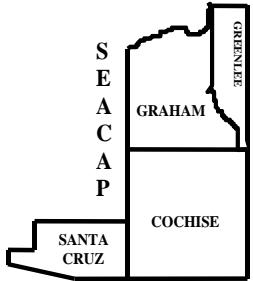
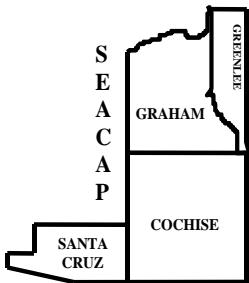
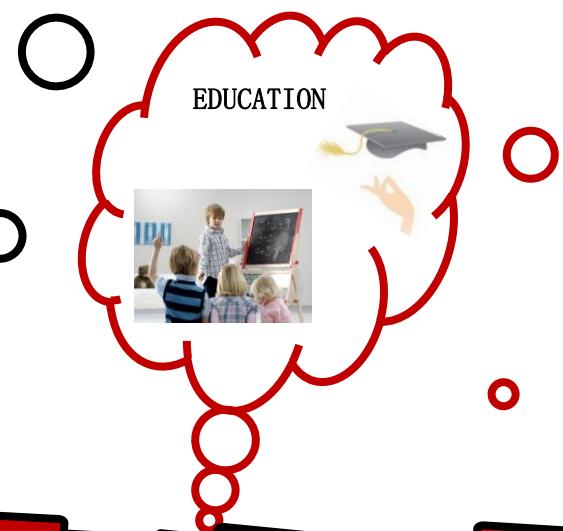


SOUTHEASTERN ARIZONA COMMUNITY ACTION PROGRAM, INC.



SFY 2019

COMMUNITY NEEDS ASSESSMENT



S E A C A P

I.	INTRODUCTION.....	3-12
A.	OVERVIEW	
B.	CAP AGENCY DESCRIPTION	
C.	COUNTY PROFILES	
1)	GRAHAM COUNTY	
2)	GREENLEE COUNTY	
3)	SANTA CRUZ COUNTY	
4)	COCHISE COUNTY	
II.	COMMUNITY STRENGTHS AND ASSETS.....	13-25
A.	GENERAL COMMUNITY ASSETS	
1)	ECONOMY & MAJOR INDUSTRIES	
2)	EDUCATION	
3)	HEALTH CARE	
4)	LEADERSHIP	
B.	GOAL AREA COMMUNITY ASSETS	
1)	PARTNERSHIP	
2)	ORGANIZATION/AGENCIES PROVIDING SERVICES	
3)	VOLUNTEERS	
4)	FUNDING	
5)	COMMUNITY STRENGTHS	
III.	COMMUNITY NEEDS (IN NO PARTICULAR ORDER).....	26-35
A.	MEETING BASIC NEEDS	
B.	EMPLOYMENT & INDUSTRY	
C.	HEALTH CARE	
D.	EDUCATION	
E.	ECONOMIC DEVELOPMENT	
F.	DRUGS & ALCOHOL	
G.	EXPAND & IMPROVE PUBLIC TRANSPORTATION	
IV.	PRIORITY NEEDS AND POSSIBLE SOLUTIONS.....	36-41
A.	COMMUNITY INPUT TO PRIORITIES	
1)	INPUT FROM KEY INTERVIEWS, COMMUNITY SURVEYS, FOCUS GROUPS AND COMMUNITY FORUMS	
◆	EMPLOYMENT & INDUSTRY	
◆	TRANSPORTATION	
◆	MEETING BASIC NEEDS	
◆	HEALTH CARE	
◆	EDUCATION	
◆	AFFORDABLE HOUSING	
B.	IDENTIFICATION OF POSSIBLE SOLUTIONS	

V. APPENDICES.....	42-52
A. NEEDS & ASSETS ASSESSMENT PROCESS	
1) DATA GATHERING METHODOLOGY	
2) KEY INFORMANT INTERVIEWS	
3) SURVEY TEMPLATE	
◆ SPANISH VERSION	
◆ ENGLISH VERSION	
TABLE OF FIGURES.....	53-54
REFERENCES AND RESOURCES.....	55
ADDITIONAL CHARTS & GRAPHS.....	56-65
ACKNOWLEDGMENTS.....	66

I. INTRODUCTION

The Southeastern Arizona Community Action Program undertook the development of this community needs assessment as part of its regular reporting requirements under the Community Services Block Grant program. The focus of the assessment is to collect and analyze data and solicit input describing conditions faced by low and moderate-income citizens and their advocates in the Graham, Greenlee, Santa Cruz and Cochise Counties. The purpose of the assessment is to identify those actions that SEACAP, the community and residents can take to positively address the conditions identified. In addition to developing the Community Needs Assessment over the past six months, SEACAP has been engaged in an agency-wide, board-led strategic planning process to determine the best strategy to manage the new actions chosen for agency focus in the next three years.

A. Overview

The Community Service Block Grant (CSBG) is a formula grant that provides funds to States, Territories and federally and State-recognized Indian tribes/tribal organizations so that they may provide services and activities to assist low-income individuals and families to become self-sufficient, improve living conditions, ownership of and pride in their communities and strong family support systems. CSBG funding supports projects that 1. Lessen poverty in communities, 2. Address the needs of low-income individuals including the homeless, migrants and the elderly and 3. Provide services and activities addressing employment, education better use of available income, housing, nutrition, emergency services and/or health. Typically, States fund these services by making sub-grants to locally based Community Action Agencies and other eligible entities that provide services to low-income individuals and families. In July 2013, the Office of Community Services (OCS) developed and implemented new organizational standards that will assist States and local CSBG-eligible entities to set and meet high performance standards that can be used in areas such as organizational leadership, human resource management, financial operations, consumer input and involvement, community engagement and board governance.

B. CAP Agency Description

Southeastern Arizona Community Action Program (SEACAP) is a 501©3, private non-profit, multi-county, stand alone community action agency. The agency's primary function is to provide supportive services and information to participants that will enable them to gain the solid foundation needed to achieve and maintain self-sufficiency. Our vision is "To become a lead agency in promoting self-sufficiency, alleviating poverty and advocating for social change". Our mission is "To assist families in the movement, transition and achievement of self-sufficiency". SEACAP is responsible for providing contracted services to low-income families within its 4 county service area. The area of responsibility for SEACAP is Southeastern Arizona District VI, consisting of Graham, Greenlee, Santa Cruz and Cochise counties. Services are provided regionally. Region I consist of Graham and Greenlee Counties. Services are provided in Safford, Thatcher, Pima, Solomon, San Carlos Apache Nation (Bylas & San Carlos), Ft. Thomas, Central, Clifton, Duncan, York and Morenci. Region II consists of Santa Cruz County. Services are provided in Nogales, Patagonia, Tubac, Rio Rico, Tumacacori, Carmen, Elgin, Sonoita and Amado. Region III consists of Southern Cochise County. Services are provided in Bisbee, Douglas, Elfrida, Sierra Vista, Tombstone, Huachuca City, Naco, Hereford, Palominas, Double Adobe, McNeal, Pirtleville and Whetstone. Region IV consists of Northern Cochise County.

Services are provided in Willcox, Bowie, San Simon, Sunsites, St. David, Sunizona, Cochise, Dragoon, Pomerene, Vail, Cascabel, Portal and Benson.

Services provided by SEACAP include but are not limited to: eviction prevention, move-in costs, homeless assistance, weatherization, telephone assistance, utility assistance, appliance repair/replace, transportation, money management, supplemental nutrition and health marketplace application assistance and income tax preparation. The programs/funding sources currently available, that allow for these services to be provided are: Low Income Home Energy Assistance Program (LIHEAP), Utility Repair/Replace Deposit (URRD), Department of Energy (DOE), Neighbors Helping Neighbors (NHN), Unisource Warm Spirit (UNS-WS), Southwest Gas (SWG), Arizona Public Service (APS), Graham County Electric Cooperative (GCEC), Morenci Water & Electric (MW&E), Supplemental Nutrition Assistance Program (SNAP) and Home Energy Assistance Program (HEAP).

C. County Profiles

Many people think that South Eastern Arizona is a land of only harsh deserts. But the region is hardly a desert in the traditional sense of the word. In fact, this part of Arizona has a wealth of habitats, from dry deserts to tawny grasslands to lush pine forests and many more in between. Southeastern Arizona is comprised of Graham, Greenlee, Santa Cruz and Cochise Counties with a population between 200,000 – 220,000 people.

