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SANTA CRUZ COUNTY
LOCAL WORKFORCE DEVELOPMENT PLAN
2027–2028 MODIFICATION

Modification to the 2025–2028 Local Workforce Development Plan

Santa Cruz County Local Workforce Development Board
Prepared with technical assistance from WorkED Consulting, LLC
September 2026

Executive Summary

This modification updates the Santa Cruz County 2025–2028 Local Workforce Development Plan for 2027 and 2028 in response to the Workforce Arizona Council’s 2027 Local Plan Modification guidance. The 2025–2028 Local Plan remains the governing baseline. The changes are:

- **Section 1.** Documents the Local Workforce Development Board’s January 2026 bylaw amendments and the 2026 planning and stakeholder-engagement efforts that inform this update.
- **Section 2A(a)–(b).** Replaces the labor-market analysis with 2021–2026 data. The county has 14,439 covered jobs, up 10% since 2021; the produce, freight, and wholesale corridor accounts for one in six of them; and the county is a net exporter of 6,109 workers, which makes regional placement part of local strategy. Appendix II identifies eight in-demand industries and twenty in-demand occupations in the state-required format, and Section 2A(b) updates employer skill and credential needs.
- **Sections 2A(e) and 2B(b).** Organizes Board action around five strategic priorities, updates coordination among the WIOA Title I–IV partners, and aligns local strategy with the modified State Plan.
- **Section 3.** Identifies current partner agreements under Section 3(f), describes under Section 3(g) how the Board uses High Impact Training data to coordinate and prioritize Title I-B Adult training, reports changes in available financing, and records the Board’s interest in Rapid Response funding flexibility.
- **Section 5.** Reports progress toward integrated, technology-enabled intake and case management and updates negotiated levels of performance for PY2026 and PY2027 (Appendix I).
- **Section 6.** Documents the public-comment period, the comments received, and approval by the Board and the Chief Elected Official.

Sections 1(a) and 1(b) are addressed together. Sections 2A(c)–(d), 2B(a), 3(a)–(e), 3(h)–(u), and 4 required no revision and continue in effect as written in the 2025–2028 Local Plan.

Purpose of the Modification

This document modifies the Santa Cruz County 2025–2028 Local Workforce Development Plan for the final two years of the planning period. The corrected 2025–2028 Local Plan remains the governing baseline; provisions not identified here continue in effect. The modification is therefore intentionally focused on areas where conditions, requirements, agreements, data, or Board direction have changed.

The update serves two purposes. First, it addresses the items Arizona requires local areas to revisit at mid-cycle, including labor-market conditions, strategic alignment, agreements, High Impact Training, technology-enabled service coordination, performance measures, and public comment. Second, it gives the Local Workforce Development Board a clearer framework for using those updates in decisions about training, employer engagement, partner coordination, and system improvement.

HOW TO READ THIS MODIFICATION

This document contains only the portions of the 2025–2028 Local Plan that require an update or a current strategic response for 2027–2028. Provisions not addressed in this modification remain in effect unless superseded by current law, policy, agreement, or formally adopted local action.

Modification at a Glance

Plan area	What is changing	Location
Board structure and planning	Document the January 2026 bylaw amendments and the 2026 planning and stakeholder-engagement efforts.	Section 1(a)–(b)
Economic and workforce conditions	Update labor-market conditions, changing industries and occupations, employer skill needs, and required in-demand tables.	Section 2A(a)–(b) / Appendices II–III
Strategic direction	Use five locally developed priorities to guide Board action, update Title I–IV coordination, and align with the modified State Plan.	Section 2A(e) / 2B(b)
Board engagement	Apply the January 2026 bylaws to support meaningful Board participation in strategic leadership and oversight.	Section 2
Partner agreements	Identify newly executed memoranda of understanding and related agreements.	Section 3(f)
Training decisions	Describe how High Impact Training data are used to coordinate and prioritize Title I–B Adult training.	Section 3(g)
Financing and Rapid Response	Report changes in available financing and document the Board’s interest in allowable Rapid Response funding flexibility.	Section 3
Technology-enabled access	Report progress toward integrated, technology-enabled intake and case management and the referral process partners use.	Section 5(a)
Performance and accountability	Update negotiated performance levels and connect them to continuous improvement.	Section 5(b) / Appendix I
Public comment	Document the modification-specific public-comment and approval process.	Section 6

Plan Development and Review Approach

This modification was developed through a targeted review of the corrected 2025–2028 Local Plan against Arizona’s 2027 modification guidance; review of current Santa Cruz County governance and service-delivery materials; September 2026 Board and County input; current local workforce research; an updated labor-market analysis; and verification of public state and federal requirements. The approach is intentionally targeted: required and materially changed sections are updated, while stable provisions of the existing Local Plan remain in effect. Core partners participated through their representatives on the Board and through the June and August

2026 partner meetings at which the Title I, II, III, and IV programs, JVSG, the National Farmworker Jobs Program, and the One Stop Operator negotiated the 2026–2029 partner agreements that this modification reflects.

1. Section 1 — Board Structure and Planning Efforts

Section 1(a) — Local Board Structure

The Local Workforce Development Board amended its bylaws in January 2026. The amended bylaws define the Board as the strategic leader and convener of the local workforce system and are the governance foundation for the priorities in this modification. Board composition continues to meet WIOA membership requirements, including a business majority and representation from labor, Title II adult education, higher education, economic development, and the Title III and Title IV programs.

The remaining designations reported in the 2025–2028 Local Plan are unchanged. The Santa Cruz County Board of Supervisors is the Chief Elected Official, represented by Supervisor John Fanning, District 3; the County's Administrative Services, Finance Department is the fiscal agent; and Santa Cruz County delivers Title I-B Adult, Dislocated Worker, and Youth services. Two items have changed since the Local Plan was adopted. James E. Mize was competitively selected as One Stop Operator in 2025 for a two-year term, and Zaida Bustamante serves as Executive Director of the Local Workforce Development Area, a position that was vacant when the Local Plan was written.

Section 1(b) — Updated Planning Efforts

Planning activity did not stop when the 2025–2028 Local Plan was adopted. During 2026, Santa Cruz County continued to engage workforce, education, employer, economic-development, and community partners while also examining emerging skill needs and regional economic change. The Board's September 2026 discussion added a second source of direction: how to translate that planning work into priorities that are manageable within the remaining Local Plan period.

Santa Cruz County's 2026 AI & Green Jobs initiative, conducted with WorkED Consulting, examined changing skill requirements, regional assets, employer and community perspectives, training capacity, and opportunities associated with economic and technological change. That work is useful here as local context, particularly where it points to coordination gaps, career-pathway needs, digital skill requirements, and sector opportunities. It does not replace the WIOA analysis required for this modification, and its recommendations are not automatically treated as Local Plan commitments.

WestEd was also conducting a separate countywide workforce strategic-planning process in 2026. Materials provided by the County include interviews, a survey, and seven in-person convenings. Where those findings independently reinforce issues identified through the Local Plan review or the AI & Green Jobs research, they may be cited as additional stakeholder evidence. This modification plan draws on WestEd's findings where they bear on WIOA responsibilities and the 2027–2028 period. WestEd's broader recommendations on governance, postsecondary capacity, and K–12 career and technical education extend beyond this plan's scope and timeline and proceed through the County's strategic-planning process.

Taken together, these planning efforts give the Board a broader base of recent stakeholder information than was available when the original Local Plan was prepared. The modification uses that information to sharpen priorities, while keeping the WIOA plan focused on actions the Board and workforce system can reasonably influence.

2. Section 2A — Updated Data and Workforce Demand

This section replaces the labor-market analysis in the 2025–2028 Local Plan with current data. All figures are drawn from Lightcast using QCEW covered employment, which matches the employment definition used in the original plan, and cover 2021 through 2026. County-level findings are presented first and are the basis for the in-demand lists in Appendix II. Because roughly one in five employed Santa Cruz County residents works outside the county, most of them in Pima County, the original plan defined a two-county "Santa Cruz Labor Shed" for occupational analysis. That definition is retained here, but labor-shed data are used to explain regional placement and commuting patterns rather than to define local demand. Supporting tables for both geographies are in Appendix III. The county and regional analysis and the in-demand lists respond to Section 2A(a); changing industries and employer skill needs under Section 2A(b) follow the in-demand lists.

Economic Conditions

Santa Cruz County had 14,439 covered jobs in 2026, a 10% increase since 2021. Government remains the largest employer at 3,771 jobs, or 26% of the total; federal civilian employment alone accounts for 1,606 of those jobs, making the port of entry the county's single largest workplace even after a 7% decline since 2021. Wholesale Trade is now the largest private sector at 2,093 jobs, having passed Retail Trade during the period, and its location quotient of 3.75 means the county employs nearly four times the national share of wholesale workers. Transportation and Warehousing held flat at 1,784 jobs but remains almost three times as concentrated as the national economy (Table 1).

