
<a href="#"><u>Fastest Growth</u></a> .....	250
<a href="#"><u>Largest Growth</u></a> .....	251
<a href="#"><u>Largest Location Quotient</u></a> .....	252
<a href="#"><u>Occupations</u></a> .....	253
<a href="#"><u>Employment by General Occupation Categories</u></a> .....	253
<a href="#"><u>Employment by Detailed Occupation Categories</u></a> .....	256
<a href="#"><u>Most Jobs</u></a> .....	256
<a href="#"><u>Highest Median Earnings</u></a> .....	257
<a href="#"><u>Family Medicine Physicians</u></a> .....	257
<a href="#"><u>Fastest Growth</u></a> .....	258
<a href="#"><u>Largest Growth</u></a> .....	259
<a href="#"><u>Highest LQ</u></a> .....	260
<a href="#"><u>Quality Careers</u></a> .....	261
<a href="#"><u>Talent Pipeline</u></a> .....	262
<a href="#"><u>Educational Attainment</u></a> .....	262
<a href="#"><u>The Santa Cruz Center</u></a> .....	265
<a href="#"><u>History</u></a> .....	265
<a href="#"><u>Pima Associate and UA Bachelor's Degrees in Nogales</u></a> .....	266
<a href="#"><u>Transfer Degrees</u></a> .....	266
<a href="#"><u>Secondary Institutions</u></a> .....	266
<a href="#"><u>Eighth Grade Math</u></a> .....	266
<a href="#"><u>Graduation Rate</u></a> .....	268
<a href="#"><u>Postsecondary Enrollment Rate</u></a> .....	269
<a href="#"><u>Career and Technical Education</u></a> .....	270
<a href="#"><u>Training Providers</u></a> .....	272

# Introduction

## Gateway to North America

Santa Cruz is a county in southern Arizona, United States. As of the 2020 census, the population was 47,669.<sup>2</sup> The county seat is Nogales. The county was established in 1899. It borders Pima County to the north and west, Cochise County to the east, and the Mexican state of Sonora to the south. The county has a total area of 1,236 square miles, of which 1,237 square miles is land and 1.2 square miles (0.1%) is water. It is the smallest county by area in Arizona. The largest population centers are Nogales, Rio Rico and Patagonia. Roughly a quarter of the land area is occupied by on-farm agriculture. Santa Cruz is one of the only counties in Arizona without an Indian Reservation.<sup>3</sup>

Nogales is home to three land ports of entry, including the Mariposa Port with eight commercial lanes serving more than 300,000 trucks entering Arizona annually.

## Physical Assets Profile

[Adjacent counties and municipalities](#)

---

<sup>2</sup> [https://data.census.gov/profile/Santa\\_Cruz\\_County,\\_Arizona?g=050XX00US04023](https://data.census.gov/profile/Santa_Cruz_County,_Arizona?g=050XX00US04023)

<sup>3</sup> <https://www.azcommerce.com/a/profiles/ViewProfile/14/Santa+Cruz+County/>

- Pima County–west, north
- Cochise County–east
- Nogales, Sonora, Mexico–south
- Santa Cruz, Sonora, Mexico–south
- Sáric, Sonora, Mexico–south

#### Major highways

- Interstate 19
- State Route 82
- State Route 83

#### National protected areas

- Coronado National Forest (part)
- Las Cienegas National Conservation Area (part)
- Tumacácori National Historical Park

#### Border crossings

There are three crossings of the U.S.-Mexico border in Nogales:

- The Dennis DeConcini Port of Entry (for vehicular and pedestrian traffic)
- The Nogales-Mariposa Port of Entry (for vehicular and pedestrian traffic)
- The Morley Gate Port of Entry (for pedestrians only)

Lochiel, a former mining and ranching border town, formerly had a border crossing, but the U.S. government shut down the port of entry in 1983.

#### Cities

- Nogales

#### Towns

- Patagonia

#### Census designated places

- Amado
- Beyerville
- Elgin
- Kino Springs
- Rio Rico
- Sonoita
- Tubac
- Tumacacori-Carmen

#### Unincorporated communities

- Harshaw
- Oro Blanco
- Carmen
- Lochiel
- Trench Camp
- Casa Piedra

- Madera Canyon

- Washington Camp

#### Ghost Towns

- Alto
- Canelo
- Calabasas
- Duquesne
- Fort Buchanan

- Harshaw
- Lochiel
- Oro Blanco
- Ruby

### **Education Profile**

#### K-12:

- Nogales Unified School District
- Santa Cruz Valley Unified School District

#### Secondary:

- Patagonia Union High School District

#### Elementary:

- Patagonia Elementary District
- Sonoita Elementary District
- Santa Cruz Elementary District





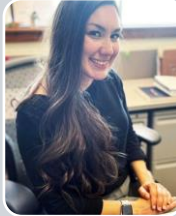

### **Government Profile**

The Board of Supervisors is the governing body of Santa Cruz County. Its duties, by state law, are both legislative and executive. The board is responsible for the overall management of the county government operations.

The board appoints a County Manager, responsible for the day-to-day operation of the county. The County Manager supervises the work of appointed department directors and is responsible for the appointment of non-elected department directors, with concurrence of the board. In addition, the board appoints all members of the many boards and commissions that assist these programs.

All department budgets, whether directed by an elected or appointed official, are set by the board. A tax rate for all taxing entities in our county is set by and adopted by the Board of Supervisors. All purchases and sales of county property, construction of county facilities, awards of bids for services and supplies and the appointments of all county personnel fall within the responsibility of the Board of Supervisors.<sup>4</sup>

- Manuel Ruiz - District 1, Chairman
- Rudy Molera - District 2, Member
- Bruce Bracker - District 3, Vice-Chairman
- Jesus J. Valdez, County Manager
- Alma Schultz, Clerk of the Board & Elections Director
- Nicolette Brenner, Deputy Clerk of the Board

					
Manuel Ruiz, Chairman District 1	Rudy Molero District 2	Bruce Bracker Vice-Chairman District 3	Jesus Valdez County Manager	Alma Schultz Clerk of the Board & Elections Director	Nicolette Brenner Deputy Clerk of the Board

<sup>4</sup> <https://www.santacruzcountyaz.gov/169/Board-of-Supervisors>

# Key Findings

## Key Findings-Population

After several years without significant growth, the population of Santa Cruz County has grown significantly over the last three years.

Population growth is occurring outside the city of Nogales. A growing rural population needs to be considered strategically.

The population of Santa Cruz County is overwhelmingly Hispanic or Latino.

The population of Santa Cruz County is slightly younger than state and national averages, and the population share that is of retirement age has not expanded at the rate of many other communities in recent years.

## Key Findings-Demographics

More than one of every five people (21.8%) who are 25 years or older in Santa Cruz County have completed less than a high school education.

Combined, almost half (47.0%) either hold a high school diploma or have not completed high school.

A significant share (29.7%) has completed either some college or an associate's degree. Only 23.3% hold a bachelor's degree or higher, including 13.6% with no more than a bachelor's degree.

The share of Santa Cruz County's population who have never completed high school is notably larger than state and national levels. The other categories in which we find a significant difference is in those who hold a bachelor's degree or graduate degree. The county's population with a bachelor's degree (13.6%) is significantly lower than state (22.8%) and national levels.

The share of Santa Cruz County's population who earn between \$50,000 and \$100,000 is comparable to state and national levels. The difference is found at the extremes, where the share of those who earn less than \$50,000 (48.0%) outpaces the state by fourteen percentage points, and those that earn more than \$100,000 (22.2%) is also significantly lower than state and national norms.

The median income level in Santa Cruz County (51,885) is almost \$20,000 lower than the state value.

Retirement-age poverty is more prevalent in Santa Cruz County than in the state or the nation.

## Key Findings-Workforce

Job opportunities and employment are unusually seasonal in nature. This leads to a predictable but challenging dynamic in which workers are unemployed for a significant portion of each year.

In December 2023, the size of Santa Cruz County's workforce hit an all-time high of 19,790, and in April 2024, the unemployment rate hit an all-time low of 4.1%.

The 2022 labor force participation rate (the most recent data available) in Santa Cruz County was 57.2%. That rate is the continuation of a three-year upward trend in which labor force participation has returned to its modern high-water marks.

Among workers who live in Santa Cruz County and report commuting to a place of employment, one in five are commuting to Tucson. Because of the commuting patterns studied in this analysis, the labor shed for Santa Cruz County includes Pima County.

## **Key Findings-Economy**

Government and Government Enterprises is the largest contributor to the region's Gross Domestic Product.

Among private-sector industries, *Wholesale Trade* and *Transportation and Warehousing* provide the most value to the economy. In only a handful of markets around the country do these industry sectors contribute as large a share of the region's GDP. This speaks definitively to the unique characteristics of the Santa Cruz County economy.

The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz County.

Transportation and Warehousing (13.8%) and Wholesale Trade (13.0%) are the largest sources of employment in the private sector.

The table of the largest detailed industry categories for employment are led by government, but also includes several industries that highlight the role of agriculture and transportation to the regional labor market, including *Fresh Fruit and Vegetable Merchant Wholesalers*, *Freight Transportation Arrangement*, *General Warehousing and Storage*, *Refrigerated Warehousing and Storage*, and *General Long-Distance Freight Trucking*.

When considering the larger Santa Cruz Labor Shed, *Local Government* and *Local Schools* are far and away the largest employers with *Hospitals* ranking third.

When considering the larger Santa Cruz Labor Shed, the fastest growing industries in the region include *Home Health Care Services* (451% growth) and *Postharvest Crop Activities* (155%).

In terms of specific occupations in Santa Cruz County, *Transportation and Material Moving Occupations* account for the most jobs, totaling 18.0% of all jobs. Across the entire labor shed, *Office and Administrative Support Occupations* is the largest category.

The highest-paying careers in Santa Cruz County are often found in Healthcare and Business Operations.

Many of the fastest growing occupations in the region are very technical in nature, including Solar Photovoltaic Installers, Calibration Technologists and Aircraft Structure Assemblers.

The occupation categories that have added large numbers of jobs over the last decade are diverse in every way with entries from the fields of business, finance, information technology, education, healthcare and many others.



## **Key Findings-Talent Pipeline**

More than one of every five people (21.8%) who are 25 years or older in Santa Cruz County have completed less than a high school education.

Combined, almost half (47.0%) either hold a high school diploma or have not completed high school.

A significant share (29.7%) has completed either some college or an associate's degree. Only 23.3% hold a bachelor's degree or higher, including 13.6% with no more than a bachelor's degree.

The share of Santa Cruz County's population who have never completed high school is notably larger than state and national levels. The other categories in which we find a significant difference is in those who hold a bachelor's degree or graduate degree. The county's population with a bachelor's degree (13.6%) is significantly lower than state (22.8%) and national levels.

Half of the postsecondary education institutions in the region have experienced a decline in the number of awards per year since 2018.

The Santa Cruz Provisional Community College District is a critical element of the region's talent development ecosystem and holds immense potential to improve the economic prospects of the region even more than it has to date.

Almost no WIOA-eligible training providers can be found in Santa Cruz County.

## **Key Concepts to Support Career Literacy in Schools and the Workforce Development system**

The county's economy is growing, even in the absence of major population growth. It is important that our youth and jobseekers know that it is not necessary to leave the region to find high-quality opportunities in many different fields.

Our fastest growing occupations are blue collar. Postsecondary education does not necessarily refer to a four-year university degree program.

Careers in almost any field are available without leaving the area.

Healthcare skills are growing in demand and offer access to high earning potential.

Workers in transportation and logistics are a key component of the Santa Cruz County workforce.

# Demographics

## Population

### Population Change

From 2013 to 2023, Santa Cruz County experienced a population growth of 5.5% with more than 2,600 new residents becoming established in the region. Notably, growth was negligible from 2015 to 2020, but an influx of 2,207 since then accounts for almost all the county's growth.

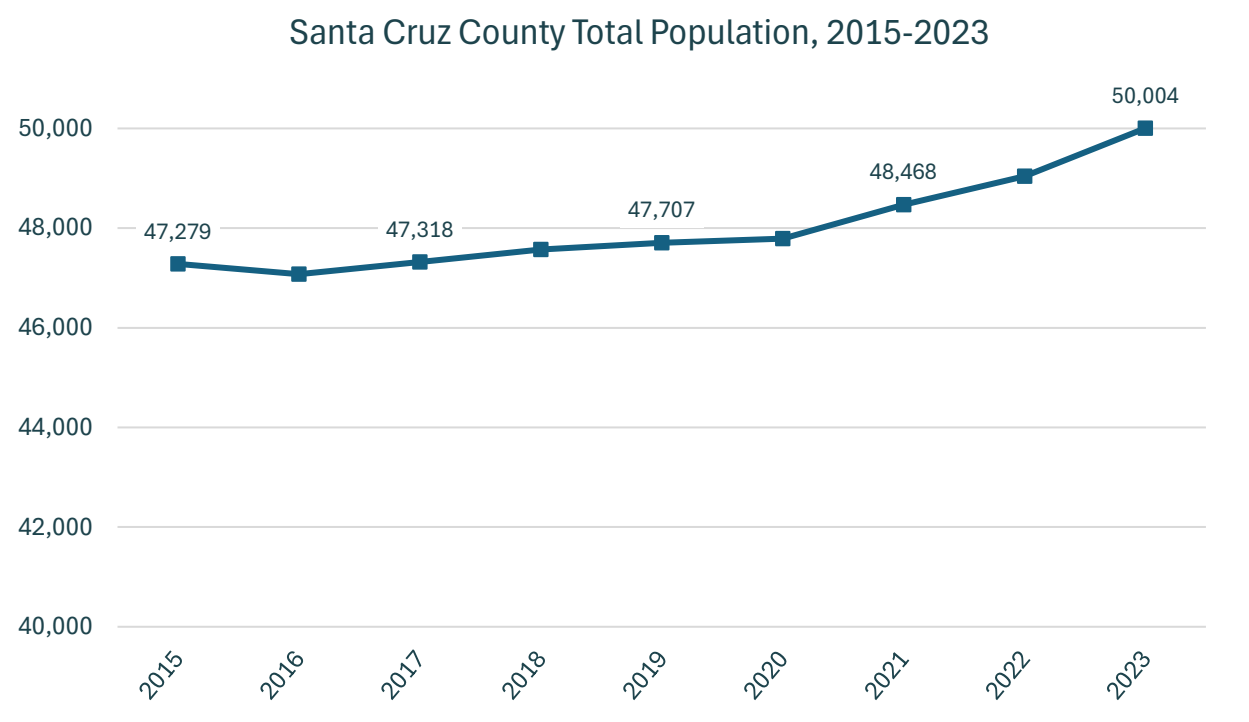
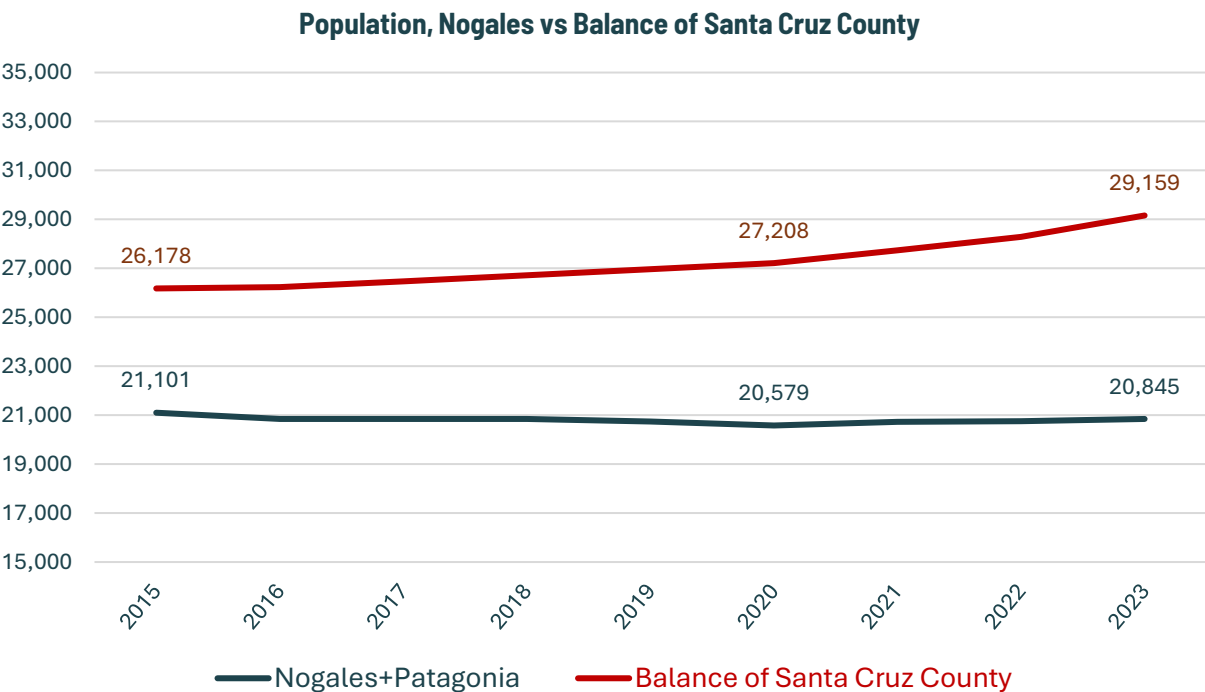
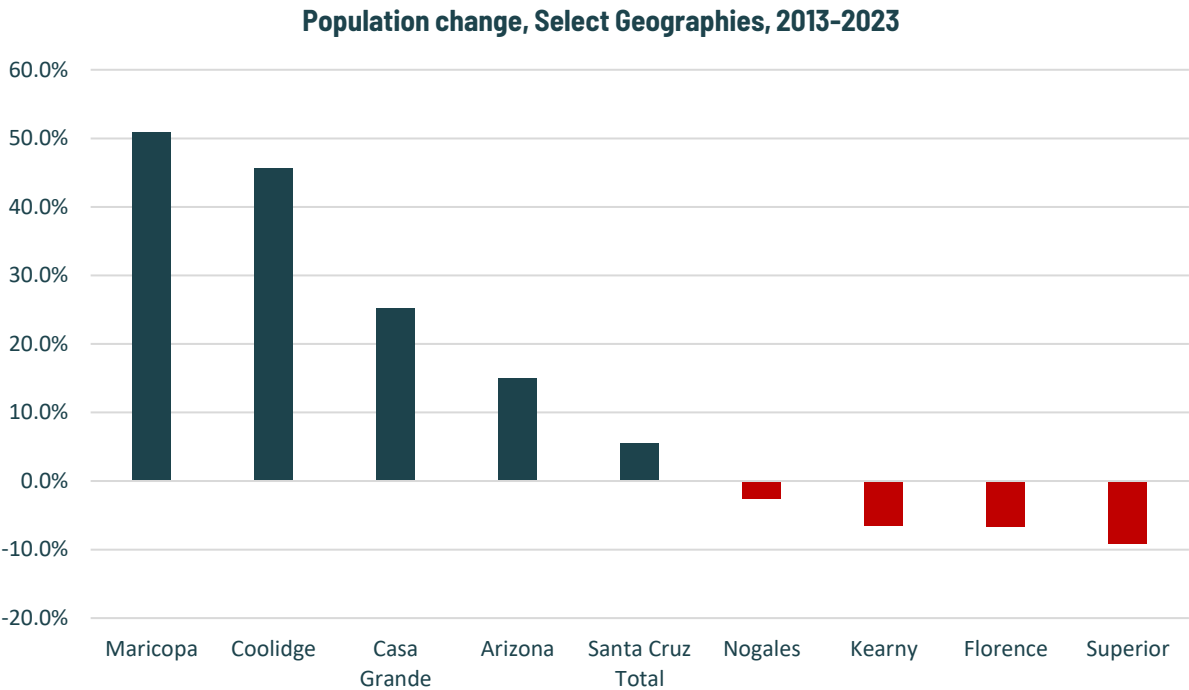