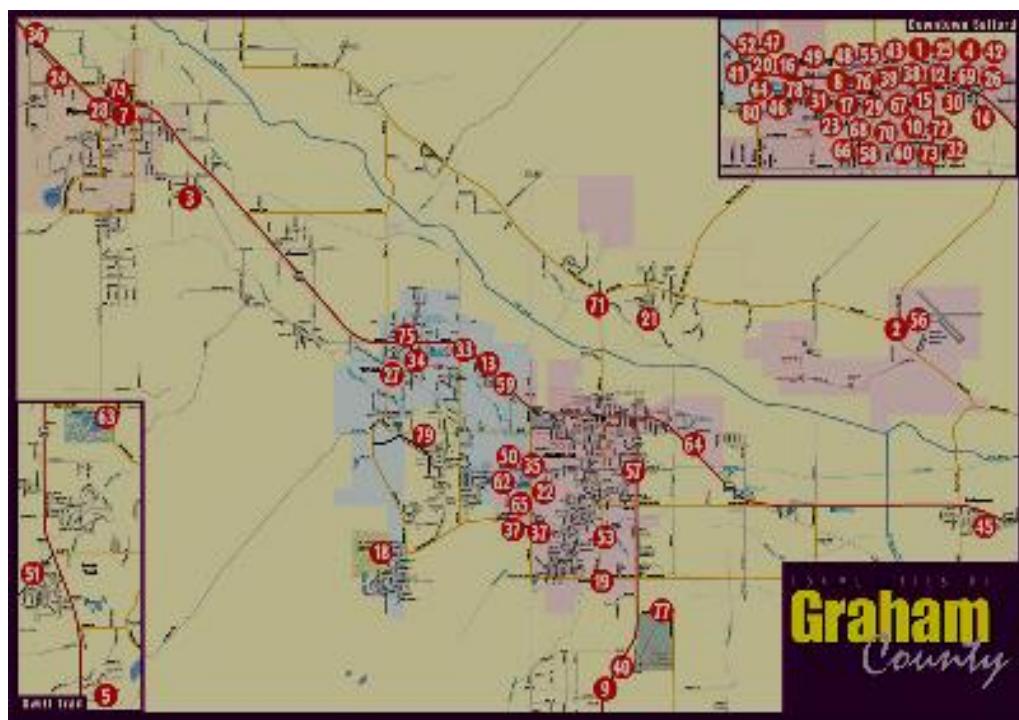
Graham County:

Formed in 1881, Graham County was created from parts of Apache and Pima counties. The county measures 4,630 square miles, of which 22 square miles are water. This county was named after the 10,516 foot Mount Graham, the highest peak in the area. Graham County's early history was one of exploration rather than settlement – there were no notable Spanish or Mexican communities. Most of its inhabitants were Apaches. Graham County is mostly high desert plains surrounded by the Gila, Pinaleño, Galiuro and Santa Teresa Mountains. The three incorporated communities of Safford, Thatcher and Pima represent the principal center of population and economic activity in the County. While agriculture has traditionally been a mainstay of the region, it has evolved to also become a center for light industry as well as the retail and service hub in Southeastern Arizona. Recent population and economic growth is associated with the Freeport McMoRan, Inc. mine expansion and emergence as a regional shopping and services center.

Graham County is filled with numerous fascinating activities for all ages and tastes. Escape the daily rigors of life and come to Graham County, where the pace of life is just a little slower. The climate is outstanding, the scenery is awe-inspiring and the people are friendly. The San Carlos Indian Reservation covers approximately one-third of the land, with the San Carlos Lake a popular site for its excellent fishing and camping. Roper Lake State Park is also a great place for swimming and camping for the whole family. The Mt. Graham International Observatory is renowned for its superb observation conditions, among the best in the world. The observatory is located on a high, sky-island site near the summit of Mount Graham. Two telescopes have been operational since 1993. For an authentic southwestern adventure, saddle up a horse and head for the backcountry or go hiking in the Coronado National Forest, the Apache-Sitgreaves National Forest, Aravaipa, Fishhooks, Santa Teresa or Galiuro wilderness. Off-highway vehicle enthusiasts of all skills levels can ride rolling sand dunes at the Hot Well Dunes Recreation area. This 2000 acre area has been designated "open" to all types of vehicles including sand rails, ATVs, motorbikes and four-wheel-drive-trucks. Graham County's three contiguous

communities of **Safford**, **Thatcher** and **Pima** enjoy the economic vitality of the new century complimented by a way of life that is reminiscent of the 50's and 60's. The people of these communities enjoy a slower pace of life, clean air and water, reasonable cost of living, negligible crime rate, quality educational system and possess a strong work ethic. Even the climate is more temperate with an average daily high temperature of 80.3 degrees and an average low of 46.1 degrees.

The population for Graham County is at 37,466 for 2017, an increase of 1.0% from 2010. The racial composition is White (79.3%), African American (2.5%), Native American (16.0%), Asian or Pacific Islander (.8%), Other (1.4%) with 42.5% having Hispanic Heritage. The age distribution among Graham County residents includes 7.4% under 5 years of age, 27.3% from 5-18 years of age, 49.5.4% from 19-64 years of age, and 15.8% age 65 or above with the median age being 42. The median household income in Graham County is \$ 47,422, an increase of 4.5% from 2011. Of the Graham County population, 8,579 or 22.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Graham County 2017 unemployment rate is 5.6% which is higher than the state's rate of 5.1%. 18.2% of the population in Graham County speaks languages other than English in their homes. There is an average of 5 to 7 people living in a household, an increase of 17.3% from 2011 when there was an average of 3 to 4 people living in a household. With the economy getting worse, families are starting to live together to be able to meet their daily basic needs. Earnings per employee, a proxy for productivity, were \$17,710 in Graham County in 2017 – 25.50% less than the national and state average and third lowest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 34.5% is lower than the national average of 59.6% and the state average of 39.5% and fifth highest of the Arizona counties. Among the factors contributing to the low employment was the high share of the population that is under the age of 18.



Greenlee County:

Greenlee County, Arizona's 14th county, was created from the eastern part of Graham County by an act of the 25th territorial assembly on March 10, 1909. There was great resistance to the formation of this new county because Graham County would lose considerable revenue. The County was named after Mason Greenlee, an early day mining man. The County is 120 miles long, 20 miles wide and covers 1,837 square miles. The topography consists of high mountain ranges, river valleys and desert terrain. The famed Coronado Trail (U.S. 191) twists and turns 117 miles from Clifton (elevation 3,466) north to Springerville in Apache County (elevation 6,856) and affords breathtaking, panoramic views.

Copper ore was discovered in the Clifton area in 1869 and claims and mines were established two years later. By 1918, most of the early copper mines – The King at Metcalf, the Longfellow claim near Clifton and the Shannon Copper Company holdings at Morenci – had been absorbed by the Arizona Copper Company. Later, the Arizona Copper Company was purchased by Phelps Dodge Corp., which had developed its own mining and smelting interests in Morenci. In 2007, Phelps Dodge was acquired by Freeport McMoRan, which remains a major employer in the county. Apache National Forest in the northern half of the county is home to deer, elk, antelope and bear. Hannagan Meadow (at 9,092) and the Blue Range Primitive Area are popular for hunters and campers. Points of interest in Greenlee County include but are not limited to the following:

Apache-Sitgreaves National Forest – Restful, solitude with excellent camping, fishing (trout and catfish) and hunting (mule and white tail deer, turkey, elk and bear).

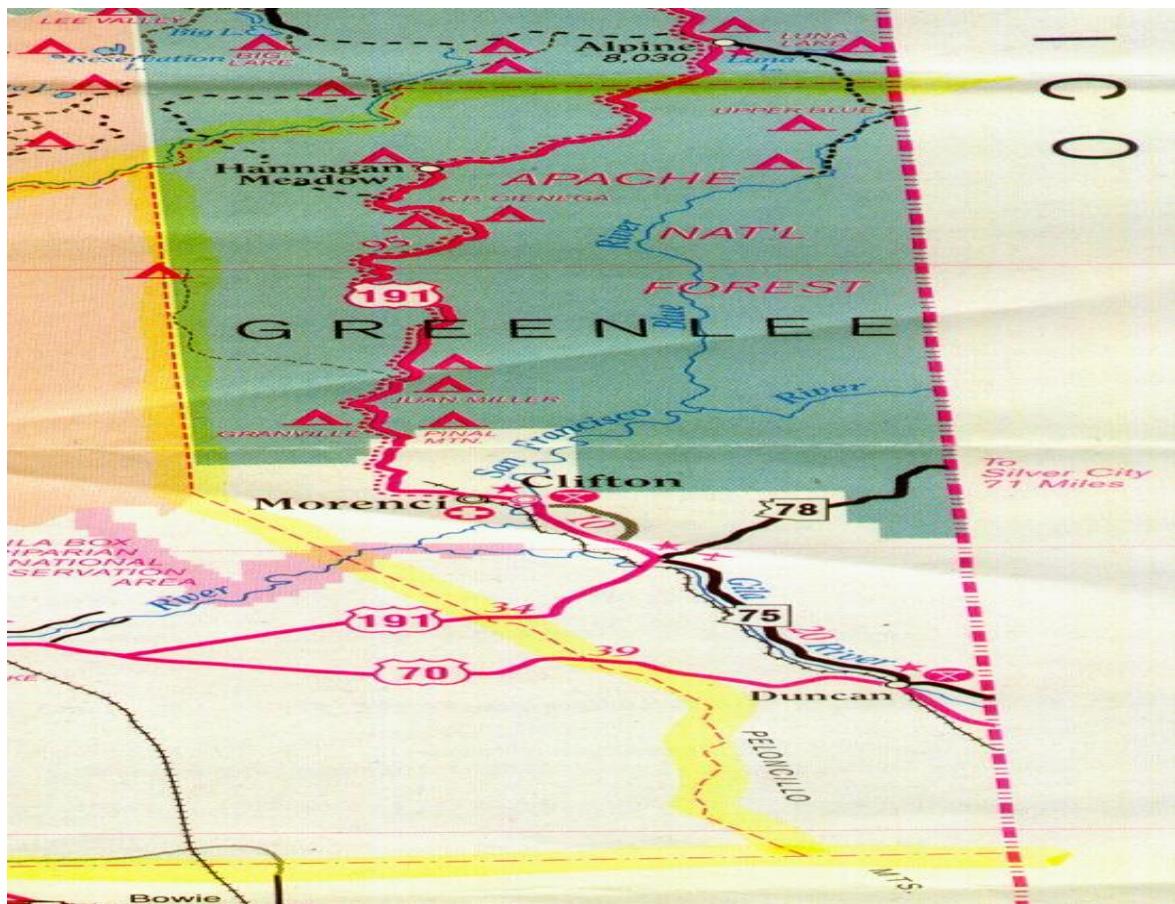
Coronado Trail – The road winds for approximately ninety miles from 3,500 feet to 9,300 feet. The majestic vastness here is still as untamed as it was in Coronado's day. The varied landscape has two basic climatic zones: the desert basin and range lowlands

of the southern half, where mesquite grass, yucca, creosote and salt bush grow and the wooded highlands and mountains in the north, a land of yellow Douglas fir, alpine flowers, bear, mountain lion, wild turkey, elk and other wildlife.