Table 1: Employment by Industry Sector, Santa Cruz County, 2021–2026

NAICS	Industry	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Location Quotient	Avg. Earnings Per Job
90	Government	3,715	3,771	56	2%	1.81	\$125,788
42	Wholesale Trade	1,783	2,093	310	17%	3.75	\$86,010
44-45	Retail Trade	1,715	1,848	133	8%	1.31	\$41,831
48-49	Transportation and Warehousing	1,774	1,784	10	1%	2.88	\$63,934
72	Accommodation and Food Services	1,286	1,409	123	10%	1.08	\$31,657
62	Health Care and Social Assistance	782	917	135	17%	0.43	\$68,409
31-33	Manufacturing	456	666	210	46%	0.57	\$71,386
11	Agriculture, Forestry, Fishing and Hunting	352	496	144	41%	4.38	\$51,673
23	Construction	171	287	116	68%	0.37	\$62,532
56	Administrative and Support and Waste Management	225	216	(9)	(4%)	0.26	\$56,705
81	Other Services (except Public Administration)	203	209	6	3%	0.48	\$43,409
54	Professional, Scientific, and Technical Services	174	178	4	2%	0.18	\$81,240
52	Finance and Insurance	171	158	(13)	(8%)	0.27	\$59,890
61	Educational Services	59	108	49	83%	0.36	\$44,661
53	Real Estate and Rental and Leasing	110	92	(18)	(16%)	0.41	\$50,043
51	Information	78	72	(6)	(8%)	0.27	\$66,637
22	Utilities	43	47	4	9%	0.83	\$127,599
55	Management of Companies and Enterprises	<10	34	n/a	n/a	0.14	\$74,281
71	Arts, Entertainment, and Recreation	40	33	(7)	(18%)	0.13	\$33,346
99	Unclassified Industry	<10	11	n/a	n/a	0.52	\$22,577
21	Mining, Quarrying, and Oil and Gas Extraction	<10	<10	n/a	n/a	0.18	\$117,544
	Total	13,151	14,439	1,288	10%		\$77,415

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Location Quotient is 2026 employment concentration relative to the United States. Average earnings per job include wages, salaries, and supplements. "n/a" indicates change is not reported where 2021 employment was fewer than 10 jobs.

The detailed industry view shows how narrow that specialization is. Fresh Fruit and Vegetable Merchant Wholesalers employ 1,562 people, three-quarters of the entire wholesale sector, at a location quotient of 172. Freight Transportation Arrangement (576 jobs, LQ 24, up 36%) and Postharvest Crop Activities (237 jobs, LQ 32, more than doubled since 2021) round out the produce corridor. Together these three industries account for one in six covered jobs in the county and represent its clearest economic identity (Table 2).

Table 2: Largest Detailed Industries by Employment, Santa Cruz County, 2021–2026

NAICS	Industry	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Location Quotient	Avg. Earnings Per Job
901199	Federal Government, Civilian, Excluding Postal Service	1,735	1,606	(129)	(7%)	7.54	\$200,672
424480	Fresh Fruit and Vegetable Merchant Wholesalers	1,353	1,562	209	15%	171.60	\$89,129
903611	Elementary and Secondary Schools (Local Government)	968	1,051	83	9%	1.53	\$71,912
903999	Local Government, Excluding Education and Hospitals	783	850	67	9%	1.52	\$71,737
488510	Freight Transportation Arrangement	422	576	154	36%	23.77	\$63,685
722513	Limited-Service Restaurants	354	540	186	53%	1.27	\$27,977
493110	General Warehousing and Storage	478	500	22	5%	3.01	\$56,753
621111	Offices of Physicians (except Mental Health Specialists)	424	496	72	17%	1.84	\$91,126
455211	Warehouse Clubs and Supercenters	394	495	101	26%	3.05	\$42,744
722511	Full-Service Restaurants	446	391	(55)	(12%)	0.79	\$33,474
455110	Department Stores	234	294	60	26%	3.59	\$24,404
721110	Hotels (except Casino Hotels) and Motels	290	287	(3)	(1%)	2.00	\$36,403
445110	Supermarkets and Other Grocery (except Convenience) Stores	252	254	2	1%	1.05	\$44,094
115114	Postharvest Crop Activities (except Cotton Ginning)	117	237	120	103%	31.61	\$57,392
902999	State Government, Excluding Education and Hospitals	168	212	44	26%	0.97	\$48,818

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 six-digit NAICS industries by 2026 employment. Location Quotient is 2026 employment concentration relative to the United States. Average earnings per job include wages, salaries, and supplements.

Growth since 2021 came from a different set of sectors. Manufacturing added 210 jobs (up 46%), Health Care and Social Assistance added 135 (up 17%), Agriculture added 144 (up 41%), and Construction added 116 (up 68%). Each is growing from a small base, and Manufacturing and Construction remain well below national concentration. Within Accommodation and Food Services, Limited-Service Restaurants grew 53% while Full-Service Restaurants declined 12%. Mining, Quarrying, and Oil and Gas Extraction shows fewer than ten covered jobs in the county; the South32 Hermosa project is not yet reflected in employment data, and its workforce implications are addressed through employer commitments and regional occupational data rather than county employment counts.

Workforce and Occupational Demand

Transportation and Material Moving occupations are the county's largest occupational group at 2,471 jobs, 17% of the total, followed by Office and Administrative Support (1,903, down 2%) and Sales and Related (1,665). Management occupations grew 23% to 1,049 jobs and Business and Financial Operations grew 22% to 712, the two largest gains among higher-wage groups. The highest median wages are in Healthcare Practitioners (\$51.81 per hour, 531 jobs) and Architecture and Engineering (\$51.75, 148 jobs), but both groups are far less concentrated in the county than nationally (Table 3).

Table 3: Employment by Major Occupation Group, Santa Cruz County, 2021–2026

SOC	Occupation Group	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient	2025 Net Commuters
53-0000	Transportation and Material Moving	2,398	2,471	73	3%	\$18.31	1.95	(529)
43-0000	Office and Administrative Support	1,938	1,903	(35)	(2%)	\$21.26	1.17	(612)
41-0000	Sales and Related	1,483	1,665	182	12%	\$17.80	1.35	(415)
35-0000	Food Preparation and Serving Related	1,119	1,237	118	11%	\$17.52	0.98	(638)
11-0000	Management	850	1,049	199	23%	\$43.53	1.00	(478)
25-0000	Educational Instruction and Library	698	799	101	14%	\$22.55	0.99	(167)
13-0000	Business and Financial Operations	582	712	130	22%	\$37.21	0.73	(302)
49-0000	Installation, Maintenance, and Repair	543	611	68	13%	\$24.88	1.09	(347)
29-0000	Healthcare Practitioners and Technical	527	531	4	1%	\$51.81	0.58	(492)
33-0000	Protective Service	489	482	(7)	(1%)	\$26.80	1.37	(161)
51-0000	Production	394	515	121	31%	\$21.57	0.65	(155)
37-0000	Building and Grounds Cleaning and Maintenance	345	387	42	12%	\$17.26	0.92	(184)
31-0000	Healthcare Support	324	359	35	11%	\$19.13	0.47	(388)
45-0000	Farming, Fishing, and Forestry	260	331	71	27%	\$15.62	4.04	(134)
47-0000	Construction and Extraction	260	320	60	23%	\$26.06	0.54	(496)
19-0000	Life, Physical, and Social Science	242	261	19	8%	\$35.91	1.84	(13)
21-0000	Community and Social Service	145	149	4	3%	\$23.66	0.60	(128)
39-0000	Personal Care and Service	136	138	2	1%	\$16.04	0.44	(127)
15-0000	Computer and Mathematical	125	154	29	23%	\$38.86	0.32	(167)
17-0000	Architecture and Engineering	110	148	38	35%	\$51.75	0.61	(120)
27-0000	Arts, Design, Entertainment, Sports, and Media	109	155	46	42%	\$20.74	0.83	(25)
23-0000	Legal	75	62	(13)	(17%)	\$38.10	0.51	(31)
	Total	13,151	14,439	1,288	10%			(6,109)

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Location Quotient is 2026 employment concentration relative to the United States. Net commuters are 2025 jobs located in the county minus 2025 county residents employed in the occupation group; negative values indicate more resident workers than local jobs. Military-only and unclassified occupations omitted.

The commuting columns in Table 3 are the most important finding in this section. In 2025 the county had 14,181 jobs and 20,289 employed residents, a net outflow of 6,109 workers.¹ Every occupational group shows more resident workers than local jobs. The largest deficits are in Food Preparation (638), Office and Administrative Support (612), Transportation and Material Moving (529), Construction and Extraction (496), and Healthcare Practitioners (492). Santa Cruz County is a net exporter of labor in every occupational category, which means training investments must be judged against regional as well as local placement.

At the detailed occupation level, the fifteen largest occupations are dominated by warehouse, retail, food service, and office roles; only General and Operations Managers (\$37.53) and Wholesale Sales Representatives (\$35.19) pay above \$25 per hour (Table 4). Stockers and Order Fillers added 172 jobs and General and Operations Managers added 112, the two largest absolute gains. The 152-job decline in Laborers and Freight Movers alongside the Stocker increase is consistent with reclassification within the same warehouses rather than a real shift in demand. Among smaller occupations, Cargo and Freight Agents (144 jobs, LQ 15, up 125%) and Agricultural Equipment Operators (84 jobs, LQ 14, up 127%) are growing fastest from a meaningful base; eleven of the fifteen most concentrated occupations in the county are produce-corridor roles (Appendix III, Tables 13, 15, and 19).

Table 4: Occupations by Total Employment, Santa Cruz County, 2021–2026

¹ Net commuter figures use 2025 data, consistent with Table 3, so the 2025 job count (14,181) differs from the 2026 count used elsewhere in this section (14,439). Net commuters by occupation group may not sum to the total because of rounding.