Table 1: Population by Year, 2013-2024

Geography	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Nogales + Patagonia	21,434	21,174	21,101	20,846	20,846	20,847	20,736	20,579	20,728	20,749	20,845
Balance of County	25,954	25,982	26,178	26,229	26,473	26,722	26,971	27,208	27,740	28,290	29,159
Santa Cruz County	47,388	47,156	47,279	47,075	47,318	47,569	47,707	47,787	48,468	49,039	50,004

Arizona Office of Economic Opportunity, Historical Population Estimates

It is also notable that the net growth has occurred entirely outside the city of Nogales. While the county has experienced the moderate growth noted above, the population of Nogales has actually decreased by 2.5% over the same time period. The balance of the county (not including Nogales) increased by a net population of 3,205, or 12.3% over the same period.



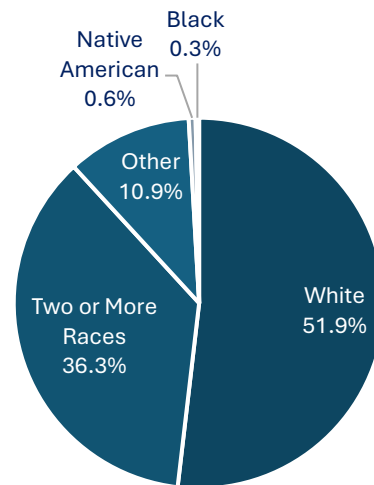
## Race and Ethnicity

The county's population is overwhelmingly Hispanic or Latino. The ethnic makeup of the county has been remarkably steady, reflecting a change of less than half a percentage point over the last ten years.

**Table 2: Population by Race**

Race	Share
Two or More Races	36.2%
White	51.7%
Black	0.3%
Native American	0.6%
Other	10.9%

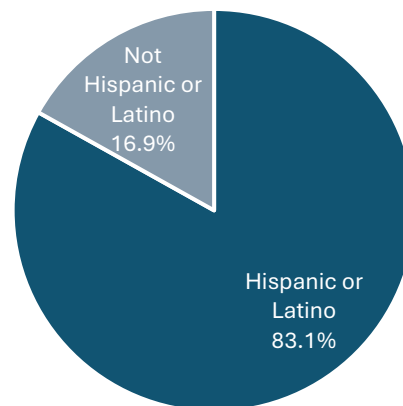
*U.S. Census Bureau, American Community Survey*



**Table 3: Population by Ethnicity**

Ethnicity	Share
Hispanic or Latino	83.1%
Not Hispanic or Latino	16.9%

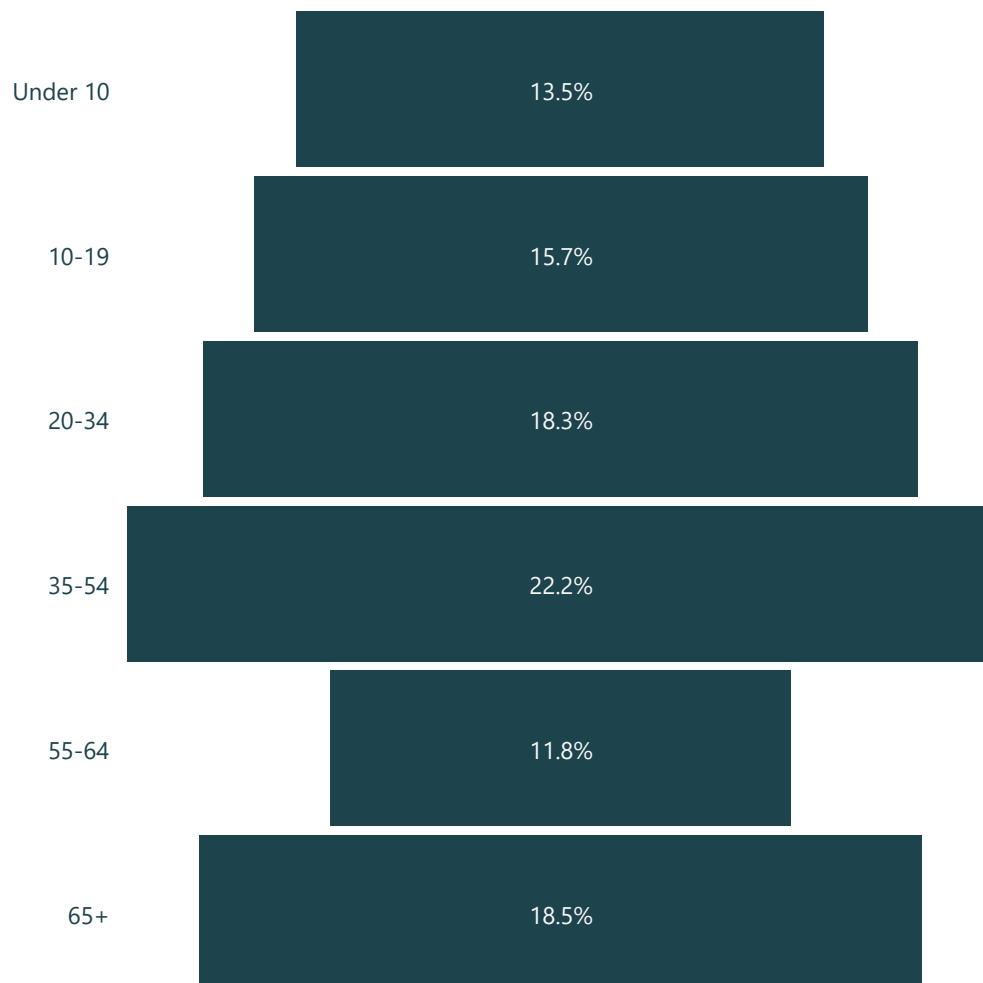
*U.S. Census Bureau, American Community Survey*



## Age

The population of Santa Cruz County is slightly younger on average than the population of the state. The county's median age is 37.3 years, while Arizona's is 38.4 years and the United States' is 38.5 years. The share of the county's population that is retirement age (18.5%) is lower than many comparable Arizona communities. More than half of the county's population (552.3%) is of working age (20-64 years).

**Population, Santa Cruz County, By Age Band**

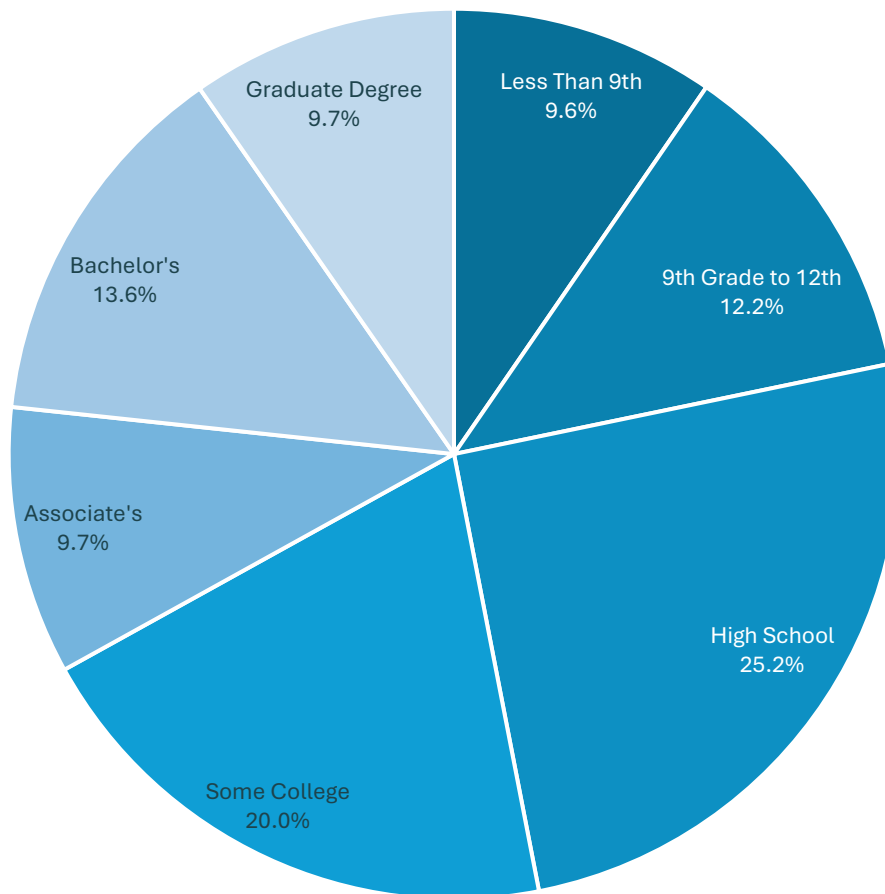


## Education

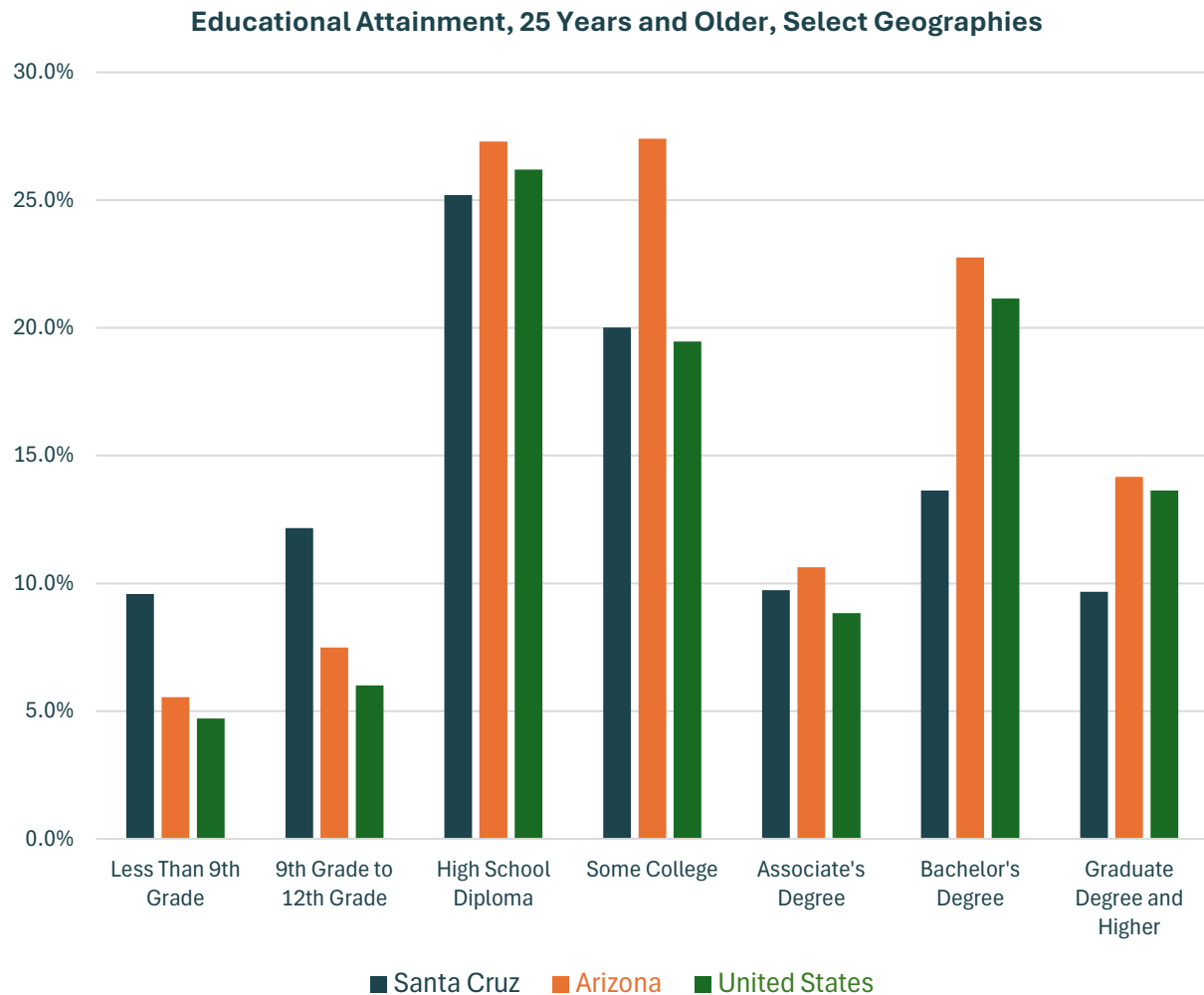
More than one of every five people (21.8%) who are 25 years or older in Santa Cruz County have completed less than a high school education. Combined, almost half (47.0%) hold a high school diploma or have not completed high school.

A significant share (29.7%) has completed either some college or an associate's degree. Only 23.3% hold a bachelor's degree or higher, including 13.6% with no more than a bachelor's degree.