Freeport McMoRan Inc. – The open pit copper mine was developed more than 50 years ago when a small amount of ore mining commences for testing purposes. In 1937, 50 million tons of material was removed in the initial development. The operations are worked annually, 24 hours a day, seven days a week. The plant produces over 500 million pounds of 99.99% pure copper annually by moving 835,000 tons of material to produce 3 million pounds of copper daily. The colorful terraced mine is a spectacular sight composed of a series of enormous open pits covering an area about two miles wide by five miles long. The mine also has a concentrator, a leaching and precipitation plant, a Solvent Extraction Electro Winning plan which extract copper by a clean, cost efficient method.

Copper Head Train – Arizona's first narrow gauge railroad was built by the Lesinsky brother to bring ore from the Longfellow Mine five miles up the canyon to the Chase Creek smelter. Initially, mules pulled ore cars up the hill and rode down as passengers on the loaded ore cars which were moved by gravity as braking was controlled by a "motorman". The locomotive is on display, thanks to Tom Sidebotham, a long-time resident of Clifton, who used to be an engineer on the Coronado Railroad.

The population for Greenlee County is at 9,455 for 2017, an increase of 8.92% from 2010. The racial composition is White (90.6%), African American (2.1%), Native American (3.8%), Asian or Pacific Islander (1.0%), Other (2.5%) and Hispanic or Latino origin (46.8%). The age distribution among Greenlee County residents includes 7.7% under 5 years of age, 27.6% from 5-18 years of age, 51.8% 19-64 years of age, 12.9% 65 years of age or older with the median age being 44. The median household income in Greenlee County is \$51,813 a decrease of 2.46% from 2010. Of the Greenlee County population, 1,135 or 12.0% live below the federal poverty line while the state's 16.4% of its population lives below the federal poverty line. The Greenlee County unemployment rate in 2017 is 5.1% which is the same as the state's unemployment rate of 5.1%. 19.5% of the population in Greenlee County speaks languages other than English in their homes. There is an average of 4 to 6 people living in a household, a increase of 22.7% from 2010 when there was an average of 2 to 3 people living in a household. Earnings per employee, a proxy for productivity, were \$ 23,778 in Greenlee County in 2017 – a decrease of 62.25% less than the national and state average and fourth highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 41.6% was lower than the national average of 59.6% and the state average of 39.5% and sixth highest of the Arizona counties. Among the factors contributing to the high employment were workers commuting from their homes in other counties and the low proportion of senior citizens living in Greenlee County.



Santa Cruz County:

Created by the 20th Territorial Assembly in 1899, the county is named after the river that flows into Mexico from Arizona before winding back into Santa Cruz and Pima counties. This river was named Santa Cruz, which means Holy Cross in Spanish, by Father Kino in the 17th century. Santa Cruz county measures 1,236 square miles with 38% of the land privately owned, which is the second-highest among Arizona counties. Santa Cruz County is located in the southernmost central part of Arizona, bordering Mexico and serving as one of the major gateways between the U.S. and Mexico. There are strong commercial, religious and cultural ties between Nogales, Arizona and its sister city across the border, Nogales, Sonora. While one of the state's smallest counties, Santa Cruz County is also one of Arizona's most diverse and interesting destinations, offering an eclectic blend of history, culture, art, recreation, shopping, cuisine and entertainment in a beautiful and relaxing setting.

Santa Cruz County is packed full of plenty of things to explore and enjoy. One of the nation's most intriguing attractions, Santa Cruz County has something for everyone from bikers and hikers to birdwatchers and history enthusiasts. Each community has its own unique personality and a drive through Santa Cruz County provides travelers with extraordinary vistas of color and beauty.

Nestled in the Santa Cruz River Valley, the picturesque beauty of **Amado** is a paradise for birdwatchers, nature-lovers and city folk alike. The wide range of ecosystems extends from rugged peaks and pine forests of the Santa Rita Mountains to the Sonoran desert and Santa Cruz River Valley.

As Arizona's first European settlement, the village of **Tubac** bears evidence of mammoth hunters, who preceded the O'odham peoples. In the 1940s, the late painter Dale Nichols visualized an art colony and started a school in 1948. Fascinated with the seclusion and simplicity in the desert landscapes, Nichols painted in a Tubac studio for six years. Works by nationally and internationally known artists fill the galleries and bring national acclaim to the area and its humble beginnings.

Rio Rico finds itself in the unique position of balancing a luxury Four Diamond resort with an unspoiled rural residential ambiance. While coyotes still howl under crystalline skies and the cattle roam free, its par 72 Robert Trent Jones Sr. goal course is listed as one of the finest in the state.

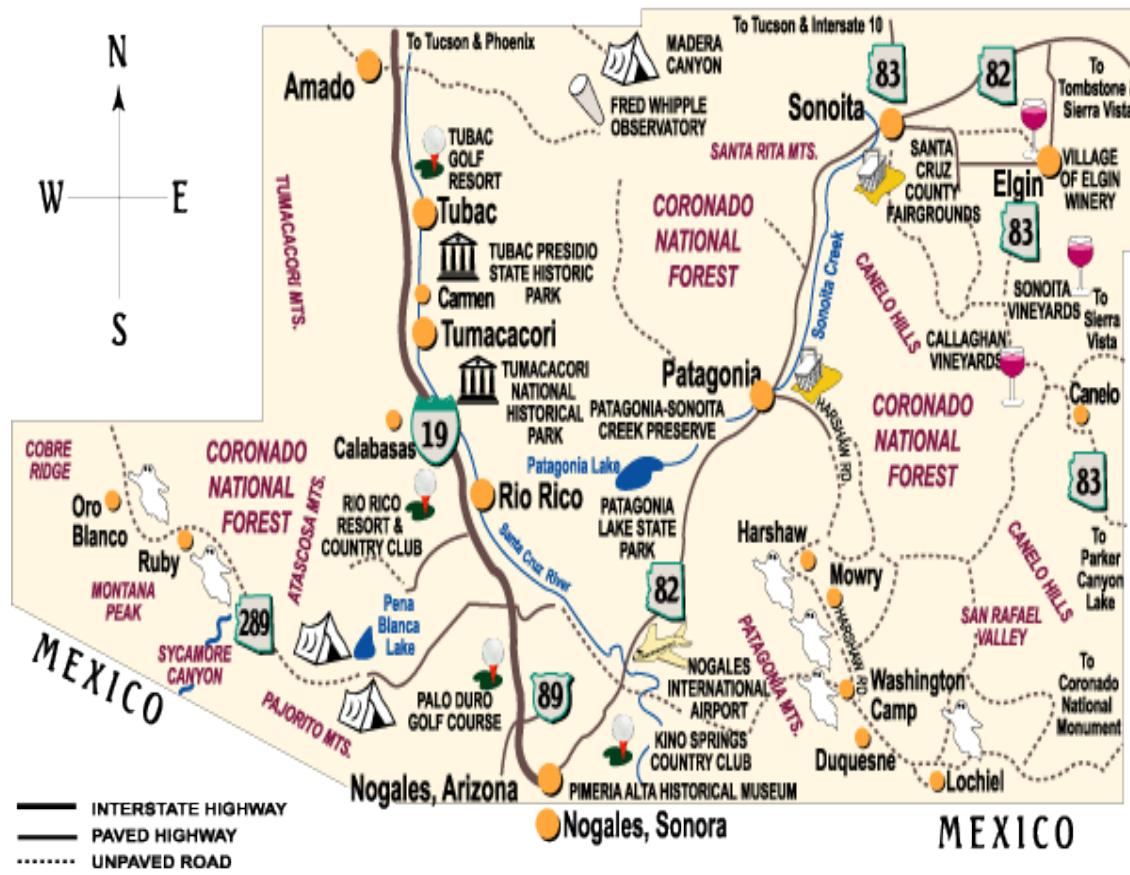
Architectural buffs will have a heyday in **Nogales**. In addition to the predominant Sonoran Style, there are also fine examples of Queen Anne Cottage, Second Empire, Spanish Colonial, Pueblo Revival, Mediterranean Style and Bungalow Still all within the downtown area. Nogales is also an important retail hub for Northern Mexico with an estimated 60% of sales tax revenue coming from the 50,000 shoppers from Mexico who cross the border daily.