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
53-7065	Stockers and Order Fillers	476	648	172	36%	\$17.65	2.48
11-1021	General and Operations Managers	409	521	112	27%	\$37.53	1.60
53-3032	Heavy and Tractor-Trailer Truck Drivers	511	512	1	0%	\$24.04	2.68
41-2031	Retail Salespersons	431	508	77	18%	\$16.64	1.43
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	618	466	(152)	(25%)	\$17.73	1.72
41-2011	Cashiers	424	438	14	3%	\$16.26	1.56
35-3023	Fast Food and Counter Workers	330	371	41	12%	\$16.75	1.04
43-9061	Office Clerks, General	256	306	50	20%	\$21.67	1.35
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	259	292	33	13%	\$35.19	2.54
49-9071	Maintenance and Repair Workers, General	234	237	3	1%	\$21.11	1.67
43-4051	Customer Service Representatives	244	234	(10)	(4%)	\$19.01	0.99
35-3031	Waiters and Waitresses	206	212	6	3%	\$18.29	1.02
53-7064	Packers and Packagers, Hand	152	193	41	27%	\$14.75	3.75
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	177	191	14	8%	\$17.12	0.94
25-2021	Elementary School Teachers, Except Special Education	162	182	20	12%	\$22.96	1.50

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 five-digit SOC occupations by 2026 employment. Location Quotient is 2026 employment concentration relative to the United States.

Quality Careers

The original plan identified "quality careers" as occupations that combine scale, wages above the regional average, and positive growth. Applying that test to current county data with a floor of 50 jobs and \$30 per hour (the county all-occupations average is \$28.40) yields ten occupations (Table 5). Only two, General and Operations Managers and Wholesale Sales Representatives, have more than 150 jobs. Registered Nurses meet the wage and size tests but show no growth; the county has 127 nursing jobs and 327 resident nurses, a net commuter deficit of 203. Compliance Officers, Detectives and Criminal Investigators, and Forest and Conservation Technicians are federal positions concentrated in the county by the border and public lands; they pay well but are not reachable through WIOA-funded training.

The practical middle of the county labor market, where a short-term credential or on-the-job training can move a worker above \$30 per hour, is narrow: Production, Planning, and Expediting Clerks, Human Resources Specialists, First-Line Supervisors of Mechanics, and the two wholesale sales occupations. All are tied to the produce and logistics base. This is the list against which state High Impact Training ratings and local Eligible Training Provider decisions are checked (Section 3(g)).

Table 5: Quality Careers, Santa Cruz County, 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
11-1021	General and Operations Managers	409	521	112	27%	\$37.53	1.60
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	259	292	33	13%	\$35.19	2.54
13-1041	Compliance Officers	132	148	16	12%	\$49.84	3.81
33-3021	Detectives and Criminal Investigators	97	103	6	6%	\$57.88	9.53
13-1071	Human Resources Specialists	57	71	14	25%	\$32.32	0.84
11-2022	Sales Managers	42	64	22	52%	\$51.82	1.09
11-9199	Managers, All Other	58	62	4	7%	\$65.00	1.06

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
43-5061	Production, Planning, and Expediting Clerks	50	59	9	18%	\$34.19	1.67
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	46	54	8	17%	\$45.55	0.95
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	24	52	28	117%	\$35.56	1.98

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Quality careers are five-digit SOC occupations with at least 50 jobs in 2026, 2026 median hourly earnings of \$30.00 or more, and positive employment change from 2021 to 2026; sorted by 2026 employment. Location Quotient is 2026 employment concentration relative to the United States.

Regional Context: The Santa Cruz Labor Shed

The two-county labor shed had 405,120 covered jobs in 2026, up 6%. Its structure is that of the Tucson metro: Health Care and Social Assistance (68,942 jobs, up 13%), Government, Retail, and Accommodation and Food Services lead, and the largest detailed industries are hospitals, the university, local government, and aerospace manufacturing. None of the county's three produce-corridor industries appears among the region's fifteen largest, and the county's Wholesale Trade (LQ 3.75) and Agriculture (LQ 4.38) specializations fall to 0.65 and 0.32 at the regional level (Appendix III, Tables 9 and 10). The county's economic identity is not visible in regional data, which is why county figures govern the in-demand lists.

Three regional patterns bear directly on county workforce strategy. First, health care demand is regional. Hospitals grew 18% and Home Health Care 30%; Registered Nurses added 1,451 jobs (10,460 total, \$45.30 per hour) and Home Health Aides added 1,900. County residents fill those jobs by commuting, so nursing and allied-health pipelines are regional-placement investments. Second, mining already exists at scale regionally. Mining employs 2,886 people in the labor shed (LQ 1.96, up 61%); Continuous Mining Machine Operators (771 jobs, LQ 21, \$29.27 per hour) and Mobile Heavy Equipment Mechanics (896 jobs, up 36%, \$35.38 per hour) are the occupations South32 will hire into, and both are credentialed through programs Pima Community College already offers. Third, the occupations most exposed to automation are contracting. Office and Administrative Support lost 5,317 jobs regionally (down 10%), Customer Service Representatives lost 3,325 (down 29%), and Computer and Mathematical occupations declined 9%, including a 15% drop in Software Developers. Growth in the region's higher-wage occupations is in management, logistics (Logisticians up 166% to 898 jobs at \$37.05 per hour), engineering, and health care, not in technology occupations as such (Appendix III, Tables 12 through 20).

In-Demand Industries and Occupations

Arizona requires the modification to identify current in-demand industries and occupations in the prescribed NAICS/SOC format. The lists in Appendix II were selected from the county data above using three tests: current scale (at least 200 jobs for an industry sector, 50 for an occupation), evidence of demand (positive change since 2021, a location quotient above 1.0, or documented employer hiring commitments), and a realistic connection to WIOA-funded training or work-based learning. Mining is included on the strength of the South32 Hermosa project and regional employment rather than county job counts, and the three mining-related occupations in Table 8 are supported by labor-shed data and the SCCPCCD/South32 training pipeline. Federal occupations that are highly concentrated in the county but closed to WIOA-funded entry (compliance officers, criminal investigators, conservation technicians) are noted in Section 2A but excluded from Table 8. Occupations that appear on the list because of volume rather than wages, such as Stockers and Order Fillers and Home Health Aides, are entry points into pathways and are paired with advancement targets rather than treated as training destinations.

Section 2A(b) — Changing Industries and Employer Skill Needs

Employer needs in Santa Cruz County are changing in three ways. First, the produce corridor is adding coordination and technical roles faster than manual ones. Since 2021, Freight Transportation Arrangement grew

36% and Postharvest Crop Activities more than doubled; Cargo and Freight Agents grew 125%; and Management and Business and Financial Operations occupations each grew more than 20%, while Office and Administrative Support declined 2% in the county and 10% across the labor shed. Second, Manufacturing (up 46%), Construction (up 68%), and Health Care and Social Assistance (up 17%) are growing from small bases and draw on skills that are thin locally. Third, the South32 Hermosa project adds demand for electrical, industrial maintenance, and heavy equipment skills that county employment data do not yet show.

The knowledge, skills, and credentials employers in the in-demand sectors need are summarized below. The summary draws on the occupational data in this section, employer and stakeholder input gathered through the County's 2026 AI & Green Jobs initiative, and the skills gap analysis in the County's 2026 workforce strategic plan prepared by WestEd.

- **Trade, logistics, and wholesale.** Employers need workers who can move from warehouse and driving roles into dispatch, freight and cargo coordination, production planning, wholesale sales, and supervision. Operating roles require a commercial driver's license or industrial truck certification. Advancement requires customs and trade-compliance knowledge, food-safety and cold-chain practices, and fluency with the digital systems used to file customs entries, track cargo, and manage inventory. Relevant credentials include the Logistics and Supply Chain Management certificate offered through the Santa Cruz County Provisional Community College District (SCCPCCD) and Pima Community College and the customs broker and entry-specialist credentials, none of which requires a degree.
- **Skilled trades, industrial maintenance, and mining.** Stakeholders consistently identified licensed electricians, plumbers, and HVAC and refrigeration technicians as a pressing need and reported that licensed tradespeople are routinely brought in from outside the county. The South32-funded electrician certification, in which 14 of 16 participants completed, shows that employer-driven trades training works locally. Mining and heavy-industrial employers need mobile heavy equipment mechanics, industrial maintenance technicians, and equipment operators, along with the mine safety training federal law requires of new miners; Pima Community College delivers the related credentials.
- **Health care.** Employers need nursing assistants, home health and personal care aides, licensed practical nurses, and registered nurses, and bilingual capacity is an asset in every role. Nursing assistant training is the health credential delivered in the county; practical and registered nursing require residents to train in Pima County, and 203 more resident nurses work outside the county than inside it.
- **Cross-cutting skills.** Across sectors, employers describe difficulty hiring and retaining workers and place a premium on bilingual communication, customer service, operations, supervision, and digital foundations. AI is changing tasks within existing office, customer service, and logistics occupations rather than creating a separate local industry, so digital and AI-related skills are built into occupational training rather than offered on their own.

Two conditions shape how these needs are met. Transportation, childcare, and digital access affect whether residents can complete training and stay employed. And most training for the occupations in Appendix II is delivered in Pima County: the state's Eligible Training Provider listing for Santa Cruz County shows one local provider, the Rio Rico Medical & Fire District EMT Academy, compared with the 48 providers the 2025–2028 Local Plan reported for Pima County. Both conditions inform the training priorities in Section 3(g).

Use of Related Current Research

Recent Santa Cruz County research helps explain local conditions, but the labor-market analysis above is the controlling quantitative source for this modification. The 2026 AI & Green Jobs Labor Market Scan used state-level wage data and national projections; where its findings are consistent with county data they are used here, and where they are not, county data govern. Two findings are consistent and are carried forward. The scan's population and labor supply profile (57.3% labor force participation, 76.6% high school attainment, 16.2% family poverty) explains why the net commuter deficit and the narrow quality-careers list matter for residents. Its conclusion that AI will change tasks within existing occupations rather than create a local technology industry is confirmed by the decline in office, customer service, and software occupations across the labor shed. Its

inventory of training programs is the supply-side reference for the gap analysis the Board completes when it applies High Impact Training data to Adult training priorities (Section 3(g)).

The data point to a small number of investments the evidence supports and a larger number it does not.