**Santa Cruz County Population by Highest Educational Attainment**

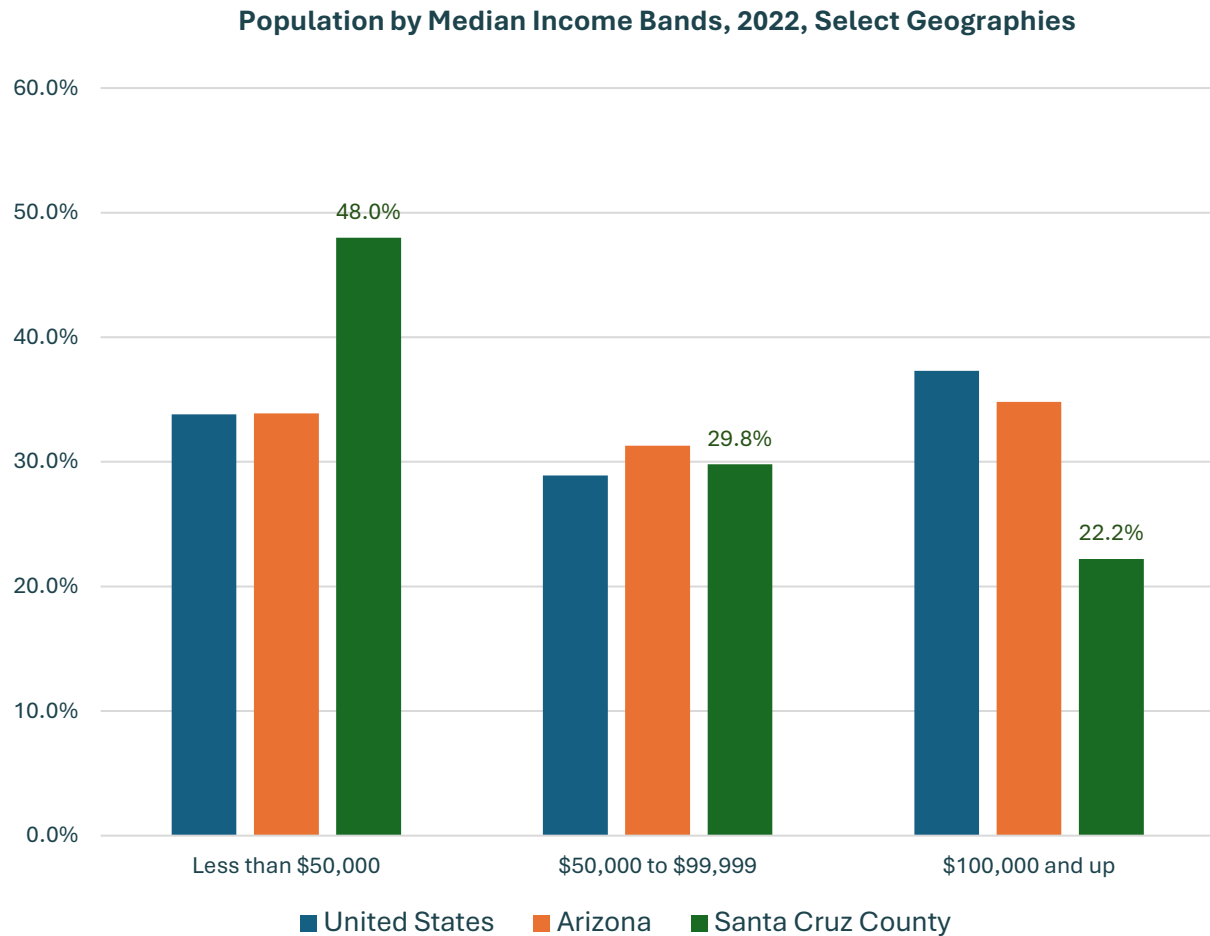


The share of Santa Cruz County's population who have never completed high school is notably larger than state and national levels. The other categories in which we find a significant difference is in those who hold a bachelor's degree or graduate degree. The county's population with a bachelor's degree (13.6%) is significantly lower than state (22.8%) and national levels.



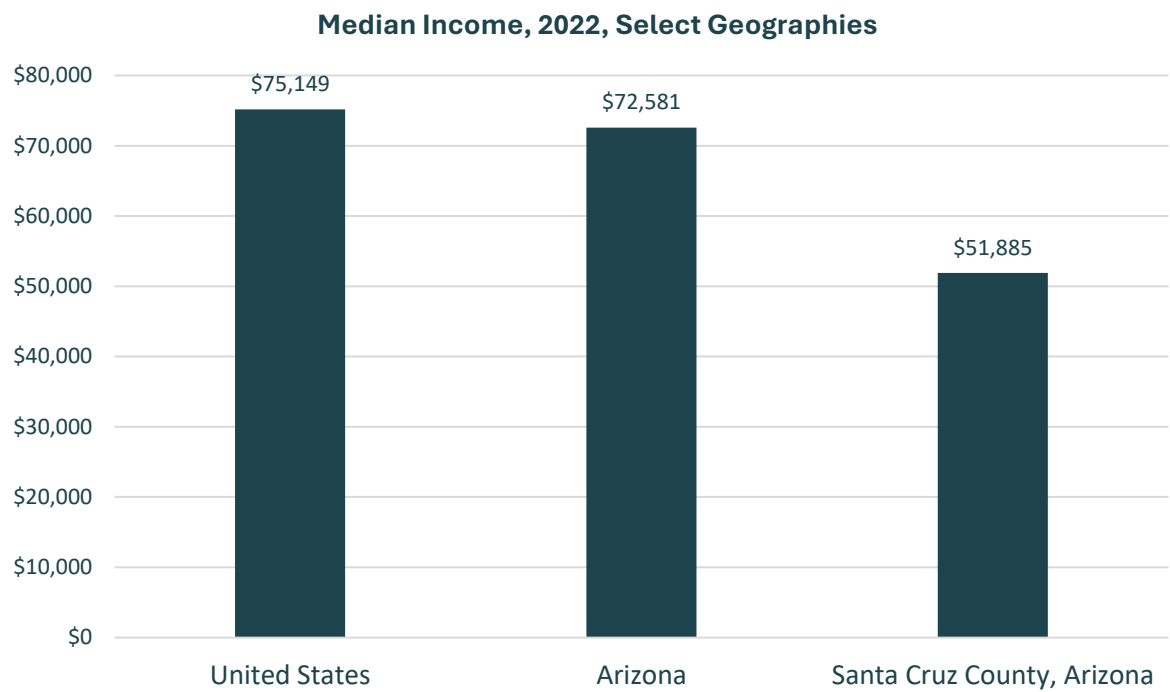
## Income and Poverty

Comparison of the income bands among the Santa Cruz County population illustrates another notable dynamic. The share of the county's population that earns between \$50,000 and \$99,000 is similar to the shares in Arizona and in the United States. However, the share of Santa Cruz County's population that earns less than \$50,000 is fourteen percentage points higher than that of Arizona. At the other end of the spectrum, Santa Cruz County's 22.2% who earn \$100,000 or more is significantly lower than the state's population whose earnings fall within that income band.

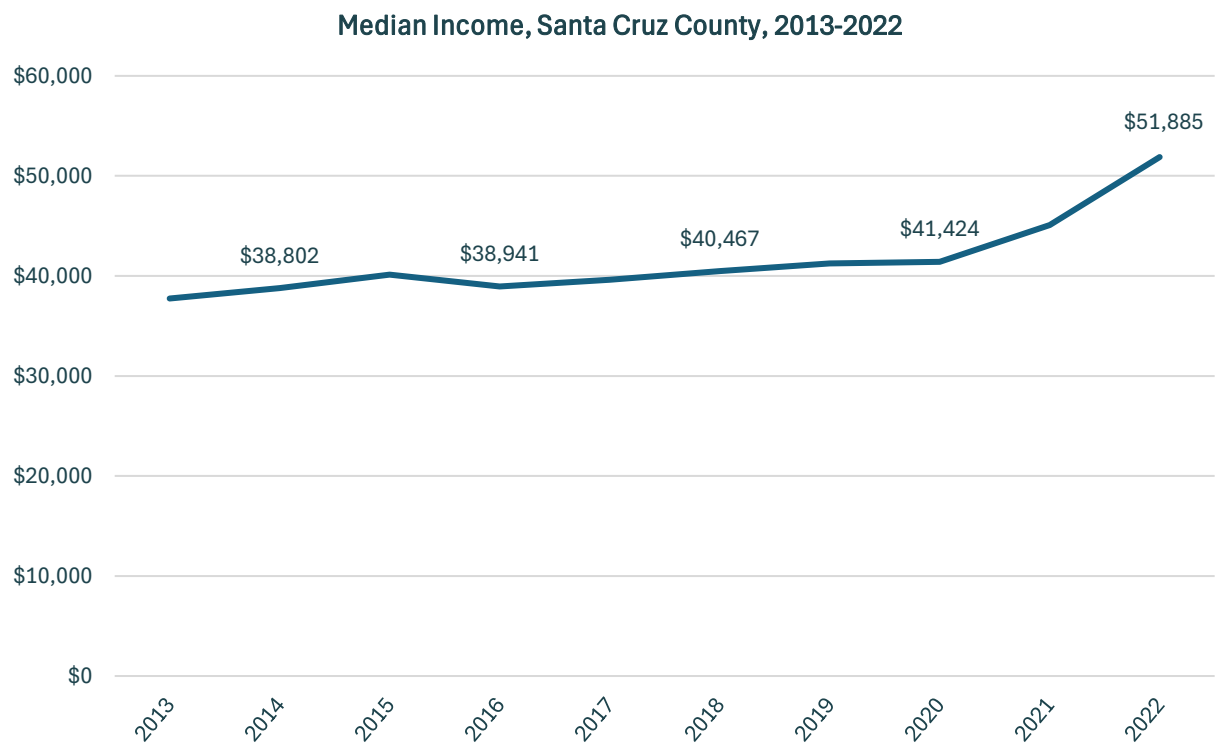




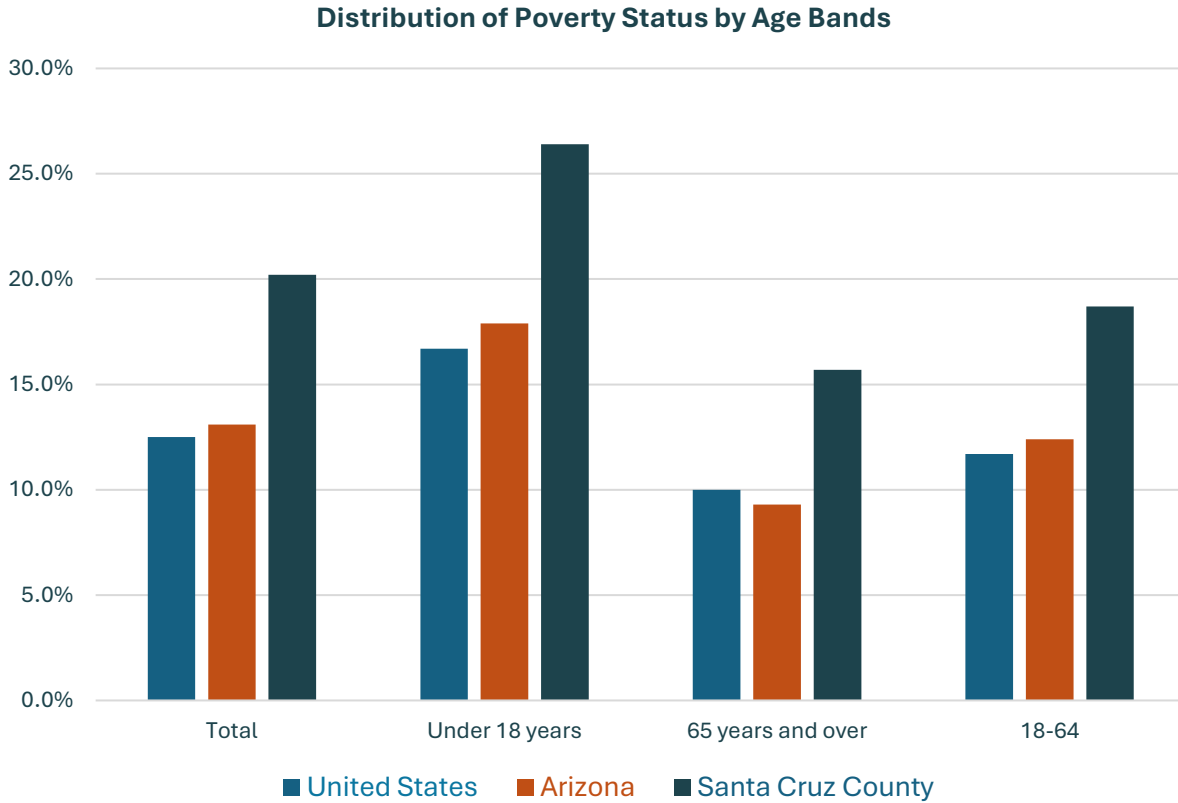
Santa Cruz County’s median income level is significantly lower than both state and national estimates.



While the county’s median income has increased by more than \$12,000 per year since 2013, when adjusted for inflation, that increase amounts to a little more than \$3,000, or 6.5%, over that time period.



Overall, a significantly higher share of Santa Cruz County's population had income below the poverty line in the last 12 months than either Arizona or the United States. Santa Cruz County's poverty rate among those younger than 18 years is significantly higher than the state and the nation at 26.4%. Poverty among those of retirement age (65+) is almost more prevalent.



# Workforce

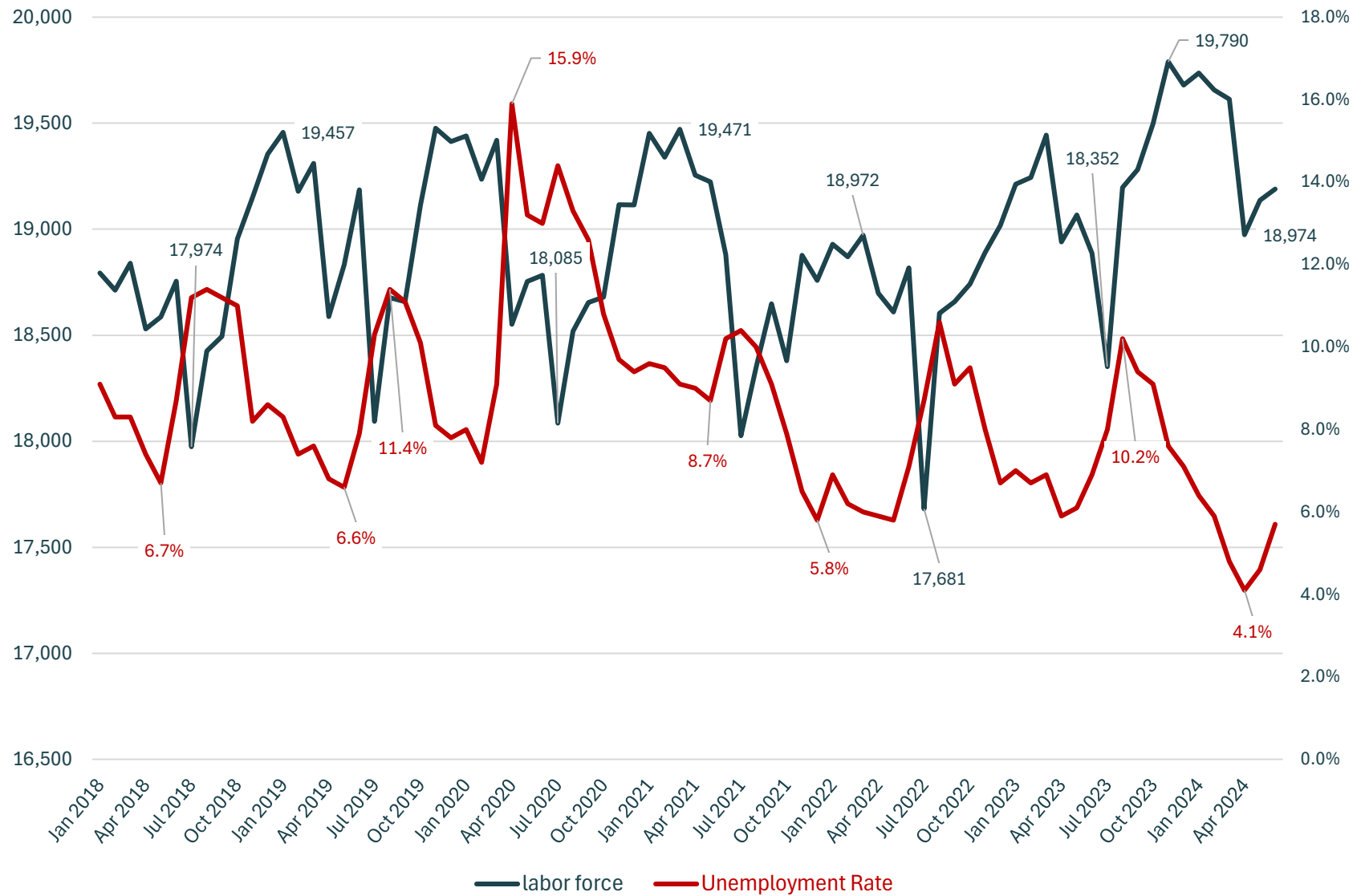
## Labor Force

In December 2023, the size of Santa Cruz County's workforce hit an all-time high of 19,790, and in April 2024, the unemployment rate hit an all-time low of 4.1%. The seasonal nature of the Santa Cruz labor market is evident in looking at the trends of these two econometric indicators, as the impact of the COVID-19 pandemic is hardly noticeable in these data.