Patagonia is a quaint hamlet that rests between the majestic Santa Rita Mountains and the beautiful Patagonia Mountains at the intersection of Harshaw and Sonoita Creeks. Set among rich foothills, valleys and towering trees, Patagonia in an outdoor enthusiast's paradise offering many places to hike, bicycle, horseback ride, bird watch and four-wheel drive. Patagonia in an internationally renowned "bird watching" destination with visitors from around the world stopping here to see over 200 species of rare and exotic birds that migrate from Mexico to this southeastern tip of Arizona.

Sonoita's high rolling grasslands, surrounded by spectacular mountains and canyons, provide some of Arizona's most beautiful weather and landscape. Mount Wrightson, one of the tallest peaks in Arizona dominates the horizon. Sonoita is home to several wineries that offer some of the best wines found outside of France. These vineyards represent a rapidly growing industry, which began some four decades in the Sonoita Valley. Each vineyard produces unique vintages which reflect the personalities and attitudes of their owners, from colorful picnic-style wine to serious award winning varietals. Filmmakers have chosen the charming old west atmosphere and

beauty of the Sonoita area for several films including "Oklahoma," "Red River," "Tin Cup," The Young Guns," "The Fantastiks," and television series such as "The Young Riders" and "Gunsmoke."

The population in Santa Cruz County is 46,212 for 2017, a decrease of 3.4% from 2010. The racial composition is White (95.8%), African American (.9%), Native American (1.4%), Asian or Pacific Islander (.8%), Other (1.1%) with 83.4% having Hispanic Heritage. The age distribution among Santa Cruz County residents includes 6.9% under 5 years of age, 27.3% from 5-18 years of age, 48.4% 19-64 years of age, 17.4% 65 years of age or over with the median age being 39. The median household income in Santa Cruz County is \$ 38,941, an increase of 4.02% from 2010. Of the Santa Cruz County population, 9,658 or 20.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Santa Cruz County unemployment rate in 2017 is 9.4% which is higher than the state's rate of 5.1%. 82.1% of the population in Santa Cruz County speaks languages other than English in their homes. There is an average of 7 to 9 people living in a household an increase of 42.15% from 2010 when there was an average of 3 to 4 people living in a household. Earning per employee, a proxy for productivity, is only \$ 18,860 in Santa Cruz County in 2017 – 24.45% less than the national and state average, but third lowest among the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 28.9% was considerable lower than the national average of 59.6% and the state average of 39.5%, ranking fourth highest among the counties. The low employment ratio in part results from the high share of residents who are children and from a high unemployment rate.



Cochise County:

Cochise County was named for the renowned Apache chief in 1881, when it was established during the 11th Territorial Assembly. Cochise County lies in the southeast corner of the State of Arizona, has a land area of more than 4 million acres (an area larger than the states of Connecticut and Rhode Island combined) and consists of 6,219 square miles. This geographically diverse region was created by carving out the eastern portion of the previously existing Pima County to the north. Cochise County is well known for its year round temperate climate, the unusual flora and fauna of the high desert and it happens to sit right in the middle of the annual migration path of several rare Hummingbird and Butterfly species. Peppered with ghost towns and due to its colorful history, Cochise County has been depicted in numerous movies and novels, with many of those movies filmed at the location in which the actual event took place. It is a diverse and serene area, where past and present are consistently complimenting one another.

This area is one of the most beautiful and diverse areas in the United States. Residents and tourists alike come here for the rich history, open lands and unique cultural mix. Our landscape combines growing urban areas with thriving rural unincorporated communities, cattle ranches and agricultural farms. This unique corner of the state boasts a wealth of scenic and natural resources. Get away to the heart of Cochise County, the Land of Legends. By visiting the Land of Legends, you'll experience the Old West, military history, birding, hiking, the lush Sonoran desert, restored mining towns, vineyards, U-Picks farms and much more. The incorporated cities in the county include Tombstone, Benson, Willcox, Huachuca City, Sierra Vista, Bisbee and Douglas.

Sierra Vista is the largest of these, partly because it includes the historic Ft. Huachuca, home of the legendary Buffalo Soldiers. Fort Huachuca and the Military Intelligence Museum convey the rich history of the Fort during the Apache Wars and the facility's important modern role in safeguarding the nation. The San Pedro National Conservation Area stands as one of the country's premier bird watching locations.

Home to the Kartchner Caverns State Park (one of the most visually stunning caverns in the entire world) and crisp blue skies, **Benson** is the region's gateway to visitors coming from Tucson and Phoenix. The Holy Trinity Monastery is a favorite among bird watchers because of its 1.3 mile-long bird sanctuary. A great way to experience the town is by taking the Benson Historic Walking Tour.

Located a mile high in the Mule Mountains, **Bisbee** is a former mining town and now home to a thriving arts and antiquing community. Bisbee was a mining town – site of the Copper Queen Mine and famous Lavender Pit, discovered in 1877 of which mining continued through much of the 20th century. The many unique shops and galleries along Main Street are complemented by an array of fine restaurants. For a glimpse of what life was like in Bisbee's 1800s heyday, visit the town's famed Bisbee Mining & Historical Museum (a Smithsonian Institute affiliate) or take the fascinating 75-minute Queen Copper Mine Tour conducted by knowledgeable former miners.

Douglas and its environs boast a wealth of attractions for birders, hikers and cavers. The town's wide avenues are lined with historic buildings including the Gadsden Hotel, one of the last of the turn-of-the-century's grand hotels. You can relive the 1880s at the historic John Slaughter Ranch Museum just 18 miles east of town. The international border crossing takes you to Douglas' sister city, Agua Prieta, Sonora – a portal to the wonders of northern Mexico. Bustling streets are lined with beautifully decorated shops and a downtown square fronts the Iglesia de Guadalupe.

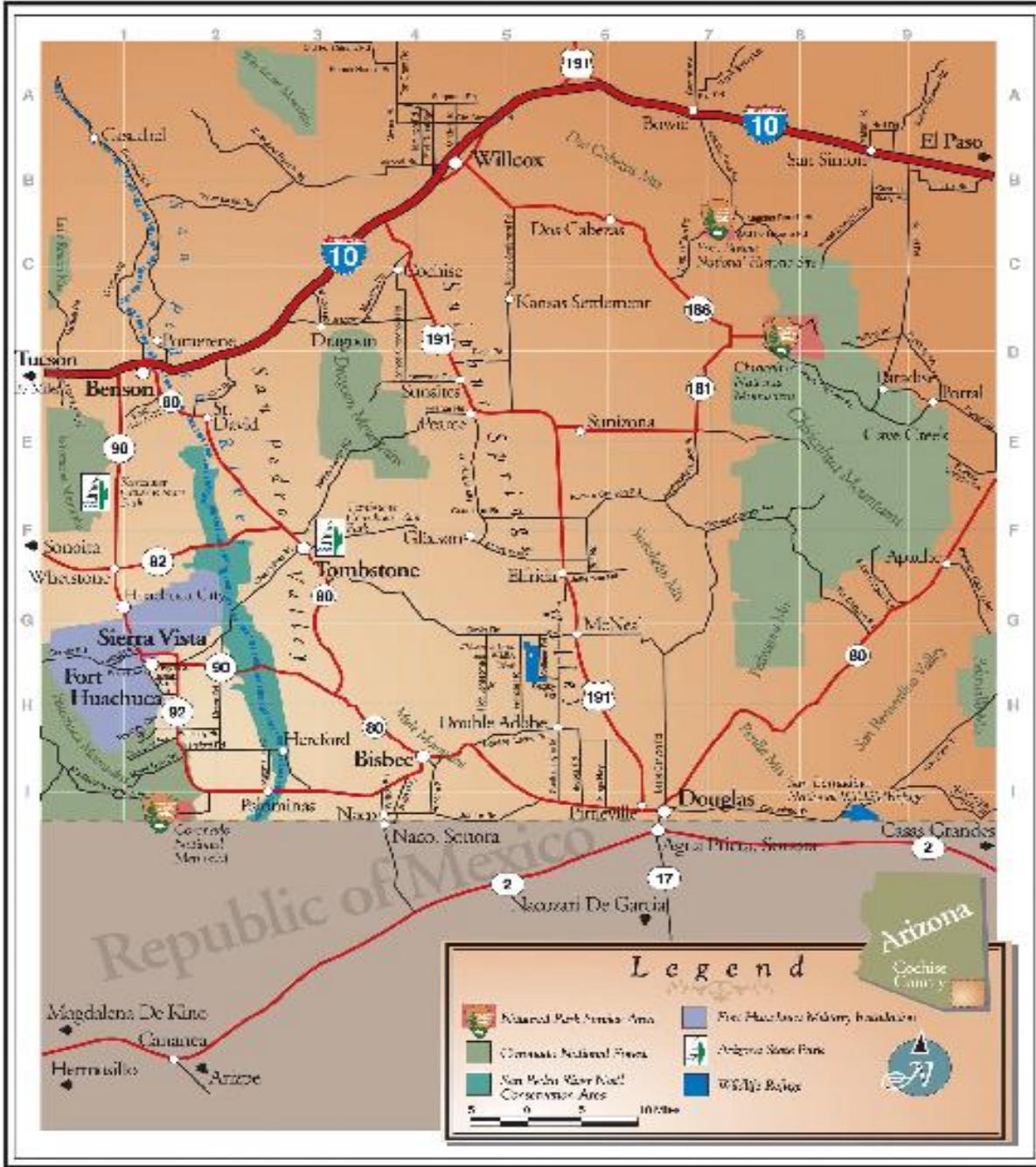
Long known as The Town Too Tough To Die, all of **Tombstone** is a Registered Historic National Landmark that thrives today as a lively center for recounting and reliving the days of famous and infamous western history. Visitors walk the same streets as Wyatt Earp and Doc Holliday once did. And they experience firsthand what it was like when the guns that made history indelible were drowned, at the OK Corral. Other not-to-be-missed sites in Tombstone are Big

Nosed Kate's, the Crystal Palace, Boothill Cemetery, Tombstone Courthouse State Park, the Bird Cage Theater and the world's largest living rose tree at the Rose Tree Museum. Tombstone offers entertainment and history in ways that few other towns can match.