- **Supported:** the produce, logistics, and wholesale cluster, where the county has scale, concentration, growth, and a set of reachable occupations paying \$30 or more; regional health care placement through nursing and allied-health credentials; and pre-Hermosa preparation through electrical, industrial maintenance, and heavy equipment programs that already have regional employers.
- **Not supported as stand-alone training targets:** technology occupations, which are shrinking regionally; office and administrative roles, which are the county's second-largest occupational group and are contracting; and any occupation whose case rests on a large percentage change from a base of fewer than 50 jobs. In a labor market of 14,000 jobs, a 100% increase can be 30 positions, and the Board asks for the job count behind every growth rate before acting on it.

3. Section 2 — Strategy and Vision

The Board’s strategic task for the remainder of the plan period is narrower than creating a new workforce strategy from scratch. It is to use current evidence and its existing WIOA authority to make better choices about coordination, training, employer engagement, career pathways, and performance. The five priorities discussed with the Board in September 2026 provide a practical structure for that work, subject to Board action.

Five Strategic Priorities

1 | Strengthen Board Engagement in a Connected Workforce System

Use the Board’s existing authority and governance structure to strengthen strategic coordination and oversight.

2 | Align Career Pathways with Real-Time Workforce Demand

Connect training, work-based learning, and career pathways to current employer and labor-market demand.

3 | Leverage Santa Cruz County’s Competitive Advantages

Build workforce responses around the County’s existing and emerging economic assets.

4 | Prepare Workers and Businesses for an AI-Enabled Economy

Address AI and digital change as evolving skill requirements across occupations and businesses.

5 | Create a Culture of Continuous Workforce Improvement

Use performance, labor-market information, employer input, and service evidence to guide recurring Board review.

The five priorities grew out of recent regional research and engagement, but their role in this document is deliberately limited: they organize the Local Plan update around issues that fit the Board’s WIOA responsibilities. They do not merge the separate AI & Green Jobs initiative into the Local Plan.

Section 2A(e) — Updated Strategic Efforts and Core Program Alignment

The Board’s planning and convening role links the WIOA core programs: Title I-B Adult, Dislocated Worker, and Youth services delivered by Santa Cruz County; Title II Adult Education, delivered by Santa Cruz County Continuing Education under the Arizona Department of Education; Title III Employment Service, administered by the Arizona Department of Economic Security (DES); and Title IV Vocational Rehabilitation, administered by the DES Rehabilitation Services Administration. The Jobs for Veterans State Grant program, the National Farmworker Jobs Program delivered by PPEP, Inc., Trade Adjustment Assistance, the Senior Community Service Employment Program, and Unemployment Insurance participate alongside them under the 2026–2029 partner MOU, and partners report at regularly scheduled Board and partner meetings. For the remaining plan period, core program alignment centers on five operational areas:

- **Intake and referral.** Partners use a common referral process with a documented handoff and follow-up, so that a customer who enters through any partner is connected to the others. The online WIOA Pre-Assessment Form screens customers for Title I-B, Title II, and Title IV services, and customers seeking job search only are registered with Title III through Arizona Job Connection. Under the 2026–2029 partner MOU, partners make referrals under the Local Area Referral Policy by warm handoff, electronic referral, phone or email, or appointment, as appropriate; maintain materials summarizing each program’s requirements; and follow up on the results of referrals.
- **Data sharing.** Partners share participant information to the extent each program’s confidentiality requirements and the partner agreements in Section 3(f) allow. Customer data are shared across programs only after the customer’s informed written consent, and partners protect education, unemployment insurance, and vocational rehabilitation records under their respective federal confidentiality requirements. Title I-B and Title III use Arizona Job Connection as their system of record; Title II and Title IV maintain separate systems. Section 5(a) describes the current state and the improvement planned.

- **Performance management.** The Board reviews negotiated performance across the core programs on a recurring schedule, together with labor-market, training, and employer information, under Priority 5. Under the MOU, the One Stop Operator collaborates with the Board on performance, including data-matching procedures and timely data entry into partner case management systems, and partners report at regularly scheduled meetings.
- **One-stop integration.** The One Stop Operator convenes partners to coordinate service delivery, cross-training, and customer flow at the comprehensive center in Nogales. The MOU commits partners to cross-training of staff, to a functionally aligned service model in which staff from different programs work in cross-functional teams such as Skills Development and Business Services, and to regularly scheduled partner meetings. The Nogales center offers extended hours once weekly.
- **Sector partnership operations.** The Board organizes employer engagement by sector, beginning with the produce, logistics, and wholesale corridor and with skilled trades, construction, and mining, and uses that input to validate the in-demand lists, training priorities, and work-based learning opportunities. The Business Services function, staffed across partners under the MOU, carries out this engagement; the MOU's business services include developing, convening, or implementing industry or sector partnerships. During 2027 the Board considers whether to formalize sector partnerships in the produce and logistics corridor and in skilled trades and mining.

Santa Cruz County already offers several access points that support this direction. The One Stop brings core workforce services together, provides an online WIOA pre-assessment, and connects employers and job seekers with Arizona Job Connection. Those tools are not the same as a fully integrated cross-partner workflow, so the modification concentrates on documented handoffs and coordination. Partner responsibilities are those established in current agreements, policy, and Board action.

Section 2B(b) — Alignment with Current State Strategy

This modification aligns with Arizona's Unified State Workforce Development Plan for Program Years 2024–2027, as modified in 2026 for Program Years 2026 and 2027, and with the Workforce Arizona Council's strategic direction. The state's modification guidance asks local areas to incorporate the five pillars of America's Talent Strategy, and the Board's five priorities map to them directly. Priorities 2 and 3 carry the industry-driven pillar by tying training and pathways to employer demand in the county's anchor sectors. Priority 2 also carries worker mobility through pathways that connect entry-level work to advancement, locally and across the labor shed. Priority 1 carries integrated systems through Title I–IV coordination and the referral work in Section 5(a). Priority 5 carries accountability through recurring review of negotiated performance and training outcomes. Priority 4 and the Rapid Response objective in Section 3 carry flexibility and innovation.

One state strategy changes local practice directly. Arizona's High Impact Training initiative sets a statewide goal of shifting 60 percent of new ARIZONA@WORK Adult training enrollments into high-performing programs by 2029. Section 3(g) describes how the Board applies that data locally.

The state issued its local guidance before federal review of the State Plan modification was complete. The Board incorporates any resulting requirements the Council communicates to local areas. Local commitments remain subject to Board direction, available resources, and documented partner roles.

Strategic Implementation Framework for 2027–2028

The following framework turns the five priorities into a short list of decisions and actions the Board can reasonably influence during the remaining plan period. It is not an operational work plan for County staff or partner organizations. Instead, it identifies where Board attention can add value, what progress would look like, and what evidence should inform future decisions.

Priority 1 | Strengthen Board Engagement in a Connected Workforce System

Board role. The January 2026 bylaws already define the LWDB as the strategic leader and convener of the local workforce system. The opportunity is not to add another layer of governance, but to make better use of the

Board’s employer, education, workforce, and community expertise. More purposeful agendas, focused committee work when needed, and regular review of workforce evidence can strengthen Board engagement while County staff retain responsibility for day-to-day administration.

Additionally, the LWDB is seeking opportunities for waiver and other flexibilities to serve as a pilot site for Arizona to demonstrate more efficient and effective services integration and performance oversight. Of particular interest is flexible use of Rapid Response funds for employment and training activities and Wagner Peyser services integration with local staffing, rather than state-merit staffing.

Strategic direction: Use the January 2026 bylaws as the foundation for more consistent Board participation in strategic workforce leadership and coordination.

2027–2028 actions: Use regular meetings and appropriate committee work for substantive review of labor-market conditions, performance, employer-informed training and career-pathway issues, and recurring system-access or coordination concerns. Implement a pilot model for service integration and funding flexibility.

Board / partner role: Board members provide strategic direction and oversight; County staff continue day-to-day administration and implementation; partners contribute current program, employer, education, and service-delivery information.

Evidence of progress: Member participation in strategic discussions; employer and partner engagement; documented Board review of workforce-system performance; actions or decisions resulting from review; recurring referral or handoff issues.

Priority 2 | Align Career Pathways with Real-Time Workforce Demand

Pathway challenge. Recent local research repeatedly points to the need for clearer connections among employer demand, training, credentials, work-based learning, and advancement. A pathway is most useful when residents can see how to enter it, what preparation is required, what support may be needed, and where it can lead. Transportation, childcare, digital access, and other documented barriers also affect whether a pathway works in practice, not just whether training exists.

Strategic direction: Use current labor-market and employer evidence to strengthen the connection among training investments, career pathways, work-based learning, and actual hiring demand.

2027–2028 actions: Consider updated LMI, employer input, HIT information, training availability, credentials, and participant needs when reviewing training priorities; strengthen pathway visibility and work-based learning where feasible.

Board / partner role: The Board sets strategic priorities; employers identify demand and skill needs; education/training partners clarify capacity and credentials; workforce staff connect eligible participants to appropriate services.

Evidence of progress: Employer demand; training participation and completion; employment, retention, and wage progression where available; work-based-learning activity; identified pathway or training gaps.

Priority 3 | Leverage Santa Cruz County’s Competitive Advantages

Local opportunity. Santa Cruz County has economic assets that create distinct workforce opportunities, including mining and related supply-chain activity, the international border and trade corridor, small business and entrepreneurship, tourism and outdoor recreation, agriculture and natural resources, and sustainability-related work. The Local Plan should not treat every economic-development opportunity as a WIOA priority. The Board’s role is to identify where verified demand, transferable skills, training capacity, and workforce barriers create a clear reason for workforce-system action.