The labor force participation rate is an important metric that estimates the share of the Civilian Non-Institutional Population that is either employed or looking for employment. The Arizona Office of Economic Opportunity estimates the 2022 labor force participation rate (the most recent data available) in Santa Cruz County at 57.2%. That rate is the continuation of a three-year upward trend in which labor force participation has returned to its modern high-water marks.

The combination of a growing labor force that has reached an all-time high in size, an all-time low unemployment rate and a growing labor force participation rate. Indicate that the regional labor force is growing because of people entering employment and not necessarily because people who were not participating in the labor force began seeking unemployment insurance benefits.

Total Labor Force and Unemployment Rate, Santa Cruz County, 2018 to 2024



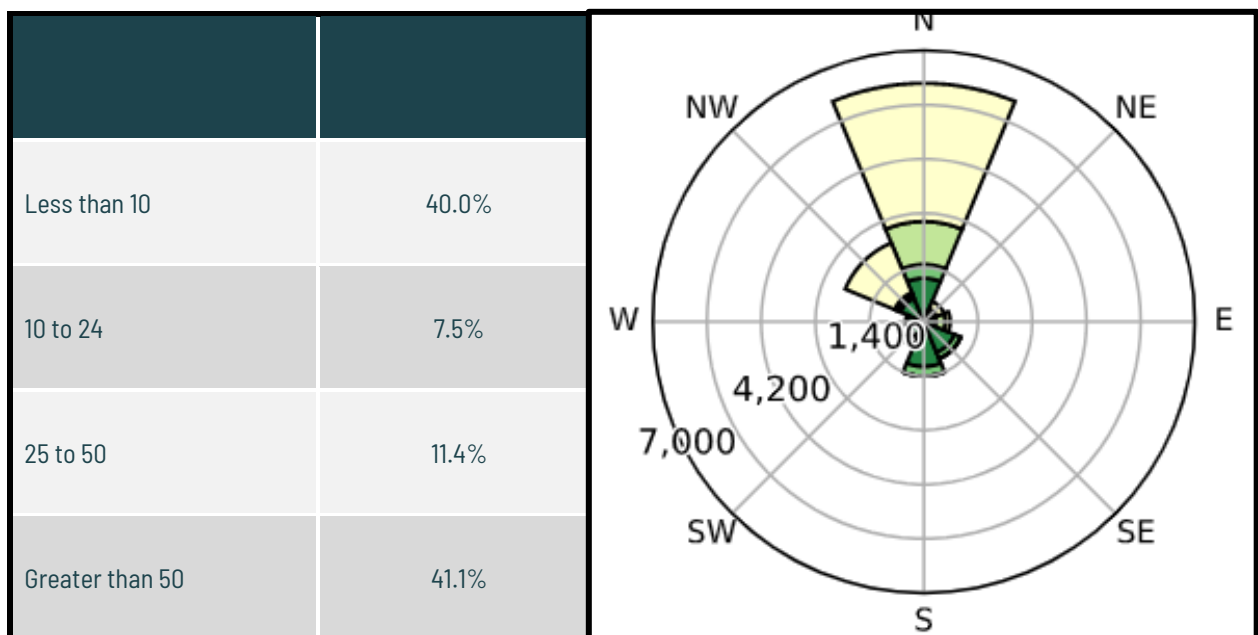
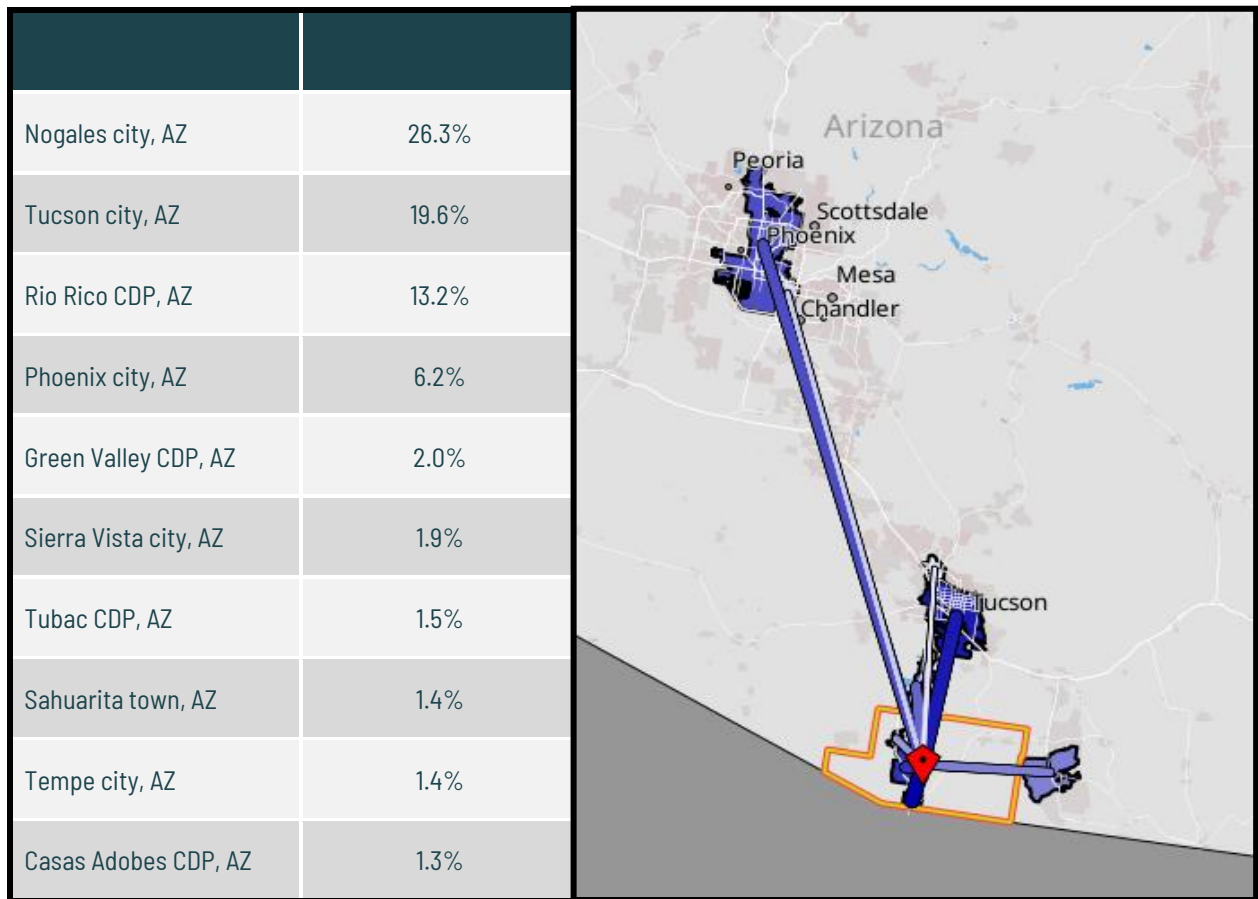
United States Bureau of Labor Statistics, Local Area Unemployment Series

## **Commuting Patterns**

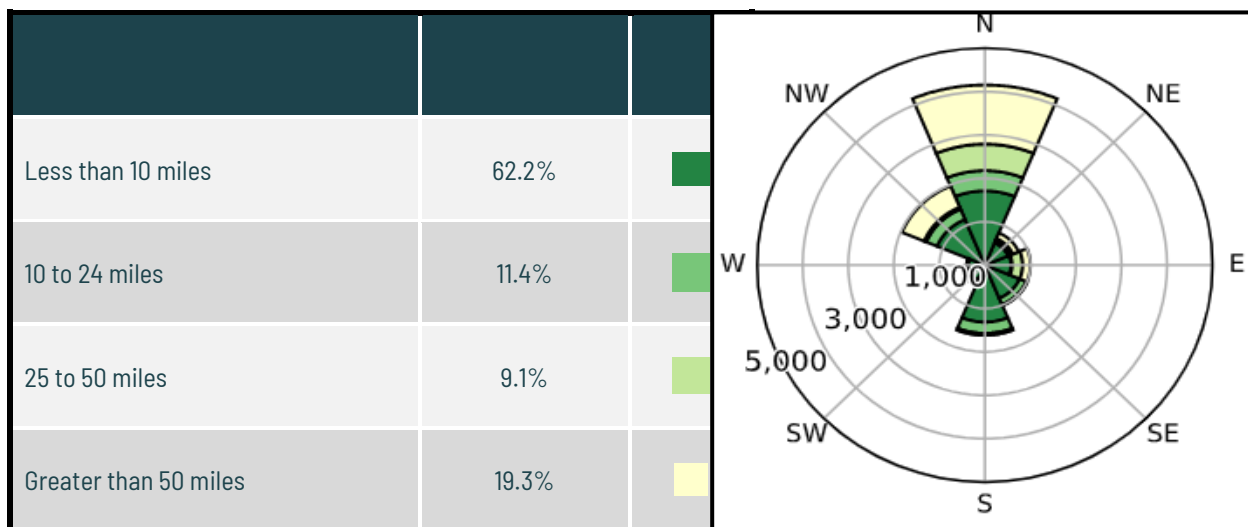
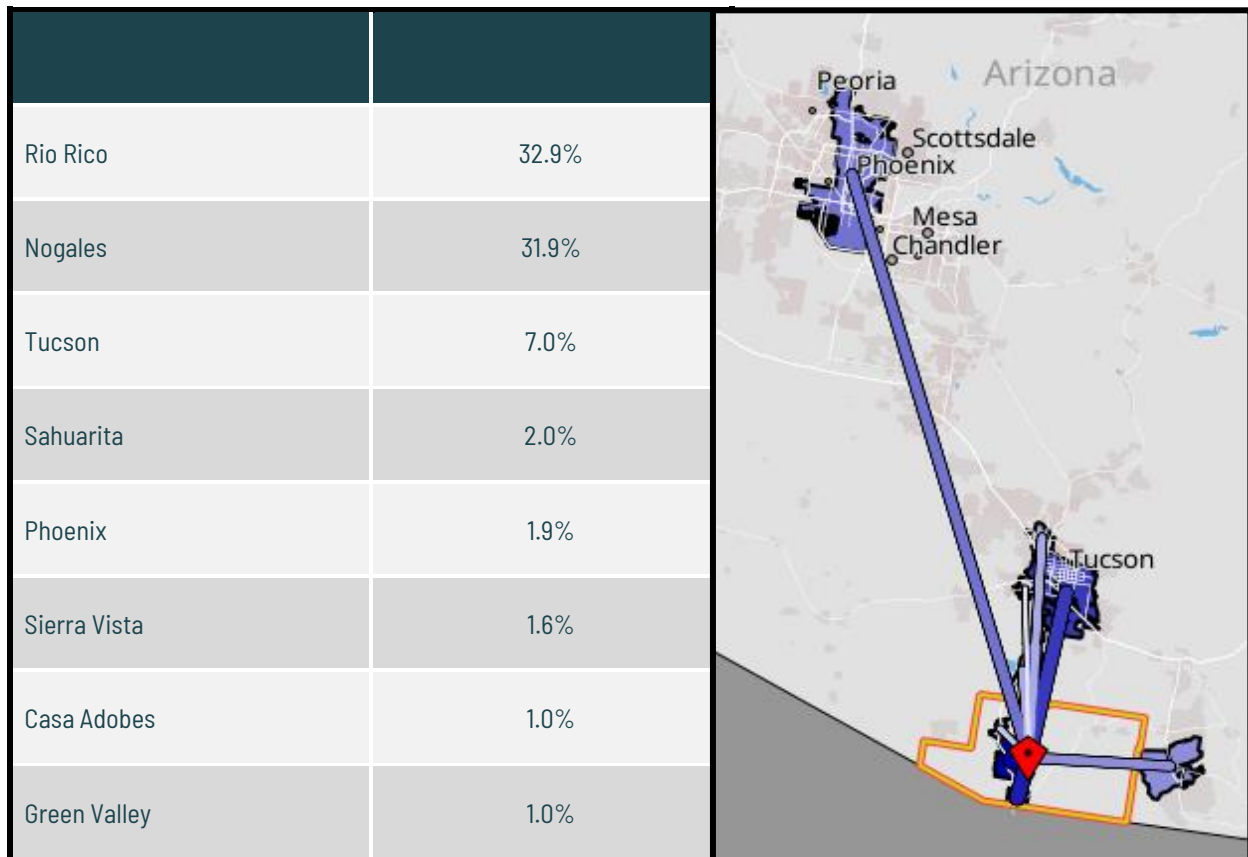
Analysis of the Longitudinal Origin-Destination Employment Survey by the United States Census Bureau provides perspective on a critical dynamic of the Santa Cruz labor market. Among workers who live in Santa Cruz County and report commuting to a place of employment, one in five are commuting to Tucson. Furthermore, among those workers who work in Santa Cruz County and report commuting to a place of employment, a roughly equal number travel from Rio Rico as from Nogales. A significant number (7.0) commute from Tucson to jobs in Santa Cruz County.

In light of these dynamics, analyses in this report include perspectives on the combined Pima County-Santa Cruz County labor market.

## Commuters who live in Santa Cruz County



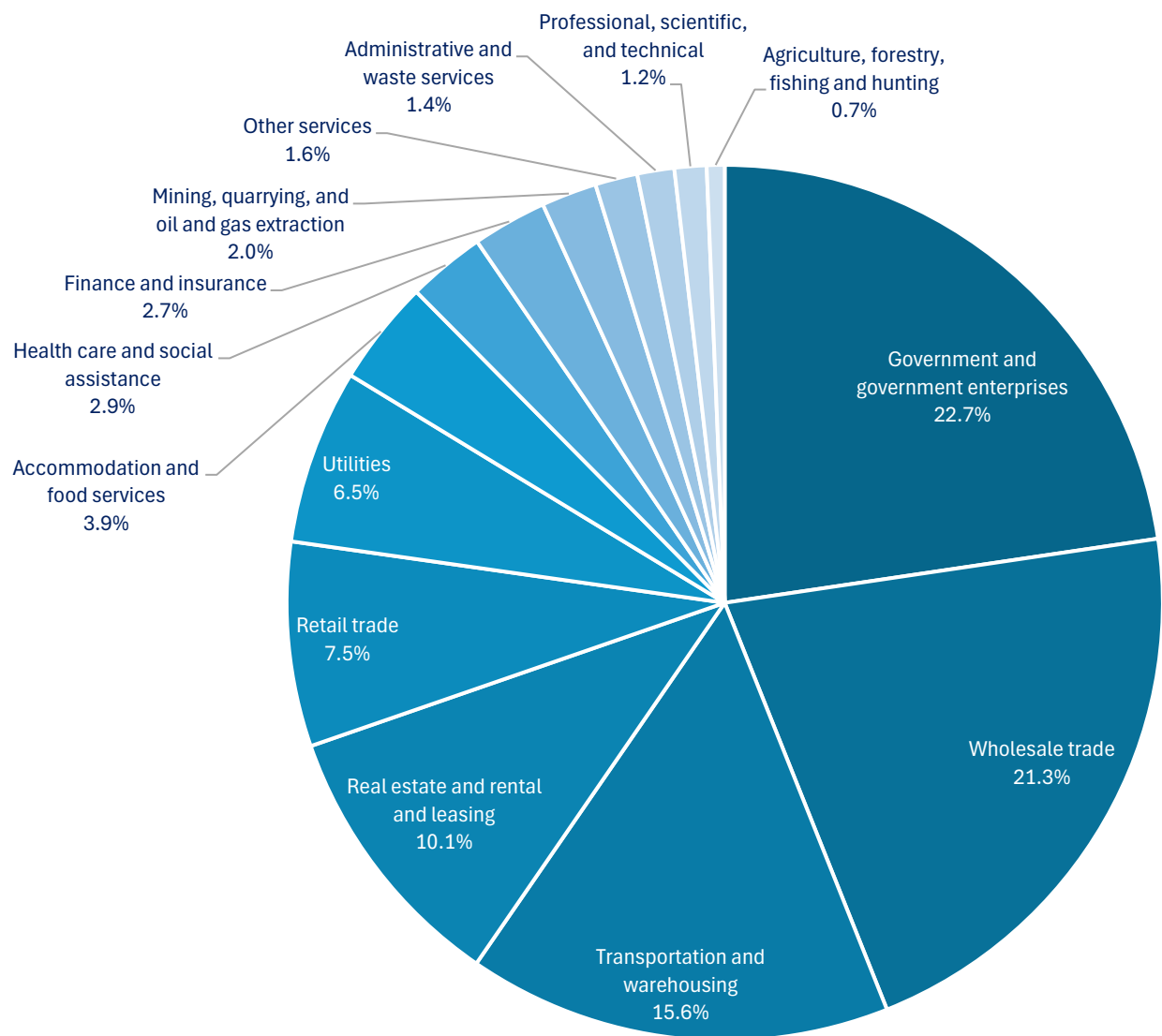
## Commuters who work in Santa Cruz County



# Economy-Santa Cruz County

## Gross Domestic Product

Government and Government Enterprises is the largest contributor to the region's Gross Domestic Product. Among private-sector industries, Wholesale Trade and Transportation and Warehousing provide the most value to the economy. In only a handful of markets around the country do these industry sectors contribute this large a share of the region's GDP. This speaks definitively to the unique characteristics of the Santa Cruz County economy.