At one time, **Willcox** was the largest beef-producing town in American and was known as the "Cattle Capital of the West." Today, the town continues to thrive as an agricultural community, especially noted for its apples and is home to the Cowboy Hall of Fame, the Rex Allen Museum and the Chiricahua Regional Museum & Research Center. Nearby are some of the most awe-inspiring natural landscapes in the Southwestern United States: Cochise Stronghold, The Chiricahua National Monument, the Willcox Playa bird habitat and other locations that make the town and environ a truly unique blend of culture, nature and western history. It is easy to see the diversity that Cochise County enjoys.

The geographic, social and cultural diversities that are prevalent in this county bordering Mexico force the use on innovative ideas to bring accessible, affordable and high quality services to the families of Cochise County.

The population for Cochise County is at 128,177 for 2017, a decrease of 1.13% from 2010. The racial composition is White (87.9%), African American (4.6%), Native American (1.8%), Asian or Pacific Islander (2.2%) and Other (3.5%) with 35.6% having Hispanic Heritage. The age distribution among Cochise County residents includes 6.1% under 5 years of age, 21.9% from 5-18 years of age, 54.6% from 19-64 years of age and 17.4% 65 years of age or above with the median age being 45. The median household income in Cochise County is \$ 45,383 an increase of 1.25% from 2010. Of the Cochise County population, 24,225 or 18.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Cochise County unemployment rate in 2017 is 6.2% which is above the State's rate of 5.1%. 33.7% of the population in Cochise County speaks languages other than English in their homes. There is an average of 5 to 7 people living in a household, a increase of 31.0% from 2010 when there was an average of 3 to 5 people living in a household. Earnings per employee, a proxy for productivity, was \$ 45,383 in Cochise County in 2017 – 12.4% less than the national and state average, but second highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 37.9% was less than the national average of 59.6% and higher than the state average of 39.5%, but was ninth highest among the Arizona counties. Among the factors contributing to the low employment was the somewhat above-average share of the population that is of retirement age.



Cochise County communities can be found at the following map coordinates:

Apache	I-8	Mitchell	G-0
Aqua Fria, Mexico	H-0	Nox	H-1
Benson	I-1	Palmhurst	I-2
Douglas	I-4	Paradise	D-6
Bisbee	A-7	Pearce	D-4
Casa Grande	B-1	Pidrock	I-6
Gore Creek	E-9	Pomerene	D-1
Cochise	C-4	Port	E-9
Doña Cabezas	B-5	San Simon	B-0
Double Adobe	F-5	Slima Vista	H-2
Douglas	I-6	St. David	E-2
Dragon	C-9	Sunizona	E-3
Elfrida	F-4	Sunrise	D-4
Gilacon	F-4	Tombstone	F-5
Henderson	I-3	Whitewater	F-1
Huachuca City	G-1	Willcox	R-4
Karles Smithville	C-6		

Cochise County Chambers of Commerce and Convention and Visitors' Bureaus

Benton Visitor Center: 520-350-4258
240 E. 4th St., Benson, AZ 85602
www.benton-arizona.com

Mosser Visitor Center:
520-427-2654, 520-427-0888
877 Stagecoach Dr. (Inter. Cochise Convention Center)
Mosser, AZ 85632
www.visitmosser.com

Douglas Visitor Center:
520-364-2418, 520-364-2429
345 16th Street, Douglas, AZ 85607
www.visitdouglas.org

Patagonia-Lakeside Chamber of Commerce and Visitor Center: 520-456-0256
PO Box 256, 256 N. Frontage Rd., Pearce, AZ 85625
www.patagonia-lakeside.com

Sierra Vista Chamber of Commerce and Visitors Bureau:
520-477-9962, 800-258-8851
301 E. Tucson & El. Sierra Vista, AZ 85634
www.visitsvaz.com

Tombstone Chamber of Commerce and Visitor Center:
520-427-9017, 520-427-0878
P.O. Box 601, 4th and Main
Tombstone, AZ 85638
www.tombstone.org

Willcox Chamber of Commerce and Agriculture:
520-384-4271, 520-384-4272
1220 North Circle Rd., Willcox, AZ 85643
www.willcoxchamber.com

II. COMMUNITY STRENGTHS AND ASSETS

A. General Community Assets

The same things that can make life in the four counties difficult can also contribute to some of the positives here. The mixing of many kinds of people in our small communities results in a high level of volunteerism and cooperation across cultural and class boundaries. People are willing to help each other out. Despite relatively low income levels, people are very generous. There is energy and activism to bring the community together, be it for a food drive, a farmers' market, cultural events, or keeping a family shelter or a court or a community college from being closed. Very diverse sectors of the community continuously connect and work together. Social agencies work well together, with a relative lack of turf battles, even when money is tight. Because of the small scale, referrals back and forth can be made on the basis of relationship. Self-reliance, community-building, and family are vital core values in rural areas. People of all income levels tend to live, shop, and attend school together, and as a result, people of all incomes interact, particularly through town meetings and committees. Local decision-makers are more accessible than in urban areas. Service organizations have a history of developing and maintaining successful cross-sector collaborations because this is the only way to maximize scarce resources. There is a strong sense of civic engagement and obligation. The Community Assets described below include Economy & Major Industries, Education, Healthcare & Leadership. The Goal Area assets describe the Partnerships, Organizations/Agencies providing services, Volunteers, Funding and Community Strengths as described by community stakeholders participating in this assessment.

Graham County:

ECONOMY & MAJOR INDUSTRIES

The economy is driven by a mix of activities, particularly prisons, agriculture, commercial printing and tourism. Although agriculture is the largest basic activity, it is being eclipsed by higher education and the retail sector as the community's economic drivers. Eastern Arizona is the oldest member of the Arizona Community College system and enjoys a rich tradition of educational excellence, achievement and commitment. Freeport McMoRan Copper & Gold Inc.'s major North American copper facility is pumping over \$5 billion dollars annually into the local economy and is expected to continue to do so for the next quarter century. The major industries in Graham County are:

Correctional Institutions (Arizona State & Federal Prisons)

Hydroponic Tomato Nursery (Nature Sweet)

City Government (City of Safford, Thatcher & Pima)

Colleges & Universities (Eastern Az. College & Northern Az. University)

Mining (Freeport McMoRan Copper & Gold Inc.)

Surgical Hospital (Mt. Graham Regional Medical Center)

Educational Facilities (Safford, Thatcher, Ft. Thomas & Pima Unified School Districts)

Retail Stores (Wal-Mart, Home Depot, Bashas, Safeway & Thriftees)

EDUCATION

Education is about more than passing the AIMS test. Education is for three major purposes:

1. Preparing students to be productive members of society, including skills needed for employment.
2. Preparing students to be citizens. They will be voting, participating on juries, becoming active in their communities. They must know their history and know about their government and the economy.
3. Preparing students to be human beings who can benefit from our rich cultural heritage.

The educational levels consist of the following: 2 Primary Schools with 1,610 children enrolled; 7 Elementary Schools with 1,127, children enrolled; 3 Middle Schools with 2,259 children enrolled and 6 High Schools with 2,361 children enrolled. The high school graduate rate in Graham County is 84.1% while the state of Arizona's rate is 79.5%. High school graduates with Bachelor degrees are 17.5% as compared to the state 44.5%. Eastern Arizona College, in partnership with Northern Arizona University, University of Arizona and Arizona State University, addresses the educational needs for persons 18 years of age or older in Graham County and surrounding areas. Eastern Arizona College is a participant of The Higher Learning Commission's Academic Quality Improvement Program (AQIP). AQIP lets Eastern Arizona College infuse the principles and benefits of **continuous improvement** into its culture to assure and advance **quality performance**. Our programs link you directly to expert faculty who will know you by name. Undergraduates have opportunities for graduate-level research, internships, co-ops, and hands-on learning. Several of these fully accredited programs can be completed entirely online and many campuses throughout Arizona offer alternatives to "traditional" learning.

HEALTH CARE

The Mt. Graham Regional Medical Center has been providing medical care to people in Southeastern Arizona for well over thirty years. MGRMC is transforming from a community hospital to a regional medical center. The primary care practitioners provide a solid foundation for the exceptional yet personal healthcare which is delivered. In addition, the hospital has a beautiful Cancer Center & Specialty Clinics. Mt. Graham Regional Medical Center will continue to bring new health technologies to Southeastern Arizona.