Strategic direction: Focus workforce strategy on the County’s economic assets and the occupations that support existing and emerging sectors.

2027–2028 actions: Use the updated LMI to identify occupations connected to locally important sectors and determine where WIOA training, employer services, work-based learning, or partner coordination can address documented needs.

Board / partner role: Employers and economic-development partners identify emerging needs; the Board evaluates workforce implications; education and training partners assess program alignment and capacity.

Evidence of progress: Employer hiring activity; occupations linked to identified sectors; relevant training and credential availability; work-based-learning opportunities; documented gaps that may require partner action.

Priority 4 | Prepare Workers and Businesses for an AI-Enabled Economy

Skill implications. AI is more likely to change tasks and skill expectations across existing occupations than to operate as a stand-alone local industry. For workforce planning, that makes digital foundations, practical job-related use, and employer validation more important than broad AI awareness alone. Small employers and workers may need different levels of support, and any WIOA-supported training should have a clear connection to employment, advancement, or productivity.

Strategic direction: Treat AI and digital change as evolving skill requirements within occupations and businesses rather than as a stand-alone industry.

2027–2028 actions: Use employer input and current occupational evidence to identify where digital and AI-related skills affect job tasks; connect workers and businesses to relevant foundational, occupational, or incumbent-worker training when allowable and appropriate.

Board / partner role: Employers identify changing tasks and skill expectations; workforce and training partners determine appropriate responses; the Board monitors implications for access, training, and employer service strategy.

Evidence of progress: Employer-identified digital/AI skill needs; participant digital-access or foundational-skill needs; relevant training availability and use; evidence that occupational skill requirements are changing.

Priority 5 | Create a Culture of Continuous Workforce Improvement

Keeping the plan current. A Local Plan can become outdated quickly if the Board reviews conditions only when a formal plan update is due. A modest recurring review of labor-market shifts, employer feedback, training outcomes, WIOA performance, and service-access issues would allow the Board to identify changes earlier. The goal is not a new reporting burden; it is a regular habit of using available evidence to decide whether current strategies still make sense.

Strategic direction: Use a recurring evidence-based review process to determine whether workforce strategies and investments remain aligned with results and changing conditions.

2027–2028 actions: Bring together WIOA performance, updated LMI, employer input, training-performance information, and service-access evidence during existing Board oversight activities; adjust priorities or coordination practices when evidence indicates a need.

Board / partner role: County staff assemble available evidence; partners contribute program and service information; the Board uses the evidence to provide strategic direction and determine when follow-up action is warranted.

Evidence of progress: PY2026/PY2027 negotiated performance measures; training outcomes; employer feedback; labor-market changes; service-access/referral issues; progress across the other four priorities.

Board Use of the Framework

The Board does not need a new governance structure to use this framework. Its existing meetings, committees, and oversight responsibilities provide places to review labor-market changes, employer feedback, training outcomes, service-access issues, and progress on the five priorities. The value of the framework is in making those discussions more consistent and connecting them to decisions about investments, partnerships, and service delivery.

4. Section 3 — Coordination and Training Decisions

Section 3(f) — Newly Executed Agreements

The partner Memorandum of Understanding included with the original Local Plan expired June 30, 2026. A successor Memorandum of Understanding between the Santa Cruz County Local Workforce Development Area and its One Stop Partners, with its Infrastructure Funding Agreement and One-Stop Operating Budget, is in effect for July 1, 2026 through June 30, 2029. Parties are the Chief Elected Official, the Local Workforce Development Board, the One Stop Operator, and the WIOA Title I-B, Title II, Title III, Title IV, Jobs for Veterans State Grant, and National Farmworker Jobs Program partners, with Unemployment Insurance as an additional partner. Partners reached consensus on the agreement through meetings in June and August 2026, and partner signatures were completed in September 2026. The MOU is reviewed annually and the IFA reconciled against actual costs each program year. A copy of the executed agreement is on file with the Board

Section 3(g) — High Impact Training

High Impact Training (HIT) is Arizona’s outcomes-based designation for WIOA Title I Adult training programs. The Office of Economic Opportunity (OEO) evaluates programs on participant employment and wage outcomes, and OEO and the Workforce Arizona Council award the designation; the Board does not designate programs. The Board uses HIT data to coordinate and prioritize Title I-B Adult training as follows:

- **Annual review.** Each program year, and when OEO releases updated results, staff pull ratings from the WIOA Title I Adult Training Program Performance Rating Tool for Local Workforce Development Areas for the programs Santa Cruz County participants use and for programs tied to the occupations in Appendix II.
- **Cross-check against local demand.** Staff compare rated programs with the Appendix II in-demand occupations, the quality-careers list in Section 2A, and the Eligible Training Provider List, noting which rated programs county residents can reach locally and which require travel to Pima County.
- **Board prioritization.** The Board reviews the comparison and sets Adult training priorities for the year. Programs that are both HIT-designated and aligned with Appendix II receive first consideration for Individual Training Accounts and outreach.
- **Participant counseling.** Career planners use the Rating Tool for Job Seekers with participants who are selecting training, so outcomes data inform the decision while participant goals, eligibility, and customer choice remain controlling.
- **Programs without strong ratings.** A low or missing rating triggers further review rather than automatic exclusion. Santa Cruz County’s enrollment counts are small, so the Board weighs local completion, placement, and employer input alongside state ratings.
- **Tracking.** The Board tracks the share of new Adult training enrollments in HIT-designated programs as part of the recurring review under Priority 5 and uses OEO’s Statewide Workforce Evaluation Analysis as context for local results.

At the system level, HIT information helps the Board determine whether training investments are producing the results expected of them. The Board reviews completion, employment, wage, and demand information together when it decides whether to continue, expand, redirect, or further examine particular training approaches.

Changes in Available Financing

Title I-B formula allocations to Santa Cruz County for Program Year 2026 are those issued by DES under the Workforce Arizona Council's Funding Allocation Policy: \$259,126 for Adult, \$182,927 for Dislocated Worker, and \$308,581 for Youth, a combined \$750,634, down 8.5% from PY2025, consistent with statewide reductions of 6.6 to 9.8% in Arizona's federal allotments. Shared costs of the Nogales comprehensive center are set in the 2026–2029 Infrastructure Funding Agreement, which allocates \$246,220 in annual infrastructure costs among the co-located partners by square footage: Title I-B 44 percent, Title IV 23 percent, Title III 17 percent, Title II

10 percent, and the Jobs for Veterans State Grant and National Farmworker Jobs Program 3 percent each. The IFA is reviewed annually, with actual costs reconciled by September 30 following each program year. The strategies in this modification are scaled to formula funding: the five priorities operate through existing Board meetings, staff, and partner agreements and do not depend on new WIOA resources. Where non-WIOA investment is available, such as employer-funded trades training, the Board treats it as leverage for Title I-B training rather than a substitute for it.

Rapid Response Funding Flexibility

County workforce leadership has raised a practical Rapid Response issue: Santa Cruz County does not regularly experience layoffs at a scale that makes full use of Rapid Response resources through traditional local response activity. For the remainder of the planning period, the Board wants to explore whether Arizona can make use of federal flexibility that would allow a portion of Governor-reserved statewide Rapid Response funds to support broader employment and training activity while maintaining required response capacity.

This is an exploratory objective, not current local spending authority. Federal guidance describes a waiver under WIOA Sections 133(a)(2) and 134(a)(2)(A) that may permit a state to use up to 50 percent of Governor-reserved statewide Rapid Response funds for statewide employment and training activities during the first year of availability. Because the authority applies to state-reserved funds and depends on an approved state waiver, Santa Cruz County cannot implement it on its own. Any change in use would follow applicable federal approval, state policy, and fiscal and program controls.

5. Section 5 — Systems and Results

Section 5(a) — Integrated, Technology-Enabled Intake and Case Management

Santa Cruz County has technology-enabled entry points, including an online WIOA Pre-Assessment Form on the One Stop website that screens customers for Title I-B, Title II, and Title IV services, online registration for Title II English language acquisition and GED preparation classes, and employer and job-seeker access through Arizona Job Connection. Progress during the first half of the plan period centers on the 2026–2029 partner MOU, which commits partners to coordinated referral under the Local Area Referral Policy, including electronic referral, and to an integrated case management system that captures intake information once.

Across programs, partners currently move a customer from initial contact to referral, enrollment, service coordination, and follow-up as follows: the online pre-assessment identifies the programs a customer may qualify for; partners refer customers under the Local Area Referral Policy by warm handoff, electronic referral, phone or email, or appointment, and follow up on the results; Title I-B and Title III record enrollment and services in Arizona Job Connection, and Title II and Title IV record them in separate systems, with customer data shared across programs only with informed written consent. Screening, job-seeker registration, and electronic referral are technology-enabled, while cross-program case management still runs on separate systems. The 2026–2029 partner MOU commits partners to develop and maintain an integrated case management system, as appropriate, so that information collected at intake is captured once.

For 2027–2028, the Board’s objective is a documented referral and follow-through process that staff and partners use consistently, with clear points of responsibility and a way to identify referrals that do not result in service. The Board participates in state efforts toward integrated intake and case management as they become available. Any local technology solution follows the workflow rather than substituting for agreement on the workflow itself.

Section 5(b) — Updated Performance Levels

Appendix I presents the negotiated PY2026 and PY2027 levels of performance for the Title I-B Adult, Dislocated Worker, and Youth programs. These levels were established through negotiation between the State and the local area and transmitted by DES on August 18, 2026; the PY2024 and PY2025 levels they replace appear in Table 16 of the 2025–2028 Local Plan. These measures are the formal accountability baseline for WIOA programs.