**Table X: Gross Domestic Product by Industry, Santa Cruz County, 2022**

Industry	GDP*
Government and government enterprises	\$559,387
Wholesale trade	\$525,913
Transportation and warehousing	\$385,999
Real estate and rental and leasing	\$249,413
Retail trade	\$186,337
Utilities	\$159,407
Accommodation and food services	\$95,607
Health care and social assistance	\$70,789
Finance and insurance	\$67,814
Mining, quarrying, and oil and gas extraction	\$50,524
Other services (except government and government enterprises)	\$38,553
Administrative and waste services	\$33,719
Professional, scientific, and technical	\$29,154
Agriculture, forestry, fishing and hunting	\$16,261

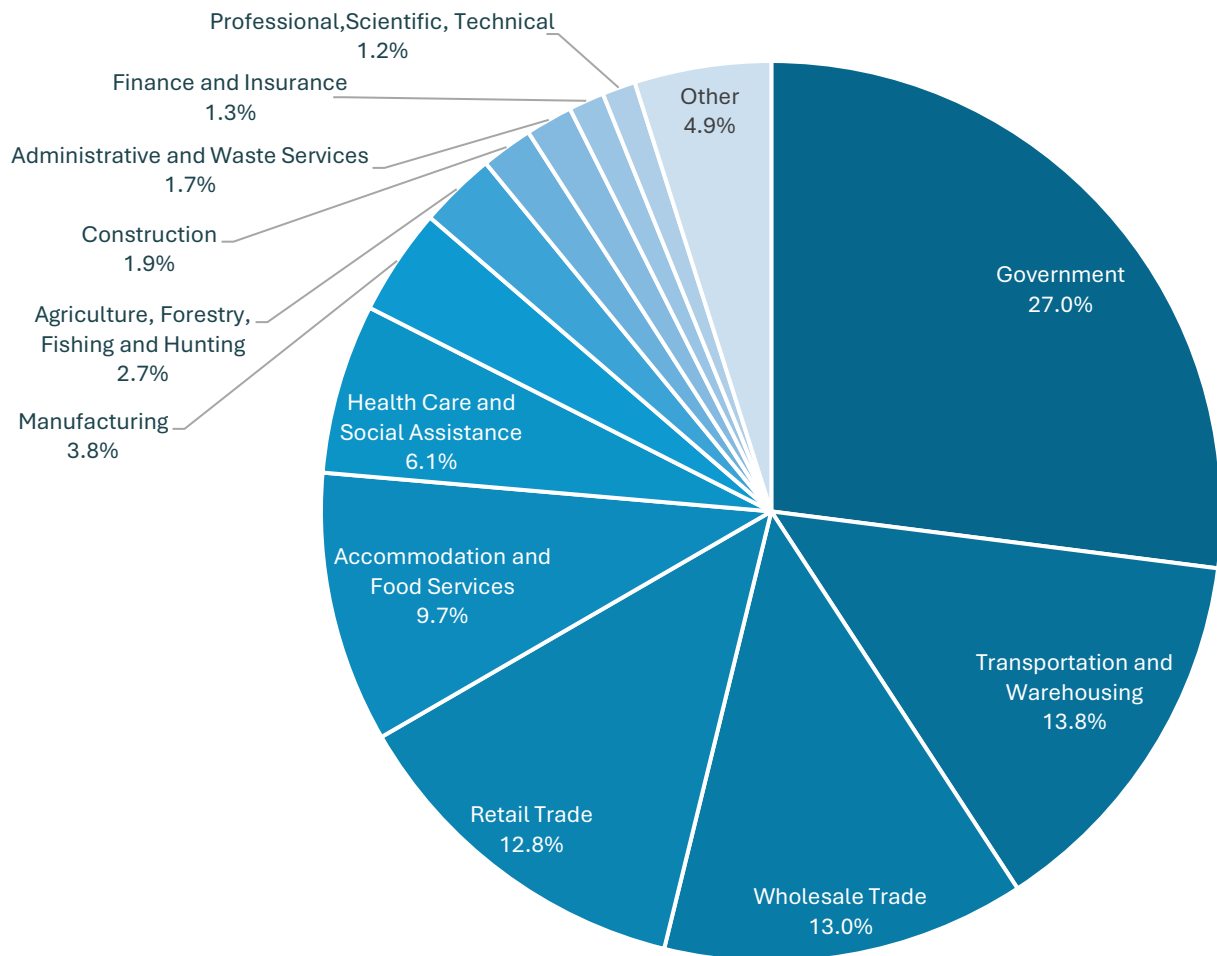
*\*Gross Domestic Product in thousands of current dollars  
United States Bureau of Economic Analysis*

## Employment

### Employment by General Industry Categories

The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz County. Transportation and Warehousing (13.8%) and Wholesale Trade (13.0%) are the largest sources of employment in the private sector.

**Employment by General Industry Category, Santa Cruz County, 2023**



Government accounts for the largest share of economic activity (22.7%) and the largest share of jobs (27.0%) in the county.

The Wholesale Trade industry is the leading private-sector industry in terms of economic activity in only a handful of counties in the United States. The fact that it makes the largest contribution to the Santa Cruz County economy (\$526 million) and is the second-largest employer (13.0%) illustrates the unique nature of the region's economy and labor market.

In this analysis, a metric called the Location Quotient was used. In this context the Location Quotient (LQ) is an indexed value that represents the share of the regional economy that is employed in a particular industry compared to the level that would be expected for a similarly sized region if the industry employment was equal to national averages. For example, if national averages cause us to expect employment of 2,000 in a given industry in a given region and we found exactly 2,000 people employed by the industry, then the LQ would be 1.0. If we found 4,000 people employed by the industry, then the LQ would be 2.0.

**Table 4: General Industry Categories, Santa Cruz County**

Industry	2023 Jobs	2014 - 2023 Change	2014 - 2023 % Change	Location Quotient	Wages & Proprietor Earnings
Government	3,700	(99)	(2.6%)	1.9	\$81,308
Transportation and Warehousing	1,886	293	18.4%	3.3	\$48,067
Wholesale Trade	1,785	(0)	(0.0%)	3.3	\$74,890
Retail Trade	1,757	(552)	(23.9%)	1.3	\$32,757
Accommodation and Food Services	1,331	131	10.9%	1.1	\$25,803
Health Care and Social Assistance	835	175	26.6%	0.4	\$60,697
Manufacturing	527	42	8.7%	0.5	\$56,601
Agriculture, Forestry, Fishing and Hunting	377	140	59.4%	3.4	\$40,067
Construction	255	39	18.2%	0.4	\$48,559
Administrative and Waste Services	231	78	50.4%	0.3	\$42,973
Finance and Insurance	175	(43)	(19.9%)	0.3	\$50,716
Professional, Scientific, and Technical Services	164	4	2.3%	0.2	\$63,291
Other Services	253	64	33.7%	0.6	\$35,627
Real Estate and Rental and Leasing	96	(35)	(26.5%)	0.4	\$37,778
Information	77	(83)	(51.8%)	0.3	\$47,100
Educational Services	77	12	17.9%	0.3	\$37,656
Unclassified Industry	50	23	82.4%	1.8	\$49,762
Utilities	44	0	0.4%	0.9	\$81,882
Arts, Entertainment, and Recreation	30	(30)	(50.1%)	0.1	\$22,197
Management of Companies and Enterprises	29	N/A	N/A	0.1	\$72,534
Mining, Quarrying, and Oil and Gas Extraction	15	N/A	N/A	0.3	\$76,472

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

### Employment by Detailed Industry Categories

The following tables present employment per detailed industry categories. The top 15 industries in terms of employment, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

#### Largest

**Table 5: Largest Detailed Industry Categories, Santa Cruz County**

Industry	Jobs
Federal Government, Civilian, Excluding Postal Service	1,677
Fresh Fruit and Vegetable Merchant Wholesalers	1,124
Elementary and Secondary Schools (Local Government)	1,094
Local Government, Excluding Education and Hospitals	845
Freight Transportation Arrangement	383
General Warehousing and Storage	209
Limited-Service Restaurants	353
Offices of Physicians (except Mental Health Specialists)	205
Warehouse Clubs and Supercenters	527
Full-Service Restaurants	383
Hotels (except Casino Hotels) and Motels	335
Department Stores	189
Refrigerated Warehousing and Storage	208
State Government, Excluding Education and Hospitals	140
General Freight Trucking, Long-Distance, Truckload	176

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Fastest Growth

**Table 6: Largest Percentage Change, Detailed Industry Categories, Santa Cruz County**

Industry	Change
Home Health Care Services	451%
Food Service Contractors	219%
Postharvest Crop Activities (except Cotton Ginning)	155%
General Warehousing and Storage	134%
Offices of Physicians (except Mental Health Specialists)	128%
Surgical Appliance and Supplies Manufacturing	125%
Wineries	114%
Child Day Care Services	111%
Art Dealers	104%
Residential Remodelers	86%
Unclassified Industry	82%
Industrial Machinery and Equipment Merchant Wholesalers	65%
Animal Production	50%
Plumbing, Heating, and Air-Conditioning Contractors	46%
General Freight Trucking, Local	45%
Site Preparation Contractors	44%

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Largest Growth

**Table 7: Largest Change, Detailed Industry Categories, Santa Cruz County**

Industry	Change
General Warehousing and Storage	279
Offices of Physicians (except Mental Health Specialists)	262
Fresh Fruit and Vegetable Merchant Wholesalers	193
Surgical and Medical Instrument Manufacturing	169
Freight Transportation Arrangement	126
Limited-Service Restaurants	116
Food Service Contractors	100
Postharvest Crop Activities (except Cotton Ginning)	82
Home Health Care Services	73
Electronic Connector Manufacturing	70
State Government, Excluding Education and Hospitals	61
Department Stores	47
Wineries	38
Surgical Appliance and Supplies Manufacturing	36
Industrial Machinery and Equipment Merchant Wholesalers	29

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Largest Location Quotient

**Table 8: Largest Location Quotient, Detailed Industry Categories, Santa Cruz County**

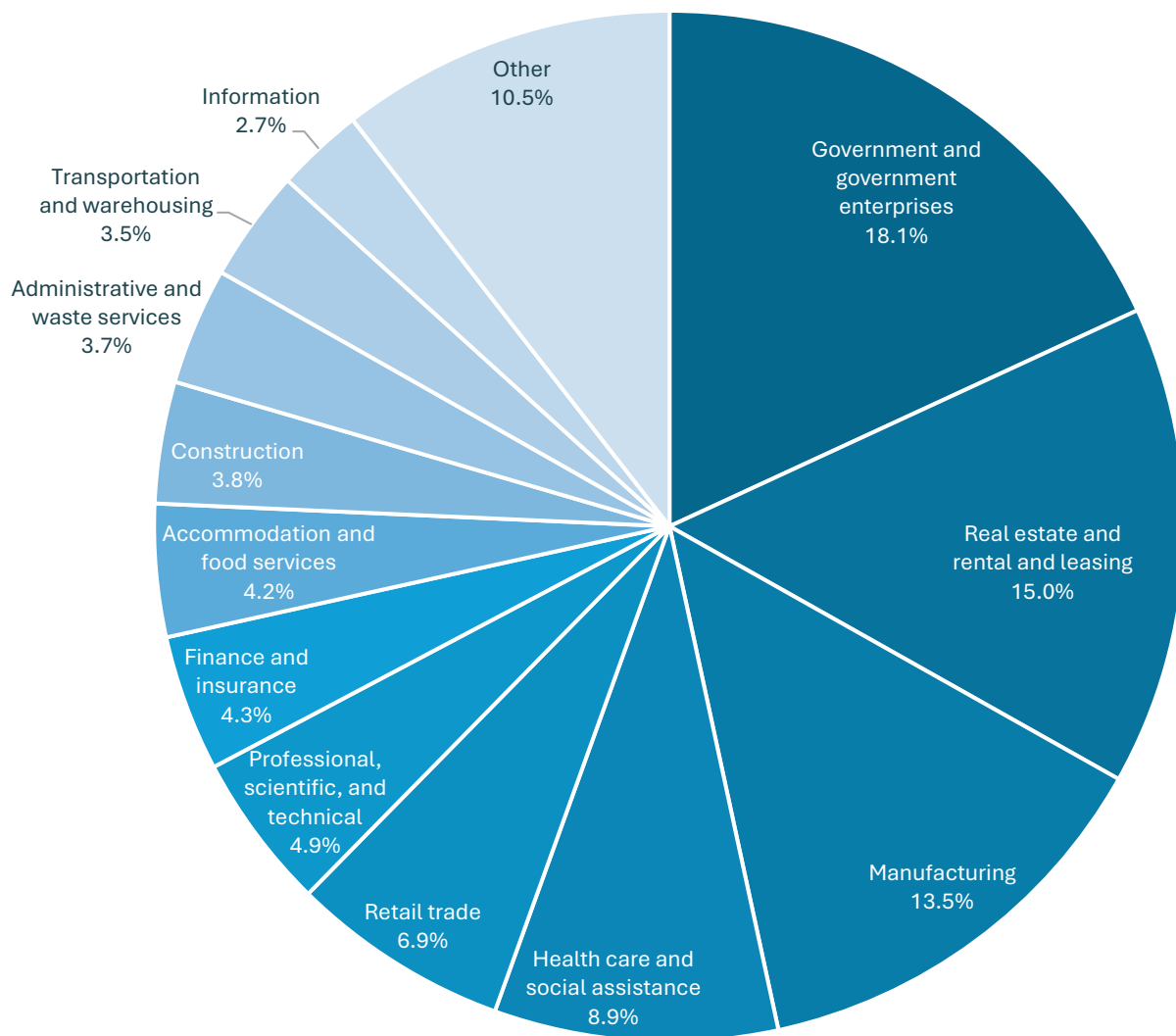
Industry	Location Quotient
Agriculture, Forestry, Fishing and Hunting	3.36
Transportation and Warehousing	3.27
Wholesale Trade	3.27
Government	1.89
Unclassified Industry	1.78
Retail Trade	1.26
Accommodation and Food Services	1.07
Utilities	0.85
Other Services (except Public Administration)	0.62
Manufacturing	0.46
Real Estate and Rental and Leasing	0.45
Health Care and Social Assistance	0.44
Construction	0.36
Finance and Insurance	0.31
Information	0.29

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

# Economy-Santa Cruz Labor Shed

## Gross Domestic Product

Government and Government Enterprises is the largest contributor to the region's Gross Domestic Product. Among private-sector industries, Real Estate and Manufacturing provide the most value to the economy. The position of Manufacturing as the second largest contributor in the region despite its relative irrelevance in Santa Cruz County speaks to the prevalence of the industry in Tucson.