LEADERSHIP

The Graham County Chamber of Commerce has developed a program open to Graham county residents called Gila Valley Leadership. This program provides an opportunity for current and aspiring leaders to learn more about issues facing the area to further develop their leadership skills and expand their professional networks. The Gila Valley Leadership is more than just talk and tours. It is an opportunity to put newly found skills and knowledge to work through a significant service project benefiting the community. This leadership group addresses issues dealing with education, agriculture, state and local government, health care, natural resources/environment, mining, non-profit sector and volunteerism, local history/art/culture and a day at the Arizona Legislature. Leaders from a vast variety of organizations, employers, education and medical fields participate in this group.

Greenlee County:
ECONOMY & MAJOR INDUSTRIES

The economy is driven by the copper, ranching, agriculture and tourism industries. The copper industry has been an important industry in Greenlee County and the State of Arizona for more than 130 years. The Morenci mining district has evolved into a world class operation providing approximately 26% of the world copper production. The mining and mineral processing dominate the economic picture in Greenlee County employing upwards of two-thirds of the workforce. The government and educational sectors are also major employers with about 211 employees. Clifton and Morenci are trade centers for tourists driving the popular Coronado Trail or touring the historic Chase Creek business district. While there are a large number of retail and service firms, they are not major employers.

The major industries in Greenlee County are:

- Mining & Processing** (Freeport-McMoRan Copper & Gold Inc.)
- Educational Facilities** (Morenci & Duncan Unified School Districts)
- City Government** (City of Clifton, City of Duncan)
- County Government** (Greenlee County)
- Medical Offices** (Morenci Healthcare Center)

EDUCATION

There are three things that really matter in education:

1. The quality of the teachers
2. The quality of the curriculum
3. The motivation of the students

The Department of Education helps schools attract and retain highly qualified teachers, maintain the highest possible morale, implement a rigorous curriculum and stimulate student motivation. Even though the state ranks 49th out of 50 in pupil expenditures, the students of our state perform above the National Average on the Terra Nova test, a National test that is given to all Arizona students grade two-nine, and the SAT and ACT college entrance tests. The education levels in Greenlee County consist of the following: 4 Elementary/Middle Schools with 1,516 students enrolled and 3 High Schools with 548 students enrolled. The high school graduate rate is 92.2%, while the state of Arizona's rate is 79.5%. High school graduates with Bachelor degrees are 11.1% as compared to the state 44.5%. Eastern Arizona College, in partnership with Northern Arizona University, University of Arizona and Arizona State University, addresses the educational needs for persons 18 years of age or older in Greenlee County. The College is the premier resource for higher education in eastern Arizona. The mission of Eastern Arizona College is to provide quality higher education. The College is accountable to its stakeholders for educational results, fiscal responsibility, and cultural development. The College will help individuals acquire knowledge and skills that will enhance their abilities to think, feel, act, and enjoy.

HEALTH CARE

The Morenci Healthcare Center is a non-profit organization the focuses primarily on serving uninsured and underinsured patients and offers services including comprehensive primary care, health education and preventative programs. Early medical intervention and prevention are critical services in MHC's effort to confront and solve the health care crisis in Greenlee County.

LEADERSHIP

The Graham County Chamber of Commerce extends the Gila Valley Leadership program to residents of Greenlee County.

Santa Cruz County:

ECONOMY & MAJOR INDUSTRIES

The principal economic activity is international commerce. Given its border location, tourism, international commerce, manufacturing and services are the county's principal industries. Over 52 percent of Nogales' sales tax comes from Mexican shoppers crossing the border daily. Nogales and its sister city, Nogales, Sonora, Mexico, are home to one of the largest cooperative manufacturing (maquiladoras) clusters. Maquiladoras enable American manufacturing plants located on both sides of the border to take advantage of favorable wage and operating costs and excellent transportation and distribution networks. The major industries in Santa Cruz County are:

Government (Immigration and Naturalization Services,

City of Nogales, Santa Cruz County & U. S. Customs Services)

Health Services (Carondelet Holy Cross Hospital)

Educational Facilities (District 35 Public Schools, Nogales Unified School District)

Trade (Wal-Mart Discount Cities)

Manufacturing (EDS Manufacturing)

EDUCATION

The three initiatives of better schools, better teachers and better curriculum have a direct, daily impact on each and every child in our schools. These three initiatives are at the heart of what makes a quality education. With these initiatives, Arizona's children will have the educational opportunities to greatly increase their academic performance. The education levels in Santa Cruz County consist of 13 Elementary/Middle Schools with 7,641 students enrolled and 6 High Schools with 3,626 students enrolled. The high school graduate rate in Santa Cruz County is 91.0% while the state of Arizona's rate is 79.5%. High school graduates with Bachelor degrees are 22.5% as compared to the state's 44.5%. Cochise College, Pima College and the University of Arizona address the educational needs for persons 18 years of age or older in Santa Cruz County. Cochise College and Pima College offers hundreds of education options to meet all business needs. They tailor training to meet the needs of the workforce! Cochise specializes in delivering the relevant knowledge that will help you develop real-world job skills that lead to successful careers. The Cochise College mission is to promote student success through scholarships, facilities development, and program support. The University of Arizona offers undergraduate and graduate programs in business, education, nursing, technology and human services. Every degree program, course and certificate offered is designed to challenge students because the best way to ensure academic excellence is to demand it. The University of Arizona has more than 100 degree programs at the associate's, bachelor, masters' and doctoral levels in much-desired employment areas, from business and technology to health care and education. Most importantly, they are constantly innovating to help students balance education and life in a rapidly changing world.

HEALTH CARE

The Carondelet Holy Cross Hospital is the only inpatient medical center in Santa Cruz County. In addition to providing general medical/surgical services and 24-hour emergency care, it provides community education and outreach, free immunization clinics for children, health screenings and community spiritual care and outreach services for the poor and vulnerable. As a Catholic, faith-based healing ministry, Carondelet Holy Cross Hospital is deeply committed to transforming health care through active collaboration with community organizations and non-profit organizations to identify and address community need to improve health and well being for life.

LEADERSHIP

The Board of Supervisors is the local leadership for Santa Cruz County. Its duties, by state law, are both legislative and executive. The Board is responsible for the overall management of the County's operations. The Board appoints all members of the many boards and commissions that assist in the day-to-day operation of the County.

Cochise County:

ECONOMY & MAJOR INDUSTRIES

The diverse economy includes government, light manufacturing, tourism, international commerce, agricultural diversification and retirement. Freeport-McMoRan Copper Corporation still maintains a presence in Cochise County and plays a major economic factor in Bisbee. Sierra Vista's economy is closely related to Fort Huachuca, with more than 11,000 military and civilian employees. Because of its location on the U.S.-Mexico border, international commerce is an important part of the Douglas economy. Douglas has three manufacturing plants; and Agua Prieta has 38, many of the latter operating under the twin-plant concept. The lure of shopping and sightseeing in "Old Mexico" and nearness to several outdoor recreation areas have made tourism and retirement significant to Douglas' economy. Benson is situated along several trade routes – Interstate 10, U.S. 80, state Highway 90 and the main line of the Union Pacific Railroad.

The city supports a large retired population and is a winter refuge for people from colder climates. Its nearby historic and scenic sites are increasingly popular with tourists. Cattle are still important to the economy in Willcox and a large livestock auction is held there. While row crops such as cotton and small grains are significant, agricultural diversification has resulted in apple orchards, pistachio and pecan groves, grape vineyards and two hydroponic tomato green houses. Willcox is home to several corporate headquarters and numerous support industries. Tourism is also of economic importance. Tombstones economy has changed drastically since its days as a mining town. Its colorful history is the key factor for steady growth. Tourism is a mainstay of the economy. The mild year-round climate and low humidity make Tombstone an attractive place for retirement. The major industries in Cochise County are:

Government (Fort Huachuca, Cochise County, Az. Dept. of Corrections, Homeland Security, City of Sierra Vista & City of Douglas)

Health Services (Sierra Vista Regional Health Center, SE Arizona Medical Center, Az. Family Care Associates & Copper Queen Community Hospital)

Educational Facilities (Douglas Unified School District, Sierra Vista School District, Bisbee Unified School District & Ft. Huachuca Accommodation School District, Benson School District & Willcox School District)

Aerospace (Newtec, Northrup Grumman & General Dynamics)

Grocery (Safeway & Bashas')

Colleges & Universities (Cochise College, University of Arizona)

Environmental (Apache Nitrogen Products, Inc.)