The Board does not review performance in isolation. It considers negotiated WIOA measures alongside employer feedback, labor-market changes, training outcomes, service-access issues, and the evidence identified under the five strategic priorities. That combination gives the Board a more useful basis for asking why results changed and what, if anything, to adjust.

6. Section 6 — Public Comment

The proposed modification was released for a 30-day public-comment period from [start date] to [end date]. It was posted at [URL], made available at the One Stop in Nogales, presented at the open Board meeting of [date], and announced through [local news media and partner, employer, labor, and education notification methods].

[Number] comments were received. [Summarize comments, responses to substantive comments, and any resulting revision; attach any comments expressing disagreement, which are submitted to the Council with the plan.] The Local Workforce Development Board approved the modification on [date], and the Santa Cruz County Board of Supervisors, as Chief Elected Official, approved it on [date].

7. Required Appendices

Appendix I — PY2026/PY2027 Performance Measures

Negotiated levels of performance for Program Years 2026 and 2027 are shown in Table 6.

Table 6: Negotiated Levels of Performance, WIOA Title I-B, Santa Cruz County, PY2026–PY2027

Program	Performance Indicator	PY2026	PY2027
Adult	Employment 2nd Quarter After Exit	71.0%	71.7%
Adult	Employment 4th Quarter After Exit	62.0%	62.6%
Adult	Median Earnings 2nd Quarter After Exit	\$9,400	\$9,494
Adult	Credential Attainment Rate	73.5%	74.0%
Adult	Measurable Skill Gains	60.0%	60.6%
Dislocated Worker	Employment 2nd Quarter After Exit	71.0%	71.7%
Dislocated Worker	Employment 4th Quarter After Exit	74.0%	74.7%
Dislocated Worker	Median Earnings 2nd Quarter After Exit	\$9,667	\$9,812
Dislocated Worker	Credential Attainment Rate	77.0%	77.0%
Dislocated Worker	Measurable Skill Gains	75.5%	76.0%
Youth	Education & Employment 2nd Quarter After Exit	72.7%	73.4%
Youth	Education & Employment 4th Quarter After Exit	72.0%	72.5%
Youth	Median Earnings 2nd Quarter After Exit	\$6,750	\$6,818
Youth	Credential Attainment Rate	55.0%	55.6%
Youth	Measurable Skill Gains	50.0%	50.5%

Source: Arizona Department of Economic Security, Negotiated Local Levels of Performance letter, August 18, 2026

Appendix II — Current In-Demand Industries and Occupations

The following tables present current in-demand industries and occupations in the state-required NAICS/SOC format. Selection criteria are described in Section 2A under "In-Demand Industries and Occupations." Employment figures are Santa Cruz County, 2026, QCEW employees, from Lightcast (2026 dataset, accessed September 2026).

Table 7: In-Demand Industries, Santa Cruz County

NAICS Code	Industry Title	2026 County Jobs	Basis for Inclusion
42	Wholesale Trade	2,093	Largest private sector; LQ 3.75; +17% since 2021
48-49	Transportation and Warehousing	1,784	LQ 2.88; produce corridor logistics
44-45	Retail Trade	1,848	LQ 1.31; largest entry-level employer
62	Health Care and Social Assistance	917	+17% since 2021; regional demand
31-33	Manufacturing	666	+46% since 2021
11	Agriculture, Forestry, Fishing and Hunting	496	LQ 4.38; +41% since 2021
23	Construction	287	+68% since 2021; Hermosa construction phase
21	Mining, Quarrying, and Oil and Gas Extraction	<10	South32 Hermosa hiring commitment; 2,886 regional jobs, LQ 1.96

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Location Quotient is 2026 employment concentration relative to the United States.

Table 8: In-Demand Occupations, Santa Cruz County

SOC Code	Occupation Title	NAICS Code	Industry Title	Basis for Inclusion
11-1021	General and Operations Managers	42, 48-49, 44-45, 31-33	Wholesale Trade; Transportation and Warehousing; Retail Trade; Manufacturing	521 jobs; +112; \$37.53/hr
41-4012	Sales Representatives, Wholesale and Manufacturing	42	Wholesale Trade	292 jobs; LQ 2.54; \$35.19/hr
13-1081	Logisticians	42, 48-49	Wholesale Trade; Transportation and Warehousing	898 regional jobs, +166%; \$37.05/hr*
43-5011	Cargo and Freight Agents	48-49	Transportation and Warehousing	144 jobs; LQ 15.4; +125%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	48-49	Transportation and Warehousing	70 jobs; LQ 3.80; +27%
43-5061	Production, Planning, and Expediting Clerks	42, 31-33	Wholesale Trade; Manufacturing	59 jobs; +18%; \$34.19/hr
53-3032	Heavy and Tractor-Trailer Truck Drivers	48-49, 42	Transportation and Warehousing; Wholesale Trade	512 jobs; LQ 2.68; \$24.04/hr
53-7051	Industrial Truck and Tractor Operators	42, 48-49	Wholesale Trade; Transportation and Warehousing	169 jobs; LQ 2.36; +33%
53-7065	Stockers and Order Fillers	42, 44-45	Wholesale Trade; Retail Trade	648 jobs; +172; entry point
45-2091	Agricultural Equipment Operators	11	Agriculture, Forestry, Fishing and Hunting	84 jobs; LQ 14.1; +127%
13-1071	Human Resources Specialists	42, 48-49, 62	Wholesale Trade; Transportation and Warehousing; Health Care and Social Assistance	71 jobs; +25%; \$32.32/hr
49-9071	Maintenance and Repair Workers, General	42, 48-49, 31-33, 44-45	Wholesale Trade; Transportation and Warehousing; Manufacturing; Retail Trade	237 jobs; LQ 1.67
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	31-33, 21, 23	Manufacturing; Mining, Quarrying, and Oil and Gas Extraction; Construction	54 jobs; +17%; \$45.55/hr
49-3023	Automotive Service Technicians and Mechanics	44-45, 48-49	Retail Trade; Transportation and Warehousing	58 jobs; +41%

SOC Code	Occupation Title	NAICS Code	Industry Title	Basis for Inclusion
47-2111	Electricians	23, 21	Construction; Mining, Quarrying, and Oil and Gas Extraction	1,383 regional jobs; +2%; \$29.83/hr
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	21, 23	Mining, Quarrying, and Oil and Gas Extraction; Construction	Regional 896 jobs; +36%; \$35.38/hr
47-5041	Continuous Mining Machine Operators	21	Mining, Quarrying, and Oil and Gas Extraction	Regional 771 jobs; LQ 20.6; +72%
29-1141	Registered Nurses	62	Health Care and Social Assistance	Regional +1,451; \$45.30/hr; 203 net commuters
31-1131	Nursing Assistants	62	Health Care and Social Assistance	Regional +802; entry to health pathway
31-1128	Home Health and Personal Care Aides	62	Health Care and Social Assistance	140 jobs; +41%; entry point

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. County figures unless noted as regional (Santa Cruz and Pima Counties). Location Quotient is 2026 employment concentration relative to the United States.

*Logisticians are included on the basis of labor-shed demand. Santa Cruz County employment for this occupation falls below the level at which county-specific figures are reliable, so the regional figures (Santa Cruz and Pima Counties) are shown. County residents fill these positions primarily through employment in Pima County; see the net commuter discussion in Section 2A.

Appendix III — Supplemental Labor Market Tables

The tables in this appendix support the analysis in Section 2A. All data are from Lightcast (2026 dataset, accessed September 2026) and use QCEW covered employment for 2021 through 2026. "Santa Cruz County" tables cover the county alone. "Santa Cruz Labor Shed" tables cover Santa Cruz and Pima Counties combined, the definition used in the 2025–2028 Local Plan. Occupation tables sorted by earnings, location quotient, or percent change are limited to occupations with at least 50 jobs (county) or 500 jobs (labor shed) in 2026 so that small-base changes do not dominate the rankings. Location Quotient compares local employment concentration to the United States; a value of 2.0 means the area employs twice the national share.

Table 9: Employment by Industry Sector, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

NAICS	Industry	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Location Quotient	Avg. Earnings Per Job
90	Government	70,956	76,185	5,229	7%	1.31	\$98,931
62	Health Care and Social Assistance	61,002	68,942	7,940	13%	1.14	\$73,090
44-45	Retail Trade	44,197	43,235	(962)	(2%)	1.09	\$48,466
72	Accommodation and Food Services	35,868	41,600	5,732	16%	1.13	\$33,468
31-33	Manufacturing	27,972	29,997	2,025	7%	0.92	\$136,352
56	Administrative and Support and Waste Management	26,088	20,475	(5,613)	(22%)	0.88	\$58,081
54	Professional, Scientific, and Technical Services	18,730	18,123	(607)	(3%)	0.64	\$108,299
48-49	Transportation and Warehousing	18,534	19,339	805	4%	1.11	\$55,853
23	Construction	18,214	21,034	2,820	15%	0.98	\$78,590
81	Other Services (except Public Administration)	11,509	12,951	1,442	13%	1.07	\$60,289
52	Finance and Insurance	10,823	9,996	(827)	(8%)	0.61	\$107,386
42	Wholesale Trade	8,804	10,177	1,373	16%	0.65	\$95,949
53	Real Estate and Rental and Leasing	6,509	7,417	908	14%	1.18	\$74,393
61	Educational Services	6,197	6,693	496	8%	0.79	\$56,280
51	Information	4,831	4,408	(423)	(9%)	0.60	\$127,797
71	Arts, Entertainment, and Recreation	4,500	5,742	1,242	28%	0.82	\$35,546
22	Utilities	2,049	2,180	131	6%	1.38	\$153,787
21	Mining, Quarrying, and Oil and Gas Extraction	1,788	2,886	1,098	61%	1.96	\$138,591

NAICS	Industry	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Location Quotient	Avg. Earnings Per Job
55	Management of Companies and Enterprises	1,699	2,481	782	46%	0.36	\$133,245
11	Agriculture, Forestry, Fishing and Hunting	970	1,032	62	6%	0.32	\$55,518
99	Unclassified Industry	231	227	(4)	(2%)	0.38	\$47,307
	Total	381,471	405,120	23,649	6%		\$78,191

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Location Quotient is 2026 employment concentration relative to the United States. Average earnings per job include wages, salaries, and supplements.