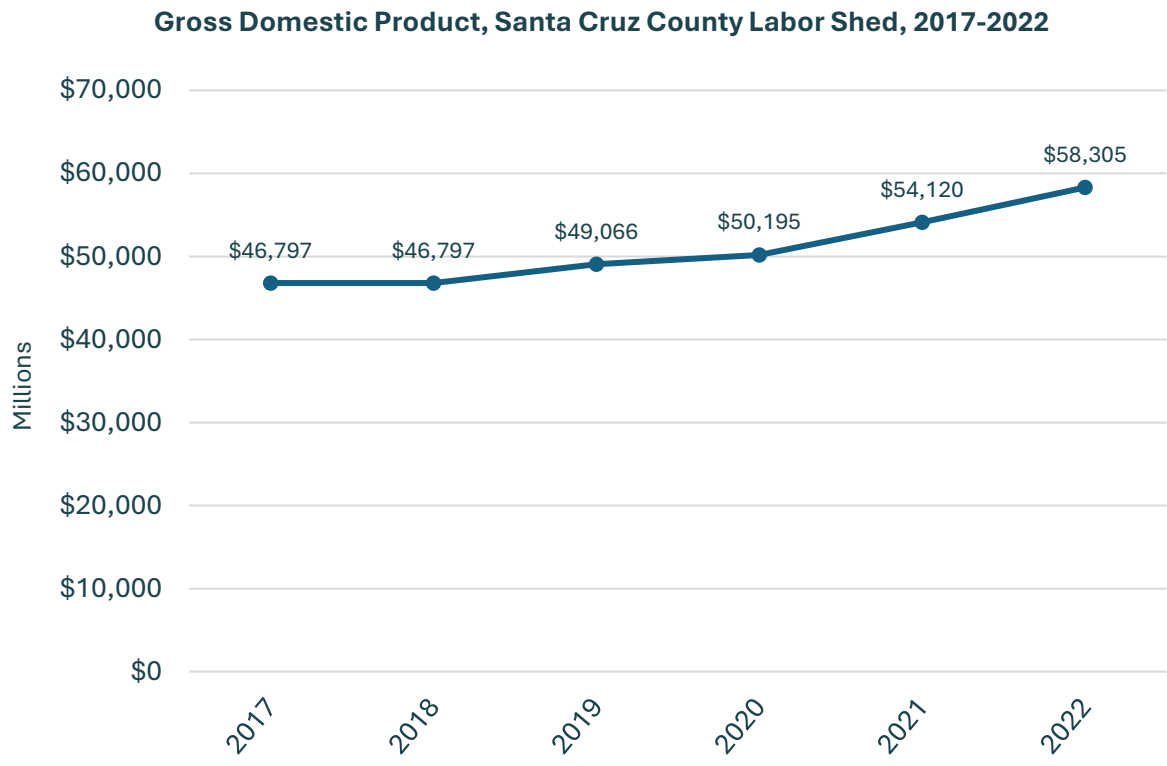


**Table 9: Gross Domestic Product by Industry, Santa Cruz Labor Shed, 2022**

Industry	Contribution to GDP
Government and government enterprises	\$10,556,622,000
Real estate and rental and leasing	\$8,763,875,000
Manufacturing	\$7,838,012,000
Health care and social assistance	\$5,182,317,000
Retail trade	\$3,999,924,000
Professional, scientific, and technical	\$2,855,307,000
Finance and insurance	\$2,489,817,000
Accommodation and food services	\$2,427,102,000
Construction	\$2,224,825,000
Administrative and waste services	\$2,142,323,000
Transportation and warehousing	\$2,045,510,000
Information	\$1,600,859,000
Other services (except government and government enterprises)	\$1,467,284,000
Wholesale trade	\$1,874,909,000
Mining, quarrying, and oil and gas extraction	\$1,038,770,000
Utilities	\$602,175,000
Educational services	\$439,870,000
Management of companies and enterprises	\$346,155,000
Arts, entertainment, and recreation	\$267,204,000
Agriculture, forestry, fishing and hunting	\$105,654,000

*\*Gross Domestic Product in thousands of current dollars  
United States Bureau of Economic Analysis*

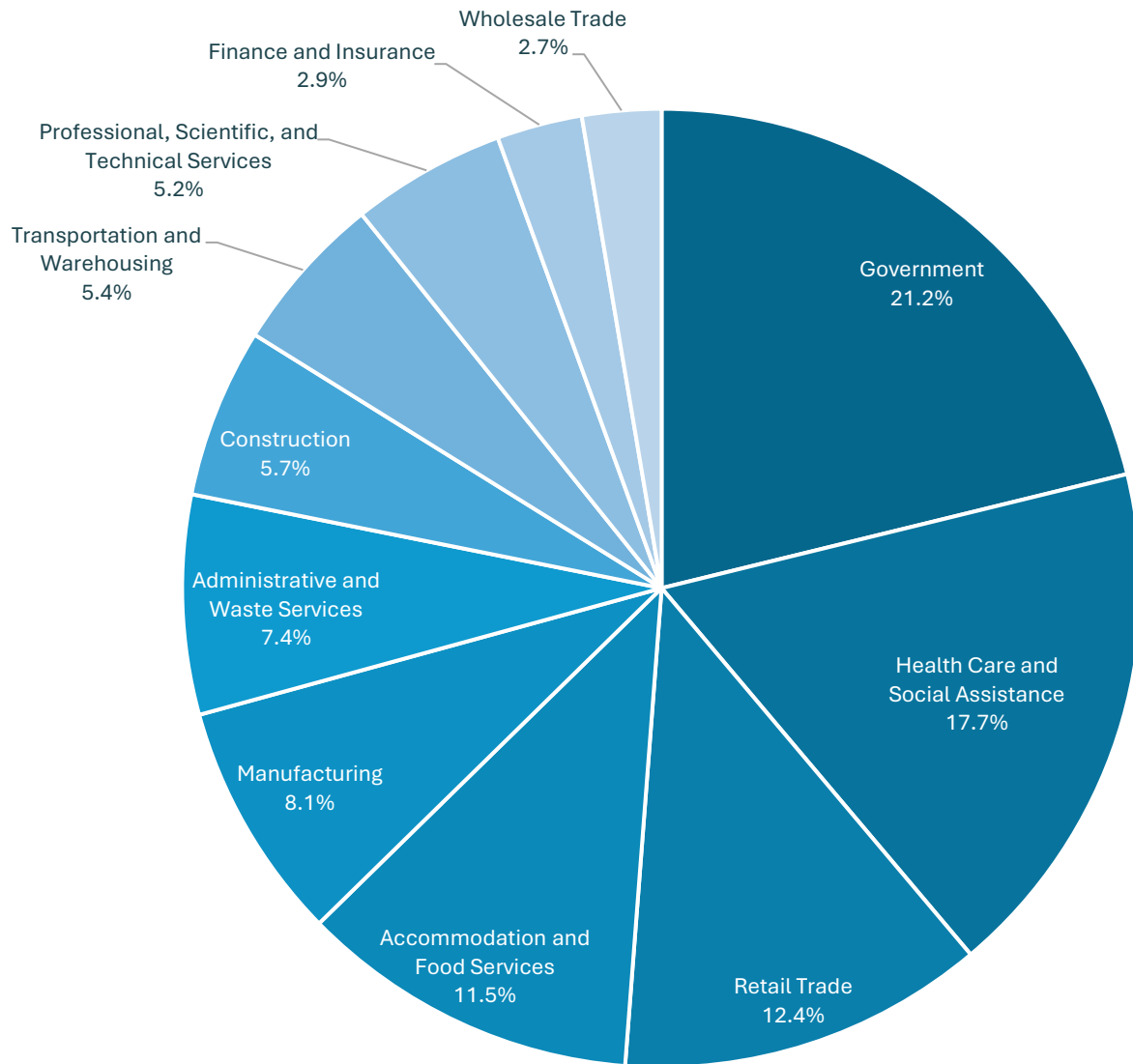
The economy of the region has added more than \$11 billion to its total Gross Domestic Product since 2017, an increase of 10.7%.



## Employment

### Employment by General Industry Categories

The public sector accounts for more than a quarter (27.0%) of employment in Santa Cruz Labor Shed. Health Care and Social Assistance (17.7%) and Retail Trade (12.4%) are the largest sources of employment in the private sector.



### Employment by General Industry Categories

Government accounts for the largest share of economic activity (22.7%) and the largest share of jobs (27.0%) in the county. Health Care and Social Assistance is second, and Retail Trade and Accommodation and Food Services are close for third and fourth place. Manufacturing rounds out the top five.

**Table 10: Employment by Detailed Industry Categories, Santa Cruz Labor Shed**

Industry	Employment
Government	74,817
Health Care and Social Assistance	62,451
Retail Trade	43,694
Accommodation and Food Services	40,469
Manufacturing	28,532
Administrative and Waste Services	26,144
Construction	20,232
Transportation and Warehousing	18,991
Professional, Scientific, and Technical Services	18,403
Finance and Insurance	10,188
Wholesale Trade	9,424
Other Services (except Public Administration)	12,518
Educational Services	6,914
Real Estate and Rental and Leasing	6,591
Arts, Entertainment, and Recreation	5,453
Information	5,278
Management of Companies and Enterprises	2,358
Mining, Quarrying, and Oil and Gas Extraction	2,326
Utilities	2,058
Agriculture, Forestry, Fishing and Hunting	853

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

### Employment by Detailed Industry Categories

The following tables present employment per detailed industry categories. The top 15 industries in terms of employment, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

#### Largest

**Table 11: Industries by Total Employment, Santa Cruz Labor Shed**

Industry	Employment
Local Government, Excluding Education and Hospitals	20,182
Elementary and Secondary Schools (Local Government)	18,688
General Medical and Surgical Hospitals	15,249
Limited-Service Restaurants	14,552
Full-Service Restaurants	13,949
Colleges, Universities, and Professional Schools (State Government)	13,641
Guided Missile and Space Vehicle Manufacturing	13,351
Federal Government, Civilian, Excluding Postal Service	12,881
General Warehousing and Storage	9,633
Offices of Physicians (except Mental Health Specialists)	8,468
Supermarkets and Other Grocery (except Convenience) Stores	8,249
Warehouse Clubs and Supercenters	7,413
Professional Employer Organizations	7,239
Hotels (except Casino Hotels) and Motels	6,483
State Government, Excluding Education and Hospitals	5,418

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Fastest Growth

**Table 12: Industries by Rate of Change, Santa Cruz Labor Shed**

Industry	Percent Change
Analytical Laboratory Instrument Manufacturing	2337%
Other Metal Valve and Pipe Fitting Manufacturing	1756%
General Warehousing and Storage	1387%
Elementary and Secondary Schools (State Government)	1251%
Water Supply and Irrigation Systems	825%
Other Heavy and Civil Engineering Construction	626%
Dairy Product (except Dried or Canned) Merchant Wholesalers	519%
Nail Salons	507%
Plastics Material and Resin Manufacturing	467%
Electronic Connector Manufacturing	439%
Fruit and Vegetable Canning	392%
Book Publishers	360%
Direct Health and Medical Insurance Carriers	353%
Mobile Food Services	292%
Research & Development in Physical, Engineering, & Life Sciences	287%
Analytical Laboratory Instrument Manufacturing	2337%

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Largest Growth

**Table 13: Industries by Total Change, Santa Cruz Labor Shed**

Industry	Change
General Warehousing and Storage	8,985
Guided Missile and Space Vehicle Manufacturing	3,642
Limited-Service Restaurants	3,321
Professional Employer Organizations	3,087
Services for the Elderly and Persons with Disabilities	2,562
Warehouse Clubs and Supercenters	2,395
Plumbing, Heating, and Air-Conditioning Contractors	1,572
Snack and Nonalcoholic Beverage Bars	1,291
Offices of Physicians (except Mental Health Specialists)	1,282
Analytical Laboratory Instrument Manufacturing	1,104
Colleges, Universities, and Professional Schools (State Government)	1,082
Freestanding Ambulatory Surgical and Emergency Centers	1,024
Elementary and Secondary Schools	1,006
Finish Carpentry Contractors	789
Couriers and Express Delivery Services	710

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*

## Largest Location Quotient

**Table 14: Industries by Location Quotient, Santa Cruz Labor Shed**

Industry	Location Quotient
Guided Missile and Space Vehicle Manufacturing	64.33
Copper, Nickel, Lead, and Zinc Mining	41.18
Support Activities for Nonmetallic Minerals (except Fuels) Mining	14.79
Totalizing Fluid Meter and Counting Device Manufacturing	9.95
Analytical Laboratory Instrument Manufacturing	9.54
Bus and Other Motor Vehicle Transit Systems	9.17
Fossil Fuel Electric Power Generation	6.46
Professional Employer Organizations	6.20
Other Urban Transit Systems	6.19
Coal and Other Mineral and Ore Merchant Wholesalers	6.02
Other Metal Valve and Pipe Fitting Manufacturing	5.97
Fresh Fruit and Vegetable Merchant Wholesalers	5.46
Freestanding Ambulatory Surgical and Emergency Centers	5.14
Research and Development in Nanotechnology	4.97
Pipeline Transportation of Refined Petroleum Products	4.97

*U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual Averages*



# Occupations

## Employment by General Occupation Categories

It is important to consider industries and occupations separately. While industries are types of businesses defined by their primary output, occupations are sets of tasks typically performed by one person on the payroll of one employer. An occupation can be employed by any industry, so it is important to consider occupations in the office and sales categories, for example, in terms of opportunities across the spectrum of industries.

For reasons explained earlier, this analysis will present occupation data from both Santa Cruz County and the Santa Cruz Labor Shed (Pima plus Santa Cruz).

**Table 15: Largest Employment, General Occupation Categories, Santa Cruz County**

SOC Code	Occupation	Jobs	Median Wages
53-0000	Transportation and Material Moving Occupations	2,433	\$37,776
43-0000	Office and Administrative Support Occupations	1,898	\$40,741
41-0000	Sales and Related Occupations	1,507	\$35,156
35-0000	Food Preparation and Serving Related Occupations	1,145	\$33,043
11-0000	Management Occupations	1,031	\$84,008
25-0000	Educational Instruction and Library Occupations	758	\$48,203
13-0000	Business and Financial Operations Occupations	604	\$74,531
49-0000	Installation, Maintenance, and Repair Occupations	572	\$48,785
33-0000	Protective Service Occupations	520	\$51,912
29-0000	Healthcare Practitioners and Technical Occupations	512	\$97,482
51-0000	Production Occupations	444	\$39,075
37-0000	Building and Grounds Cleaning and Maintenance Occupations	357	\$34,418
47-0000	Construction and Extraction Occupations	324	\$50,424
31-0000	Healthcare Support Occupations	313	\$39,580
45-0000	Farming, Fishing, and Forestry Occupations	275	\$29,368
19-0000	Life, Physical, and Social Science Occupations	250	\$67,848
21-0000	Community and Social Service Occupations	160	\$46,639
39-0000	Personal Care and Service Occupations	142	\$32,850
15-0000	Computer and Mathematical Occupations	135	\$76,921
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	117	\$40,521
17-0000	Architecture and Engineering Occupations	112	\$95,231
23-0000	Legal Occupations	87	\$78,470

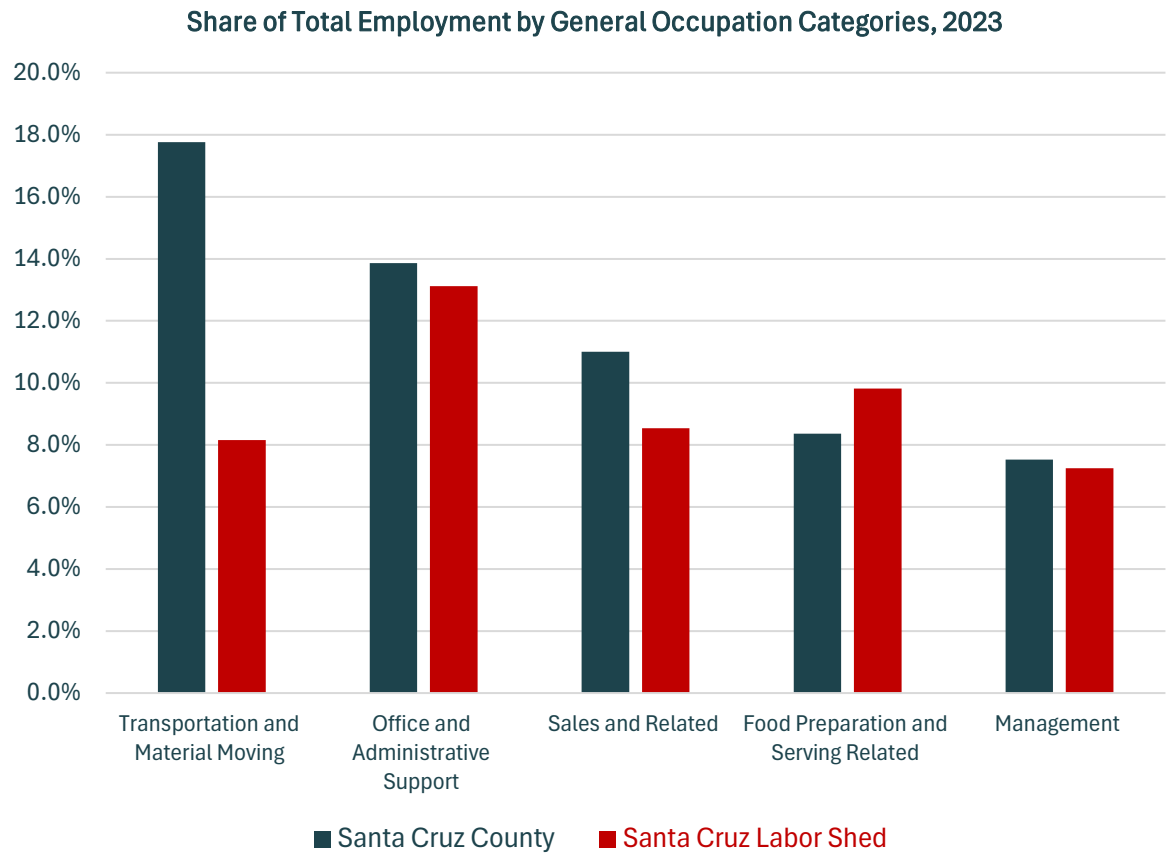
*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