Utility (Arizona Public Services, Southwest Gas, Sierra Southwest Cooperative Services)

Trade (Wal-Mart)

Defense Contractors (L3 Communications-ILEX)

EDUCATION

The goal of the educational program is to help all students develop to their fullest potential academically, socially, emotionally and physically. Because education is a lifelong process, a teacher who fails to motivate students with love of the subject matter is not more successful than a teacher who fails to impart knowledge, skills or understanding. Education prepares students to be adults in three roles: as educated human beings, knowledgeable and participatory citizens; and productive individuals. The educational levels in Cochise County consist of 4 Primary Schools with 3,993 students enrolled; 21 Elementary Schools with 5,312 students enrolled; 9 Middle Schools with 7,363 students enrolled and 14 High Schools with 7,079 students enrolled. The high school graduate rate in Cochise County is 84.2%, while the state of Arizona's rate is 79.5%. High school graduates with Bachelor degrees are 92.1% as compared to the states' 44.5%. Cochise College and the University of Arizona address the educational needs for persons 18 years of age or older in Cochise County. Cochise College is a two-year institution serving the education needs of Cochise County, the State of Arizona and the world. Those who study there can transfer to a university, improve their job outlook, and obtain a unique educational experience. They are located in a geographic area rich in cultural diversity, human history and natural beauty. Their academic programs vary greatly, but some of their specialties are aviation, nursing, welding, computers, English and Spanish. Their athletic programs draw students from all over the southwest and beyond. At Cochise College, students can earn associate's degrees and gain experiences that will prepare them to complete bachelor's degrees at a four-year institution. The University of Arizona is the leading public research university in the American Southwest. The University of Arizona offers a wide variety of academic programs, many of which are among the nation's best. Students can choose from more than 150 undergraduate and more than 200 graduate degree programs offered through 18 colleges and 12 schools on three campuses. UA South is located about 75 miles southeast of Tucson in Sierra Vista. UA South offers upper division programs to allow students from Arizona community colleges to complete a degree.

HEALTH CARE

In Southeastern Arizona, healthcare is evolving. The advance in medicine and strides in technology are providing local communities access to better healthcare. The Sierra Vista Regional Health Center, located in Sierra Vista, is accredited through the Joint Commission. This facility serves to help ensure and monitor the quality and safety of patient care and is committed to customer-focused quality health care through excellence in practice, service and leadership. The Sierra Vista Regional Health Center will be a regional health center; be the employer of choice, be the provider of choice; be the physicians' choice in which to practice; be the leader in improving the community's health status and be a partner with other organizations to provide healthcare access. The Copper Queen Community Hospital, located in Bisbee, provides quality, personalized health care services in a safe and clean environment. Health service delivery is accomplished with a competent staff trained in current technology, current regulations and dedicated to the highest ethical and professional standards. This facility pursues excellence through responsive leadership and teamwork, promotes wellness through education and maintains a continuum of care with a vision of future growth. The Northern Cochise Health System, located in Willcox, is comprised of Northern Cochise Community Hospital, Northern Cochise Nursing Home, Sulphur Springs Medical Center and Sunsites Medical Clinic. NCHS is proud to provide health services to northern Cochise County as well as southern Graham County. This system is committed to providing quality health care with respect, compassion and integrity. Services include, but are not limited to primary care physicians, a 24/7 fully staffed emergency department, a full complement of visiting medical specialists, a 24 bed nursing home, two full service medical clinics and more. These services are provided by a highly skilled, dedicated and compassionate team of medical professionals. The Benson Hospital strives to surpass its customer's expectations in the delivery

of medical care, including their spiritual, social and emotional needs. This small community hospitals initial direction to meet the simple needs of the patients has grown to care for an overwhelming Emergency Room use, in part due to three major highways junctioning in Benson – Interstate 10, State Highway 80 and State Highway 90. With the influx of hundreds of winter visitors and many new permanent residents, outpatient use in laboratory, radiology and rehabilitation have increased dramatically. It has expanded to accommodate 8 beds, secured admitting, CT scans, isolation room with separate entrance and urgent care unit.

LEADERSHIP

The Board of Supervisors is the governing and policy-making body of Cochise County. The Board is empowered to perform acts necessary to fully discharge its duties as the legislative authority of County government.

B. Goal Area Community Assets

Graham, Greenlee, Santa Cruz & Cochise Counties

PARTNERSHIPS

Partnerships with other public and private organizations help to expand services, opportunities for individuals or families or to achieve community improvements. Informal working relationships with public or private agencies, organizations or individual service providers will expand service opportunities for low-income participants and their families, including routine service referrals and follow-up contacts. Alliances between all entities that advocate for expanded services or community opportunities exist. There are over 225 community partners that exist in Graham, Greenlee, Santa Cruz and Cochise counties. Some of the partnerships include but are not limited to the following:

1. Arizona Department of Economic Security
2. Arizona Department of Housing
3. Southeastern Arizona Governments Organization
4. Arizona State Prison
5. Catholic Community Services
6. Chambers of Commerce
7. City's of Safford, Willcox, Nogales, Bisbee, Douglas etc.
8. Board of Supervisors from each county
9. Good Neighbor Alliance
10. National Indian Council on Aging
11. Housing Authorities in each county
12. Freeport McMoRan Gold & Copper, Inc. Mining Company
13. Salvation Army
14. Social Security Administration
15. Public School Districts in each county
16. Utility companies in each county
17. USDA Rural Development
18. Workforce Investment agencies in each county

ORGANIZATIONS/AGENCIES PROVIDING SERVICES

Some of the organizations and/or agencies (identified by service) that provide assistance/service are listed below. There are over 350 organizations/agencies, within the 4 counties, that help low-income families, seniors, individuals with disabilities and victims of domestic violence etc.

1. **Area Agencies on Aging** (1) – organization which coordinates and offers a variety of services for adults aged 60 and over, adults with disabilities and those who care for older adults.
2. **Senior Centers and Nutrition Sites** (8) – centers that provide nutritious meals for older adults in a congregate setting, in addition to many other services and activities. Home delivered meals may also be available.
3. **DES Child Care Program** (4) – program that is funded with state and federal dollars that helps eligible families with the cost of child care to enable parents to participate in employment or approved education and training activities related to employment.
4. **Head Start** (4) – a federally funded child and family development program for low-income families and families whose children have disabilities or other special needs.
5. **Child Support Enforcement** (4) - federal, state and local effort to collect child support from parents who are legally obligated to pay. Provides services without a charge to any parent or person with custody of a child who needs help.
6. **Healthy Families Arizona** (2) – voluntary, in-home visitation program that serves at-risk families during pregnancy and after the birth of the baby.
7. **Arizona Department of Child Safety** (4) – program that investigates child abuse or neglect and helps parents connect with services and supports that make homes safer for children.
8. **Division of Developmental Disabilities** (4) – program that provides or contracts with individuals or agencies to provide services to eligible individuals.
9. **Services, Shelters, Safe Homes and Advocacy Resources** (7) – agencies providing services to victims of domestic violence and their children to help them transition out of their violent situations.
10. **Workforce Investment Act** (4) – a federal employment and training program designed to serve low-income adults/youths and dislocated workers.
11. **Arizona Workforce Connection Comprehensive One-Stop Centers** (3) – Comprehensive One-Stop Centers that provide a variety of services to help people seeking employment link up with prospective employers.
12. **Cash Assistance – Temporary Assistance for Needy Families** (4) – program provides cash benefits to needy dependent children under the age of 18, and their caretaker, parent or relative.
13. **Unemployment Insurance** (4) – program that provides case payments after you have lost a job and while you look for another job.
14. **Supplemental Nutrition Assistance Program** (4) – funds that can be spent to buy nutritious food.
15. **WIC-Special Supplemental Nutrition Program For Women, Infants & Children** (4) – a preventative health program that builds healthy families by providing supplemental foods, nutrition education and referrals to health care and social services.

16. **Arizona Health Care Cost Containment System** (4) – Arizona's Medicaid health care program. Families can receive most of their healthcare at little or no cost.
17. **Community Health Centers** (4) – provide a broad range of comprehensive medical services like those a family doctor would provide.
18. **Regional Behavioral Health Authorities** (4) – provide a wide range of services to treat individuals with emotional problems, mental illness, drug/alcohol abuse or domestic violence.
19. **Arizona Housing Authorities** (3) – offers a variety of programs that may be able to help you find or maintain affordable housing.
20. **Fair Housing Resources** (1) – provides information and legal help with every type of activity that has to do with renting or buying a home is protected by law.
21. **Home Rehabilitation and Emergency Home Repairs** (1) – assist homeowners with making necessary repairs to homes to bring them up to local housing standards as well as to improve the comfort and safety of occupants.
22. **Transportation Services** (4) – services provided for specific populations, such as persons with disabilities or seniors, while others are available to the general public.
23. **Community Action Program** (1) – provide a variety of assistance and services to low-income families in their service area. Some of the services provided are emergency assistance, utility assistance, homeless services and case management to name a few.

VOLUNTEERS

More than 16,000 people of all ages and backgrounds are helping to meet local needs, strengthen communities and increase civic engagement through 118 national service projects across Arizona. Serving with national and local nonprofits, schools, faith-based organizations and other groups, these citizens tutor and mentor children, coordinate after-school programs, build homes, conduct neighborhood patrols, restore the environment, respond to disasters, build nonprofit capacity and recruit and manage volunteers. The Corporation for National and Community Service has committed more than \$ 7 million to support Arizona communities through three national service initiatives:

- A. **Senior Corps:** Program where seniors contribute their time and talents to serve one-on-one as tutors and mentors to young people who have special needs, to help homebound seniors and other adults maintain independence in their own homes and to conduct safety patrols for local police departments, protect the environment and respond to natural disasters.
- B. **AmeriCorps:** Program where seniors provide intensive, result-driven service to meet education, environmental, public safety and other pressing needs in communities across Arizona.
- C. **Learn and Serve America:** Program that provides grants to schools, colleges and nonprofit groups to engage Arizona students in community service linked academic achievement and the development of civic skills.