Table 10: Largest Detailed Industries by Employment, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

NAICS	Industry	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Location Quotient	Avg. Earnings Per Job
903999	Local Government, Excluding Education and Hospitals	18,908	21,029	2,121	11%	1.34	\$85,022
903611	Elementary and Secondary Schools (Local Government)	17,116	18,955	1,839	11%	0.99	\$66,514
622110	General Medical and Surgical Hospitals	15,095	17,829	2,734	18%	1.33	\$85,115
722513	Limited-Service Restaurants	13,572	15,114	1,542	11%	1.27	\$27,901
336414	Guided Missile and Space Vehicle Manufacturing	13,240	13,860	620	5%	64.36	\$165,586
902612	Colleges, Universities, and Professional Schools (State Government)	11,868	13,520	1,652	14%	2.62	\$113,613
722511	Full-Service Restaurants	12,710	13,374	664	5%	0.97	\$34,370
901199	Federal Government, Civilian, Excluding Postal Service	13,132	12,645	(487)	(4%)	2.12	\$171,693
493110	General Warehousing and Storage	9,619	9,578	(41)	0%	2.06	\$39,169
445110	Supermarkets and Other Grocery (except Convenience) Stores	9,765	9,269	(496)	(5%)	1.36	\$45,095
621111	Offices of Physicians (except Mental Health Specialists)	8,802	8,492	(310)	(4%)	1.12	\$125,243
455211	Warehouse Clubs and Supercenters	6,241	7,545	1,304	21%	1.66	\$46,205
721110	Hotels (except Casino Hotels) and Motels	4,942	7,215	2,273	46%	1.80	\$46,016
902999	State Government, Excluding Education and Hospitals	5,601	5,993	392	7%	0.98	\$79,724
621610	Home Health Care Services	3,521	4,577	1,056	30%	0.95	\$46,529

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 six-digit NAICS industries by 2026 employment. Location Quotient is 2026 employment concentration relative to the United States. Average earnings per job include wages, salaries, and supplements.

Table 11: Employment by Major Occupation Group, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation Group	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient	2025 Net Commuters
43-0000	Office and Administrative Support	53,143	47,826	(5,317)	(10%)	\$21.15	1.05	(3,693)
35-0000	Food Preparation and Serving Related	35,385	37,458	2,073	6%	\$16.65	1.06	(2,270)
41-0000	Sales and Related	33,470	35,320	1,850	6%	\$17.35	1.02	(2,470)
53-0000	Transportation and Material Moving	31,051	32,604	1,553	5%	\$20.36	0.92	(2,808)
11-0000	Management	24,993	30,909	5,916	24%	\$47.87	1.05	(1,879)
29-0000	Healthcare Practitioners and Technical	25,311	27,971	2,660	11%	\$42.46	1.08	(3,573)
25-0000	Educational Instruction and Library	22,933	23,972	1,039	5%	\$23.50	1.06	346
13-0000	Business and Financial Operations	19,939	22,388	2,449	12%	\$34.88	0.81	(2,047)
31-0000	Healthcare Support	19,459	22,057	2,598	13%	\$17.81	1.04	(1,854)
49-0000	Installation, Maintenance, and Repair	17,222	19,037	1,815	11%	\$25.34	1.21	(1,276)

SOC	Occupation Group	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient	2025 Net Commuters
47-0000	Construction and Extraction	15,187	16,364	1,177	8%	\$24.26	0.98	(2,892)
51-0000	Production	12,033	13,338	1,305	11%	\$22.70	0.60	(2,334)
33-0000	Protective Service	11,409	13,073	1,664	15%	\$25.58	1.33	(667)
37-0000	Building and Grounds Cleaning and Maintenance	11,391	12,314	923	8%	\$17.44	1.04	(819)
15-0000	Computer and Mathematical	11,979	10,944	(1,035)	(9%)	\$45.37	0.80	(878)
17-0000	Architecture and Engineering	9,072	9,716	644	7%	\$46.84	1.42	(376)
39-0000	Personal Care and Service	7,393	9,120	1,727	23%	\$17.37	1.04	(618)
21-0000	Community and Social Service	8,031	8,660	629	8%	\$23.53	1.23	(257)
27-0000	Arts, Design, Entertainment, Sports, and Media	3,896	4,026	130	3%	\$26.62	0.77	(263)
19-0000	Life, Physical, and Social Science	4,311	3,977	(334)	(8%)	\$36.22	1.00	(337)
23-0000	Legal	2,780	3,070	290	10%	\$45.17	0.90	(131)
45-0000	Farming, Fishing, and Forestry	1,083	976	(107)	(10%)	\$15.81	0.43	(130)
	Total	381,471	405,120	23,649	6%			(31,226)

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Location Quotient is 2026 employment concentration relative to the United States. Net commuters are 2025 jobs located in the labor shed minus 2025 labor shed residents employed in the occupation group; negative values indicate more resident workers than local jobs. Military-only and unclassified occupations omitted.

Table 12: Occupations by Total Employment, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
11-1021	General and Operations Managers	9,843	12,790	2,947	30%	\$40.08	1.40
31-1128	Home Health and Personal Care Aides	9,907	11,807	1,900	19%	\$16.54	1.00
41-2031	Retail Salespersons	10,642	11,605	963	9%	\$16.60	1.17
35-3023	Fast Food and Counter Workers	11,168	10,533	(635)	(6%)	\$15.30	1.05
29-1141	Registered Nurses	9,009	10,460	1,451	16%	\$45.30	1.19
41-2011	Cashiers	9,856	10,001	145	1%	\$15.78	1.27
43-9061	Office Clerks, General	8,376	8,483	107	1%	\$21.14	1.33
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	8,531	8,314	(217)	(3%)	\$20.53	1.09
43-4051	Customer Service Representatives	11,283	7,958	(3,325)	(29%)	\$19.27	1.20
53-7065	Stockers and Order Fillers	6,420	7,592	1,172	18%	\$17.36	1.04
35-3031	Waiters and Waitresses	5,996	7,412	1,416	24%	\$17.56	1.27
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,840	5,596	756	16%	\$17.39	0.98
49-9071	Maintenance and Repair Workers, General	4,927	5,506	579	12%	\$21.89	1.39
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,315	4,379	64	1%	\$27.00	0.82
25-1099	Postsecondary Teachers	5,100	4,378	(722)	(14%)	\$37.71	1.27

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 five-digit SOC occupations by 2026 employment. Location Quotient is 2026 employment concentration relative to the United States.

Table 13: Occupations by Change in Employment, Santa Cruz County, 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
53-7065	Stockers and Order Fillers	476	648	172	36%	\$17.65	2.48

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
11-1021	General and Operations Managers	409	521	112	27%	\$37.53	1.60
43-5011	Cargo and Freight Agents	64	144	80	125%	\$18.39	15.35
41-2031	Retail Salespersons	431	508	77	18%	\$16.64	1.43
43-9061	Office Clerks, General	256	306	50	20%	\$21.67	1.35
45-2091	Agricultural Equipment Operators	37	84	47	127%	\$17.15	14.07
53-7051	Industrial Truck and Tractor Operators	127	169	42	33%	\$17.45	2.36
31-1128	Home Health and Personal Care Aides	99	140	41	41%	\$14.82	0.33
35-3023	Fast Food and Counter Workers	330	371	41	12%	\$16.75	1.04
53-7064	Packers and Packagers, Hand	152	193	41	27%	\$14.75	3.75
27-1026	Merchandise Displayers and Window Trimmers	43	81	38	88%	\$17.95	5.36
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	259	292	33	13%	\$35.19	2.54
37-3011	Landscaping and Groundskeeping Workers	29	57	28	97%	\$17.84	0.66
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	24	52	28	117%	\$35.56	1.98
25-9045	Teaching Assistants, Except Postsecondary	156	179	23	15%	\$16.53	1.43

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 five-digit SOC occupations by absolute employment change, 2021–2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 14: Occupations by Change in Employment, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
11-1021	General and Operations Managers	9,843	12,790	2,947	30%	\$40.08	1.40
31-1128	Home Health and Personal Care Aides	9,907	11,807	1,900	19%	\$16.54	1.00
25-9044	Teaching Assistants, Postsecondary	433	2,212	1,779	411%	\$22.02	5.30
29-1141	Registered Nurses	9,009	10,460	1,451	16%	\$45.30	1.19
35-3031	Waiters and Waitresses	5,996	7,412	1,416	24%	\$17.56	1.27
17-2011	Aerospace Engineers	425	1,704	1,279	301%	\$51.35	9.23
33-9032	Security Guards	2,359	3,548	1,189	50%	\$17.46	1.08
53-7065	Stockers and Order Fillers	6,420	7,592	1,172	18%	\$17.36	1.04
41-2031	Retail Salespersons	10,642	11,605	963	9%	\$16.60	1.17
31-1131	Nursing Assistants	2,814	3,616	802	29%	\$20.47	0.95
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,840	5,596	756	16%	\$17.39	0.98
47-2061	Construction Laborers	2,786	3,523	737	26%	\$21.63	1.24
49-9071	Maintenance and Repair Workers, General	4,927	5,506	579	12%	\$21.89	1.39
35-2021	Food Preparation Workers	1,826	2,403	577	32%	\$16.96	1.05
13-1081	Logisticians	338	898	560	166%	\$37.05	1.37