**Table 16: Largest Employment, General Occupation Categories, Santa Cruz Labor Shed**

SOC Code	Occupation	Jobs	Median Wages
43-0000	Office and Administrative Support Occupations	52,329	\$40,932
35-0000	Food Preparation and Serving Related Occupations	39,160	\$31,618
41-0000	Sales and Related Occupations	34,041	\$34,384
53-0000	Transportation and Material Moving Occupations	32,532	\$37,918
11-0000	Management Occupations	28,925	\$92,806
29-0000	Healthcare Practitioners and Technical Occupations	25,463	\$82,772
25-0000	Educational Instruction and Library Occupations	22,869	\$48,718
13-0000	Business and Financial Operations Occupations	21,945	\$67,847
31-0000	Healthcare Support Occupations	20,044	\$35,046
49-0000	Installation, Maintenance, and Repair Occupations	18,197	\$47,793
47-0000	Construction and Extraction Occupations	15,384	\$48,957
15-0000	Computer and Mathematical Occupations	12,201	\$89,658
37-0000	Building and Grounds Cleaning/Maintenance Occupations	12,038	\$33,408
51-0000	Production Occupations	11,983	\$43,815
33-0000	Protective Service Occupations	11,873	\$51,902
17-0000	Architecture and Engineering Occupations	9,214	\$89,337
39-0000	Personal Care and Service Occupations	8,992	\$32,792
21-0000	Community and Social Service Occupations	8,320	\$46,400
19-0000	Life, Physical, and Social Science Occupations	5,553	\$61,618
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	4,219	\$47,026
23-0000	Legal Occupations	2,596	\$80,964
45-0000	Farming, Fishing, and Forestry Occupations	1,019	\$31,267

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

While the distribution of jobs among occupation categories is roughly equivalent between Santa Cruz and the Santa Cruz Labor Shed, one category presents notable difference. In Santa Cruz County, Transportation and Warehousing organizations account for just less than 18% of all jobs, while across the entire labor shed, it accounts for only eight percent.



## Employment by Detailed Occupation Categories

The following tables present employment per detailed occupation categories. The top 20 occupations in terms of employment, wages, ten-year change in employment, ten-year percentage change in employment and Location Quotient are presented in separate tables

### Most Jobs

**Table 17: Occupations by Total Employment, Santa Cruz Labor Shed**

Occupation	Santa Cruz Labor Shed Jobs
Fast Food and Counter Workers	13,694
General and Operations Managers	11,581
Retail Salespersons	10,786
Home Health and Personal Care Aides	10,525
Cashiers	9,948
Laborers and Freight, Stock, and Material Movers, Hand	9,780
Customer Service Representatives	9,109
Registered Nurses	8,553
Office Clerks, General	7,930
Stockers and Order Fillers	6,656
Waiters and Waitresses	6,594
Software Developers	5,415
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,986
Postsecondary Teachers	4,919
Maintenance and Repair Workers, General	4,809
Secretaries and Administrative Assistants	4,515
Heavy and Tractor-Trailer Truck Drivers	4,034
First-Line Supervisors of Office and Administrative Support Workers	3,902
Medical Assistants	3,800
First-Line Supervisors of Food Preparation and Serving Workers	3,684

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Highest Median Earnings

It is notable that ten of the top twenty occupations in terms of median earnings are in the Healthcare Practitioners or Healthcare Support Occupation Families. Four are general business occupations that can be employed by a spectrum of industries.

**Table 18: Occupations by Median Earnings, Santa Cruz Labor Shed**

Occupation	Median Earnings
Family Medicine Physicians	\$236,700
Psychiatrists	\$232,870
General Internal Medicine Physicians	\$207,630
Chief Executives	\$180,010
Architectural and Engineering Managers	\$173,860
Pediatricians, General	\$157,750
Nurse Midwives	\$144,980
Computer and Information Systems Managers	\$142,410
Dentists, General	\$139,210
Pharmacists	\$136,860
Managers, All Other	\$134,060
Credit Analysts	\$131,380
Physician Assistants	\$130,700
Veterinarians	\$129,480
Industrial Production Managers	\$128,800
Human Resources Managers	\$126,590
Nurse Practitioners	\$125,430
Lawyers	\$124,990
Optometrists	\$124,770

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

## Fastest Growth

Many of the fastest growing occupations in the region are very technical in nature, including Solar Photovoltaic Installers, Calibration Technologists and Aircraft Structure Assemblers.

**Table 19: Occupations by Percentage Change in Employment, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year % Change
Solar Photovoltaic Installers	244	2136.4%
Calibration Technologists and Technicians	119	1066.0%
Umpires, Referees, and Other Sports Officials	205	757.3%
Data Scientists	298	702.4%
Occupational Therapy Aides	77	628.7%
Private Detectives and Investigators	95	580.9%
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	159	541.7%
Electrical and Electronics Repairers, Powerhouse, Substation, Relay	100	490.3%
Food Preparation and Serving Related Workers, All Other	252	418.9%
Credit Authorizers, Checkers, and Clerks	101	377.6%
Financial Risk Specialists	75	373.6%
Chemical Equipment Operators and Tenders	119	360.1%
Animal Trainers	91	347.3%
Subway and Streetcar Operators	50	340.7%
Musical Instrument Repairers and Tuners	77	332.5%
Information Security Analysts	549	330.6%
Surgeons, Other than Oral, Maxillofacial, Orthopedic and Pediatric	79	316.9%
Transportation Inspectors	50	298.1%
Life Scientists, All Other	40	284.8%
Nurse Midwives	45	274.0%
Dentists, Other Than General	60	273.8%

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Largest Growth

The occupation categories that have added large numbers of jobs over the last decade are diverse in every way with entries from the fields of business, finance, information technology, education, healthcare and many others.

**Table 20: Occupations by Change in Employment, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year Change
Laborers and Freight, Stock, and Material Movers, Hand	9,780	6,780
General and Operations Managers	11,581	6,416
Fast Food and Counter Workers	13,694	4,438
Cashiers	9,948	1,789
Software Developers	5,415	1,775
Project Management Specialists	2,604	1,626
Business Operations Specialists, All Other	2,333	1,556
Secondary School Teachers, Except Special and CTE	3,378	1,287
Medical Assistants	3,800	1,223
Education Administrators, Postsecondary	1,520	1,030
First-Line Supervisors of Food Preparation and Serving Workers	3,684	1,009
Insurance Sales Agents	1,990	988
Maintenance and Repair Workers, General	4,809	979
Human Resources Specialists	2,062	862
Heavy and Tractor-Trailer Truck Drivers	4,034	833
Driver/Sales Workers	1,892	756
Computer and Information Systems Managers	1,496	756
Office Clerks, General	7,930	729
Stockers and Order Fillers	6,656	711
Light Truck Drivers	2,187	700

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

### Highest LQ

The occupations with the largest concentration of employment in the area include astronomers, mining machine operators, aerospace technicians, mining engineers and other occupations that support the region's most critical industries.

**Table 21: Occupations by Employment Location Quotient, Santa Cruz Labor Shed**

Occupation	Jobs	LQ
Social Science Research Assistants	928	10.7
Astronomers	72	9.7
Continuous Mining Machine Operators	369	8.8
Anthropologists and Archeologists	162	7.0
Geographers	33	6.3
Gambling and Sports Book Writers and Runners	110	6.0
Occupational Therapy Aides	77	5.8
Hydrologic Technicians	50	5.2
Gambling Cage Workers	137	5.1
Hydrologists	95	5.0
Detectives and Criminal Investigators	1,427	5.0
Umpires, Referees, and Other Sports Officials	205	4.7
Musical Instrument Repairers and Tuners	77	4.5
Animal Control Workers	140	4.5
Aerospace Engineering and Operations Technologists and Technicians	133	4.3
Plasterers and Stucco Masons	261	4.3
Desktop Publishers	55	4.2
Helpers--Extraction Workers	87	4.2
Mining and Geological Engineers, Including Mining Safety Engineers	80	4.0
Telephone Operators	52	3.8

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*



## Quality Careers

Finally, this analysis weighs three priority factors to identify “quality careers.” This definition is subjective, and the authors encourage policymakers to create their own definitions that can be referenced by educators and workforce practitioners to inform and inspire students and job seekers. In this table, quality careers are defined as those that

- Employ at least 500 people in the region
- Have median wages above the regional average
- Have experienced positive change in employment over the last ten years

**Table 21: Quality Careers, Santa Cruz Labor Shed**

Occupation	Jobs	10-Year % Growth	Median Wages
Physicians, All Other	920	96.0%	\$245,577
Architectural and Engineering Managers	811	69.8%	\$173,847
Pediatricians, General	295	190.1%	\$157,756
Computer and Information Systems Managers	1,496	102.2%	\$142,121
Human Resources Managers	361	55.6%	\$126,214
Nurse Practitioners	900	194.6%	\$125,606
Engineers, All Other	774	109.6%	\$114,616
Aerospace Engineers	470	74.8%	\$105,873
Electrical Engineers	1,688	57.3%	\$104,957
Computer Network Architects	273	104.8%	\$100,802
Data Scientists	298	702.4%	\$95,758
First-Line Supervisors of Police and Detectives	507	52.4%	\$93,063
Occupational Therapists	335	53.4%	\$92,642
Information Security Analysts	549	330.6%	\$86,290
Education Administrators, Postsecondary	1,520	210.5%	\$84,177
Business Operations Specialists, All Other	2,333	200.2%	\$82,955
Project Management Specialists	2,604	166.2%	\$82,639
Speech-Language Pathologists	477	54.1%	\$81,174
Sales Representatives-Wholesale/Manufacturing, Technical/Scientific	755	60.4%	\$78,044
Transportation, Storage, and Distribution Managers	385	129.2%	\$77,978

*United States Bureau of Labor Statistics, Occupational Employment and Wages Series*

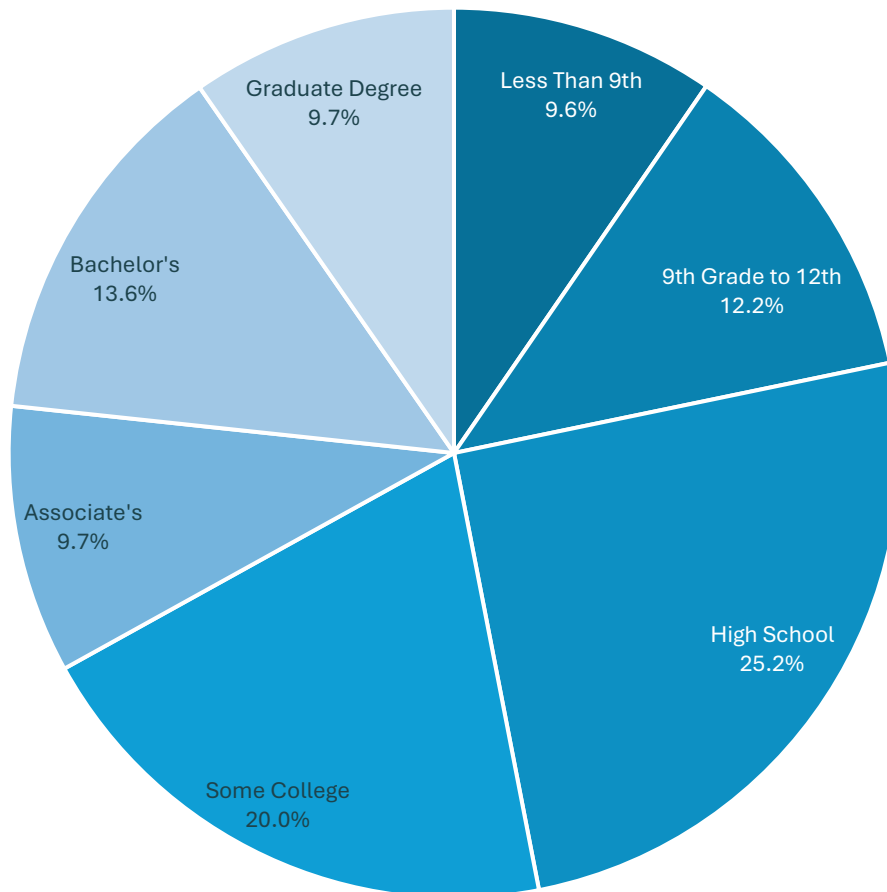
# Talent Pipeline

## Educational Attainment

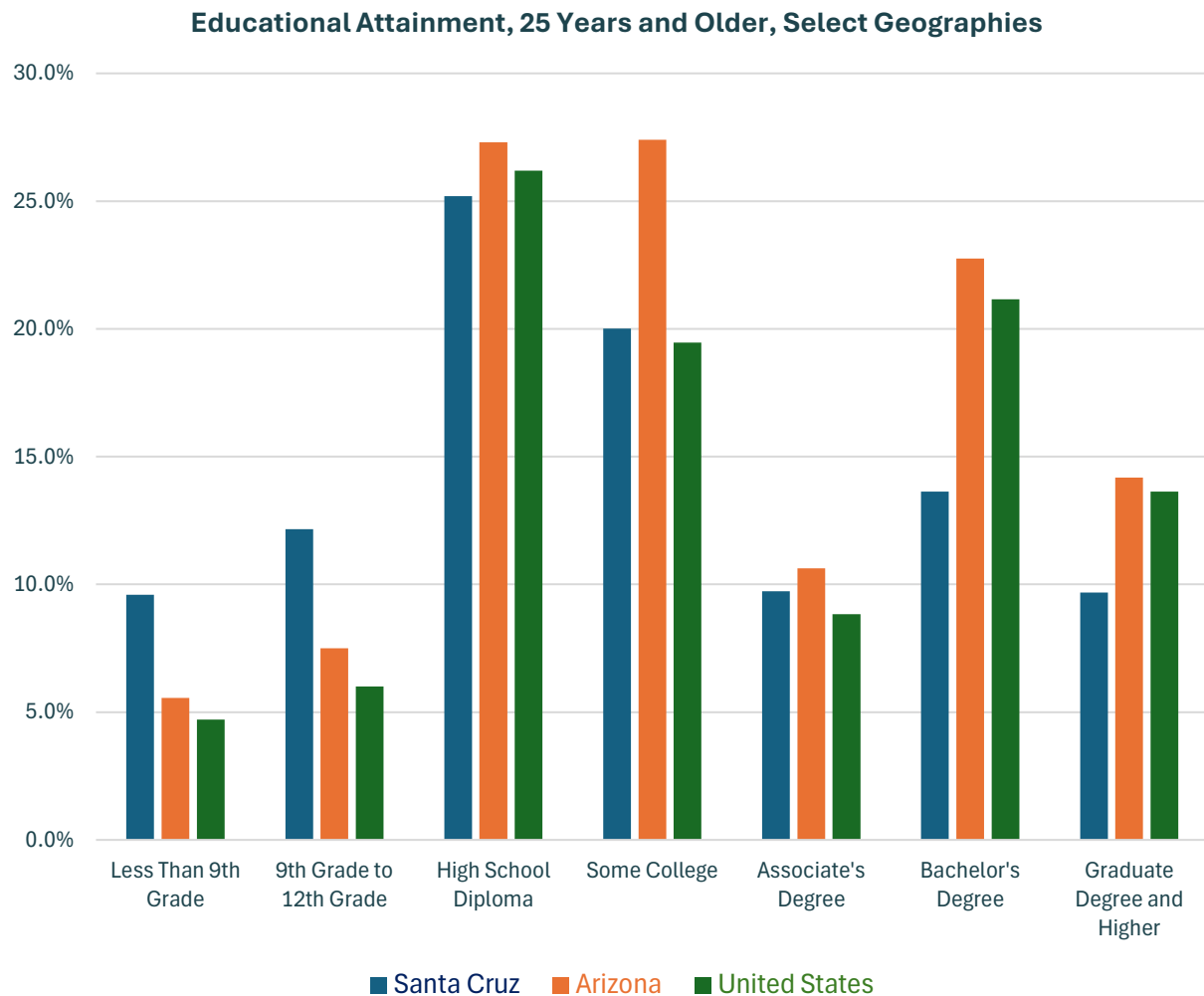
More than one of every five people (21.8%) who are 25 years or older in Santa Cruz County have completed less than a high school education. Combined, almost half (47.0%) hold a high school diploma or have not completed high school.