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 five-digit SOC occupations by absolute employment change, 2021–2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 15: Occupations by Percent Change in Employment, Santa Cruz County, 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
45-2091	Agricultural Equipment Operators	37	84	47	127%	\$17.15	14.07
43-5011	Cargo and Freight Agents	64	144	80	125%	\$18.39	15.35
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	24	52	28	117%	\$35.56	1.98
37-3011	Landscaping and Groundskeeping Workers	29	57	28	97%	\$17.84	0.66
27-1026	Merchandise Displayers and Window Trimmers	43	81	38	88%	\$17.95	5.36
25-3031	Substitute Teachers, Short-Term	33	51	18	55%	\$17.79	1.10
11-2022	Sales Managers	42	64	22	52%	\$51.82	1.09
35-3011	Bartenders	51	74	23	45%	\$17.85	1.06
49-3023	Automotive Service Technicians and Mechanics	41	58	17	41%	\$20.65	0.89
31-1128	Home Health and Personal Care Aides	99	140	41	41%	\$14.82	0.33
47-2061	Construction Laborers	41	57	16	39%	\$18.80	0.57
53-7065	Stockers and Order Fillers	476	648	172	36%	\$17.65	2.48
53-7051	Industrial Truck and Tractor Operators	127	169	42	33%	\$17.45	2.36
11-1021	General and Operations Managers	409	521	112	27%	\$37.53	1.60
43-5032	Dispatchers, Except Police, Fire, and Ambulance	55	70	15	27%	\$23.05	3.80

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 five-digit SOC occupations by percent employment change, 2021–2026, among occupations with at least 50 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 16: Occupations by Percent Change in Employment, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
25-9044	Teaching Assistants, Postsecondary	433	2,212	1,779	411%	\$22.02	5.30
17-2011	Aerospace Engineers	425	1,704	1,279	301%	\$51.35	9.23
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	154	574	420	273%	\$35.54	6.19
13-1081	Logisticians	338	898	560	166%	\$37.05	1.37
15-1299	Computer Occupations, All Other	428	939	511	119%	\$31.50	0.82
35-1011	Chefs and Head Cooks	272	582	310	114%	\$23.94	1.12
39-3031	Ushers, Lobby Attendants, and Ticket Takers	255	534	279	109%	\$14.71	1.67
27-2022	Coaches and Scouts	244	505	261	107%	\$22.61	0.79
11-1011	Chief Executives	406	827	421	104%	\$88.57	1.55
11-9021	Construction Managers	454	836	382	84%	\$47.48	0.84
17-3023	Electrical and Electronic Engineering Technologists and Technicians	303	543	240	79%	\$36.43	2.21
11-9041	Architectural and Engineering Managers	603	1,052	449	74%	\$76.83	1.85
47-5041	Continuous Mining Machine Operators	449	771	322	72%	\$29.27	20.63
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	405	687	282	70%	\$17.24	1.63
41-2021	Counter and Rental Clerks	820	1,372	552	67%	\$18.59	1.32

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 five-digit SOC occupations by percent employment change, 2021–2026, among occupations with at least 500 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 17: Occupations by Median Earnings, Santa Cruz County, 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
11-9199	Managers, All Other	58	62	4	7%	\$65.00	1.06
33-3021	Detectives and Criminal Investigators	97	103	6	6%	\$57.88	9.53
29-1141	Registered Nurses	127	127	0	0%	\$52.69	0.41
11-2022	Sales Managers	42	64	22	52%	\$51.82	1.09
13-1041	Compliance Officers	132	148	16	12%	\$49.84	3.81
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	46	54	8	17%	\$45.55	0.95
13-1199	Business Operations Specialists, All Other	74	66	(8)	(11%)	\$43.44	0.64
11-1021	General and Operations Managers	409	521	112	27%	\$37.53	1.60
13-2011	Accountants and Auditors	89	86	(3)	(3%)	\$36.43	0.63
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	24	52	28	117%	\$35.56	1.98
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	259	292	33	13%	\$35.19	2.54
43-5061	Production, Planning, and Expediting Clerks	50	59	9	18%	\$34.19	1.67
33-3051	Police and Sheriff's Patrol Officers	61	51	(10)	(16%)	\$32.89	0.82
13-1071	Human Resources Specialists	57	71	14	25%	\$32.32	0.84
19-4071	Forest and Conservation Technicians	116	118	2	2%	\$29.29	37.28

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 five-digit SOC occupations by 2026 median hourly earnings, among occupations with at least 50 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 18: Occupations by Median Earnings, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
29-1229	Physicians, All Other	705	948	243	34%	\$171.25	1.05
11-1011	Chief Executives	406	827	421	104%	\$88.57	1.55
11-9041	Architectural and Engineering Managers	603	1,052	449	74%	\$76.83	1.85
11-3021	Computer and Information Systems Managers	1,316	1,457	141	11%	\$72.81	0.83
29-1051	Pharmacists	1,078	1,022	(56)	(5%)	\$71.07	1.24
11-2022	Sales Managers	914	1,138	224	25%	\$66.17	0.69
29-1171	Nurse Practitioners	698	890	192	28%	\$62.48	1.02
11-9199	Managers, All Other	1,521	1,254	(267)	(18%)	\$62.15	0.76
11-3031	Financial Managers	1,390	1,373	(17)	(1%)	\$60.48	0.61
11-9111	Medical and Health Services Managers	1,200	1,756	556	46%	\$59.81	1.10
15-1252	Software Developers	4,865	4,120	(745)	(15%)	\$59.45	0.93
17-2071	Electrical Engineers	1,804	1,659	(145)	(8%)	\$56.43	3.22
23-1011	Lawyers	1,343	1,693	350	26%	\$51.79	0.86
17-2011	Aerospace Engineers	425	1,704	1,279	301%	\$51.35	9.23
33-3021	Detectives and Criminal Investigators	1,753	1,748	(5)	0%	\$50.93	5.75

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 five-digit SOC occupations by 2026 median hourly earnings, among occupations with at least 500 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 19: Occupations by Location Quotient, Santa Cruz County, 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
19-4071	Forest and Conservation Technicians	116	118	2	2%	\$29.29	37.28
43-5011	Cargo and Freight Agents	64	144	80	125%	\$18.39	15.35
45-2091	Agricultural Equipment Operators	37	84	47	127%	\$17.15	14.07
33-3021	Detectives and Criminal Investigators	97	103	6	6%	\$57.88	9.53
27-1026	Merchandise Displayers and Window Trimmers	43	81	38	88%	\$17.95	5.36
43-4199	Information and Record Clerks, All Other	65	52	(13)	(20%)	\$25.03	4.12
13-1041	Compliance Officers	132	148	16	12%	\$49.84	3.81
43-5032	Dispatchers, Except Police, Fire, and Ambulance	55	70	15	27%	\$23.05	3.80
53-7064	Packers and Packagers, Hand	152	193	41	27%	\$14.75	3.75
11-9013	Farmers, Ranchers, and Other Agricultural Managers	49	56	7	14%	\$18.44	3.37
53-3031	Driver/Sales Workers	143	119	(24)	(17%)	\$17.13	3.13
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	141	136	(5)	(4%)	\$15.13	3.12
53-3032	Heavy and Tractor-Trailer Truck Drivers	511	512	1	0%	\$24.04	2.68
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	259	292	33	13%	\$35.19	2.54
53-7065	Stockers and Order Fillers	476	648	172	36%	\$17.65	2.48

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Top 15 five-digit SOC occupations by 2026 Location Quotient, among occupations with at least 50 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.

Table 20: Occupations by Location Quotient, Santa Cruz Labor Shed (Santa Cruz and Pima Counties), 2021–2026

SOC	Occupation	2021 Jobs	2026 Jobs	2021–2026 Change	% Change	Median Hourly Earnings	Location Quotient
47-5041	Continuous Mining Machine Operators	449	771	322	72%	\$29.27	20.63
17-2011	Aerospace Engineers	425	1,704	1,279	301%	\$51.35	9.23
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	154	574	420	273%	\$35.54	6.19
33-3021	Detectives and Criminal Investigators	1,753	1,748	(5)	0%	\$50.93	5.75
25-9044	Teaching Assistants, Postsecondary	433	2,212	1,779	411%	\$22.02	5.30
49-3011	Aircraft Mechanics and Service Technicians	1,179	1,424	245	21%	\$35.25	3.91
17-2071	Electrical Engineers	1,804	1,659	(145)	(8%)	\$56.43	3.22
11-9033	Education Administrators, Postsecondary	1,111	1,291	180	16%	\$47.96	2.85
43-4199	Information and Record Clerks, All Other	923	853	(70)	(8%)	\$21.71	2.43
33-3012	Correctional Officers and Jailers	2,148	2,220	72	3%	\$26.36	2.25
17-3023	Electrical and Electronic Engineering Technologists and Technicians	303	543	240	79%	\$36.43	2.21
37-2021	Pest Control Workers	492	563	71	14%	\$18.16	2.07
25-9031	Instructional Coordinators	981	1,120	139	14%	\$27.71	1.96
29-2053	Psychiatric Technicians	708	857	149	21%	\$19.77	1.96
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	658	896	238	36%	\$35.38	1.94

Source: Lightcast (2026 dataset, accessed September 2026); QCEW employees. Labor shed is Santa Cruz County and Pima County combined, consistent with the 2025–2028 Local Plan. Top 15 five-digit SOC occupations by 2026 Location Quotient, among occupations with at least 500 jobs in 2026. Location Quotient is 2026 employment concentration relative to the United States.