A significant share (29.7%) has completed either some college or an associate's degree. Only 23.3% hold a bachelor's degree or higher, including 13.6% with no more than a bachelor's degree.

**Santa Cruz County Population by Highest Educational Attainment**



The share of Santa Cruz County's population who have never completed high school is notably larger than state and national levels. The other categories in which we find a significant difference is in those who hold a bachelor's degree or graduate degree. The county's population with a bachelor's degree (13.6%) is significantly lower than state (22.8%) and national levels.



## Postsecondary Institutions

**Table 22: Total Awards by Institution, Santa Cruz Labor Shed, 2018 – 2023**

Description	2018	2019	2020	2021	2022	2023	Five-Year Change
Pima Community College	5,483	5,262	4,924	3,708	4,307	4,625	(858)
HDS Truck Driving Institute	211	204	126	212	41	30	(181)
Pima Medical Institute-Tucson	1,305	1,347	1,193	1,227	1,311	1,177	(128)
Brookline College-Tucson	166	138	122	141	110	118	(48)
Arizona School of Integrative Studies	152	221	118	103	135	122	(30)
Arizona Academy of Beauty	34	37	21	28	21	16	(18)
Pure Aesthetics Natural Skincare School	55	44	54	66	60	45	(10)
Arizona School of Acupuncture and Oriental Medicine	5	6	6	14	8	10	5
Tucson College of Beauty	64	61	84	89	121	120	56
Tohono O'odham Community College	25	29	29	32	43	86	61
Empire Beauty School-Tucson	49	46	36	64	91	126	77
Aveda Institute-Tucson	103	102	153	156	190	183	80
Carrington College-Tucson	223	Not Offered	183	178	332	321	98
University of Arizona	10,811	11,600	11,166	11,808	11,858	11,554	743
<b>Total</b>	<b>18,759</b>	<b>19,116</b>	<b>18,228</b>	<b>17,826</b>	<b>18,644</b>	<b>18,643</b>	<b>(116)</b>

National Center for Education Statistics, Integrated Postsecondary Educational Data System

## **The Santa Cruz Center**

### History

The Santa Cruz Center is a two-year public Provisional Community College District that offers a variety of Introductory, Professional Development, and Adult ED courses.

The creation of the SCCPCCD, referred to as “Santa Cruz Center”, grew out of the need for higher education opportunities in a border county and the desire of residents and community leaders to have local access to post-secondary education.

Community leaders and the Board of Supervisors from Santa Cruz County began their odyssey to provide Higher Education opportunities by contracting with Pima Community College in 1980 to offer classes at a community center. With the success of offering classes in their community these leaders began a legislative quest to sponsor legislation that would enable the County to have its own College. In 1999, legislation was passed that provided for the establishment of a Provisional College District in Santa Cruz County.<sup>5</sup>

Pima Community College offers classes in Nogales, Arizona, in partnership with the Santa Cruz Center. Students can take courses toward transfer or can complete a number of transfer and workforce programs.

### Pima Certificates

In just one semester or two semesters you can earn a certificate with Pima Community College at Santa Cruz Center. These certificates also can lead to a full Associate of Applied Science degree

- IT Technician (Cybersecurity/Networking)
- IT Specialist (Cybersecurity/Networking)
- Business Administration
- Logistics and Supply Chain Management
- Certified Nursing Assistant (CNA)

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<sup>5</sup> <https://santacruzcenter.org/history>

## Pima Associate and UA Bachelor's Degrees in Nogales

A Pima Community College University of Arizona Nogales partnership offers more than a dozen programs allowing you to get your associate and bachelor's degrees at Pima Community College at Santa Cruz Center in Nogales. The Partnership includes 15 2+2 programs, including Psychology, Administration of Justice and Elementary Education. Save money by earning up to 75 Pima credits toward your bachelor's degree!

## Transfer Degrees

Pima Community College at the Santa Cruz Center offers associate degrees, certificate programs, university transfer courses ("the basics") and developmental classes. Many of the degrees enable students to complete their lower-level course requirements before transferring to a four-year college or university.

## **Lifelong Learner Discount**

Learners 55 years old on or before the first day of a semester are eligible for a 50% reduction in tuition for credit courses.<sup>6</sup>

## **Secondary Institutions**

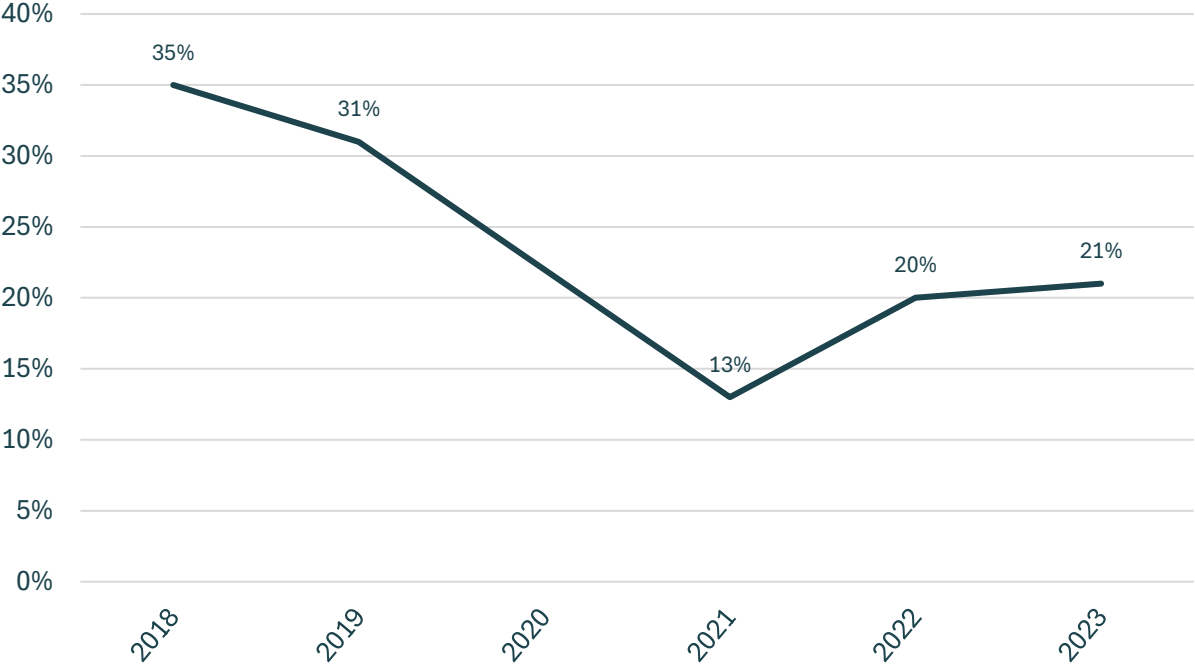
### Eighth Grade Math

High Schools in Santa Cruz County were significantly affected by the 2020 COVID-19 pandemic and its aftermath. One of the most important predictors of postsecondary success in either college or career is performance in eighth grade math. Santa Cruz students dropped 22 percentage points in the share of students scoring "proficient or better" in the first testing cycle after the pandemic, and performance remains 14 points below its 2018 level.

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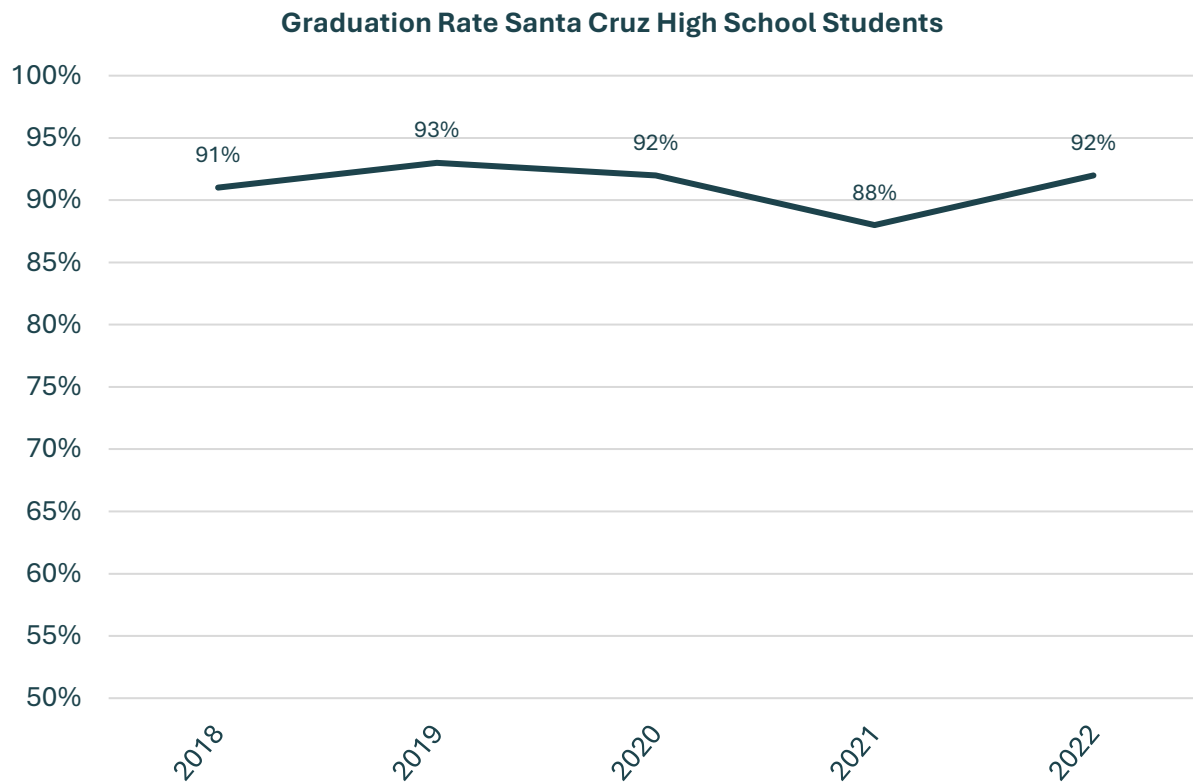
<sup>6</sup> <https://pima.edu/about-pima/locations/santa-cruz/index.html>

Santa Cruz County students, by share "proficient or Higher in 8th Grade Math



## Graduation Rate

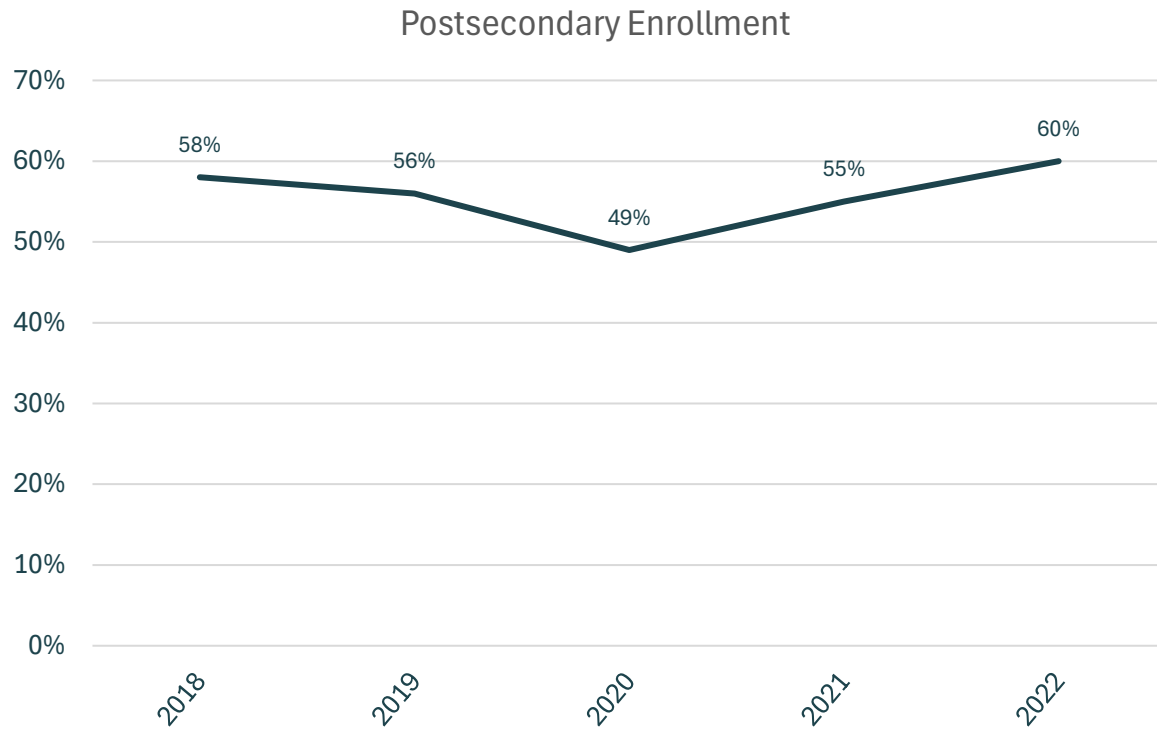
In spite of a moderate dip in 2021, the high school graduation rate remains close to its pre-pandemic levels.





### Postsecondary Enrollment Rate

While the rate at which Santa Cruz County students enrolled in some form of postsecondary education or training in the first semester after graduation in 2020, that share has now surpassed its pre-pandemic highs.



## Career and Technical Education

Career and Technical Education (CTE) is a type of educational program that provides students with the skills and knowledge they need to prepare for a variety of careers. CTE programs help students gain practical skills, work experience, and knowledge about a specific industry. CTE programs also teach students the soft skills that are important in the modern workplace, such as communication, critical thinking, and teamwork.

CTE programs are offered at high schools across the region and form a critical component of the emerging talent pipeline that will ultimately become the lifeblood of the industries and employers who contribute to the economic success of the region.

**Table 23: CTE Enrollment at Patagonia High School**

Program	2023 Enrollment
Software and App Design	23
Welding	14
Automotive	10

*Arizona Department of Education*

**Table 24: CTE Enrollment at Rio Rico High School**

Program	2023 Enrollment
Sports Medicine	176
Law and Public Safety	151
Agriscience	149
Business Operations	142
Engineering	134
Film and TV	131
JROTC Army	130
Culinary Arts	126
Digital Photography	126
Stagecraft	28
Veterinary Assisting	8
Cosmetology	6
Nursing Services	6
Automation and Robotics	1
Heavy Equipment Operations	1

*Arizona Department of Education*

**Table 25: CTE Enrollment at Nogales High School**

Program	2023 Enrollment
JROTC Air Force/Space Force	264
Business Management	252
Cabinetmaking	109
Culinary Arts	109
Fashion Design and Merchandising	93
Automotive Technology	82
Sports Medicine and Rehabilitation	67
Graphic Design	64
Software and App Design	64
Film and TV Production	46
Technology Devices Maintenance	35
Early Childhood Education	30
Network Security	16
Nursing Services	13

Arizona Department of Education

**Table 26: CTE Enrollment at Pierson Vocational High School**

Program	2023 Enrollment
Digital Photography	37
Digital Printing	37
Nursing Services	1

Arizona Department of Education

## Training Providers

The Eligible Training Providers List is the instrument created by the Workforce Innovation and Opportunity Act to identify training providers who qualify for WIOA funding. When a WIOA-eligible individual desires to enroll in a training program, the local Arizona@Work system confirms that the training provider is on the ETPL before approving the expenditure. There are 247 approved providers on Arizona's ETPL<sup>7</sup> and one in Santa Cruz County.

**Table 27: Eligible Training Providers by Area**

Local Workforce Area	Number of Training Providers
Maricopa	75
City of Phoenix	68
Pima	48
Mohave/La Paz	10
Coconino	8
Yavapai	8
Pinal	6
Yuma	5
Northeastern Arizona	3
Southeastern Arizona	2
Santa Cruz County	1

Arizona At Work, Arizona Job Connection Providers Database

Rio Rico Medical and Fire offers a non-registered apprenticeship program for Emergency Medical Technology/Technician (EMT Paramedic) at the Santa Cruz Regional EMT/Fire Academy in Rio Rico.

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<sup>7</sup> <https://www.azjobconnection.gov/search/programs>