FUNDING

The Department of Health and Human Services (HHS) is one of the largest federal departments, the nation's largest health insurer and the largest grant-making agency. HHS manages an array of grant programs in basic and applied science, public health, income support, child development and health and social services. HHs form partnerships with other federal departments; state, local and tribal governments; academic institutions; hospitals, the business community; nonprofit and volunteer organizations and faith-based and community-based organizations. The primary vehicle used in these partnerships is a grant. Grants are financial assistance awards that provide support or stimulation to accomplish a public purpose authorized by Federal statute. The primary beneficiary under a grant or cooperative agreement is the public, as opposed to the Government. HHS awards two types of grants, mandatory and discretionary. Mandatory grants are those that the federal agency is required by statute to award if the recipient, usually a state, submits an acceptable State Plan that meets the eligibility and compliance requirements of the statutory and regulatory provisions of the grant program. Discretionary grants permit the federal government, according to specific authorizing legislation, to exercise judgment, or ?discretion,? in selecting the organization through a competitive grant process.

Southeastern Arizona Community Action, Inc. receives the majority of its funds from the State of Arizona Department of Economic Security (who receives it from HHS) as indicated below:

1. Low Income Home Energy Assistance Program (LIHEAP) – federally funded program that provides bill assistance to low income customers who need help to pay their heating and cooling utility bills.
2. Weatherization Assistance Program (through the Department of Commerce) – federally funded program that provides funding for the non-emergency installation of energy conservation measures in low income households.
3. Neighbors Helping Neighbors (NHN) – a voluntary program which allows taxpayers to contribute money on their state tax returns to help provided bill assistance to low income customers.
4. Short Term Crisis Services (STCS) – a federally funded state program that provides temporary assistance to persons who have an emergency need that cannot be met immediately by their own income or resource.
5. Community Service Block Grant (CSBG) – federal funds that provide supportive services and activities to assist low-income individuals and families to become self-sufficient.

HHS social service programs provide support to every group of Americans, including children, youth, families and the elderly. Social service programs include Temporary Assistance to Needy Families, refugee assistance, enforcement of child support payment orders, foster care and adoption, prevention of child abuse and neglect, Indian tribal services and Head Start programs. In addition to these, SEACAP also receives state, private, public and federal funding from a variety of other sources in its area of service:

1. Unisource/Arizona Public Service/Southwest Gas – private funding from utility companies to assist low income families in bill assistance as well as non-emergency installation of energy conservation measures in low income households.

2. Utility Repair, Replacement and Deposit (URRD) – Arizona Community Action Association (ACAA) program funded by unclaimed utility deposits and provides emergency assistance to low income customers who need to make a utility deposit or have a heating or cooling related appliance or system that needs to be repaired or replacement.

COMMUNITY STRENGTHS

SEACAP helps to create safe communities that support thoughtful judgment and realization of common ground leading to new creative insight and solutions. This connection is built through active inquiring and dialogue, focusing on the powerful human needs that motivate all that we do and say. The solutions and possibilities created through ongoing dialogue are then relevant and meaningful to community members and are built upon a positive community-wide vision. SEACAP works to support positive, sustainable transformation by helping to build on existing community strengths, increasing skills and further developing community capacity. Communities that develop their capacity are empowered as effective change agents, creating an organic, dynamic process of sustainable community transformation.

A. Community Strengths (*In the order identified by Key Interviews and Community Surveys*)

(Graham County)

1. Education
 - ◆ Eastern Arizona Community College
 - ◆ Safford, Pima & Thatcher School Districts
2. Employment
 - ◆ Freeport-McMoRan Copper Mine
 - ◆ State & Federal Prisons
3. Networking
 - ◆ Community awareness of needs of citizens
 - ◆ Collaboartion among community agencies
 - ◆ Community involvement
 - ◆ Volunteers
4. Community Based Organizations/ Food Programs
 - ◆ Social Service agencies
 - ◆ Local Food Banks
 - ◆ Faith Based Organizations
 - ◆ Public Health Departments
5. Health
 - ◆ Mt. Graham Regional Medical Center
6. A good place to live
 - ◆ Community very charitable
 - ◆ Close knit community
 - ◆ Friendly atmosphere
 - ◆ Environment, natural beauty, clean air/water

(Greenlee County)

1. Employment
 - ◆ Freeport-McMoRan Copper Mine
2. Community Based Organizations/Food Program
 - ◆ Social Service agencies
 - ◆ Az. Department of Economic Security
 - ◆ Public Health Department
3. Health
 - ◆ Morenci Healthcare Center
4. A good place to live
 - ◆ Low cost of living
 - ◆ Strong sense of family
 - ◆ Small close knit community, helping each other
5. Education
 - ◆ Eastern Arizona Community College
 - ◆ Morenci School District

(Santa Cruz County)

1. A good place to live
 - ◆ Community cohesiveness, helping each other
 - ◆ Strong sense of family support
 - ◆ Welcoming of greater diversity
 - ◆ Diversity & Culture
2. Health
 - ◆ Access to healthy choices
 - ◆ Health awareness and empowering individuals
 - ◆ Numerous facilities to encourage physical activities
 - ◆ County Wellness Programs
 - ◆ Farmers Market promotes healthy diet
3. Community Based Organizations / Food Programs
 - ◆ Social Service agencies
 - ◆ Faith Based organizations
 - ◆ Az. Department of Economic Security
 - ◆ Mariposa Community Health Care
 - ◆ Food Banks
4. Employment
 - ◆ Produce Industry
 - ◆ Government (city/county)
 - ◆ Educational Facilities
5. Education
 - ◆ University of Arizona
 - ◆ Cochise College

(Cochise County)

1. Community Based Organizations/Government/Food Banks
 - ◆ Catholic Community Services
 - ◆ Az. Department of Economic Security
 - ◆ Cochise County Health Department
 - ◆ Southeastern Arizona Council of Government
 - ◆ Senior Centers
 - ◆ USDA Summer lunch program
 - ◆ Social Service agencies
 - ◆ Faith Based agencies
 - ◆ Local food banks
2. A good place to live
 - ◆ Small friendly communities'
 - ◆ Neighbors look out for each other
 - ◆ Community helps families in crisis
 - ◆ Generous community that has a sense of family
 - ◆ Religious affiliations – strong community spirit
 - ◆ Communities open to change
3. Employment
 - ◆ Ft. Huachuca
 - ◆ Major Employer examples: *US Border Patrol, Az. Dept of Corrections, City of Douglas, Chiricahua Community Health Centers, Winery, SSVEC, Valley Telecom, City of Willcox, etc.*
 - ◆ Ranching/Farming
 - ◆ Potential jobs in cross-border trade
 - ◆ Keeping small businesses in business
4. Health
 - ◆ Chiricahua medical clinics
 - ◆ Cochise County Health Departments
 - ◆ Community hospitals
 - ◆ Affordable healthcare
 - ◆ Behavioral healthcare agencies
5. Education
 - ◆ Cochise College
 - ◆ University of Arizona
 - ◆ Sierra Vista School District
6. Networking
 - ◆ Strong public and private partnerships
 - ◆ Strong cooperation and communication among agencies
 - ◆ Access and information about programs
 - ◆ Referral services
 - ◆ Volunteers

III. COMMUNITY NEEDS

The needs from one county differ to the next. Our agency's efforts are largely locally-driven based on advocacy efforts and advisory boards in each county within our service area. A generic or region-wide list of major needs of low-income persons and communities would include the following, but are not limited to:

- ◆ Affordable housing
- ◆ Emergency services coupled with case management, enhanced employment opportunities, financial management and asset development strategies
- ◆ Health care with emphasis on coverage and/or assistance for the uninsured/underinsured
- ◆ Homelessness / addressing homeless issues
- ◆ Improved public education system
- ◆ Services oriented towards the needs of the “working poor”
- ◆ Transportation

The community needs are presented by County and include the results of the surveys completed by community stakeholders.

Graham County

Area of Need: #1 Meeting Basic Needs (39.1% of Surveys)

Budgeting, obtaining needed services and resources and handling family relationships can be significant source of strife for any family and low-income families are no exception. Even when a household is employed, they may still face the problem of bringing in too little income to pay for their expenses.

Keeping up with the bills arriving each month is a frequent frustration for low-income households.

- ◆ Not eligible/do not qualify for assistance (Do not know guidelines/rules of eligibility) – 40.5% of respondents said this was a Big Problem (*Refer to Figure 1*)
- ◆ Pride (Do not want to ask for help) – 49.4% said this was a Big Problem (*Refer to Figure 1*)
- ◆ Do not know where to go for help – 79.2% said this was Not a Problem (*Refer to Figure 1*)
- ◆ Health / Disability – 63.7% said this was a Big Problem (*Refer to Figure 1*)

Barriers to Seeking or Gaining Assistance to Meet Basic Needs

	<i>NOT A PROBLEM</i>	<i>SOMEWHAT OF A PROBLEM</i>	<i>A BIG PROBLEM</i>
Not Eligible/do not qualify for assistance (Do Not Know Guidelines/Rules of Eligibility)	24.8%	34.7%	40.5%
Pride (do not want to ask for help)	23.2%	27.4%	49.4%
Do not know where to go for help	79.2%	11.6%	9.2%
Health / Disability	14.0%	22.3%	63.7%

Figure 1

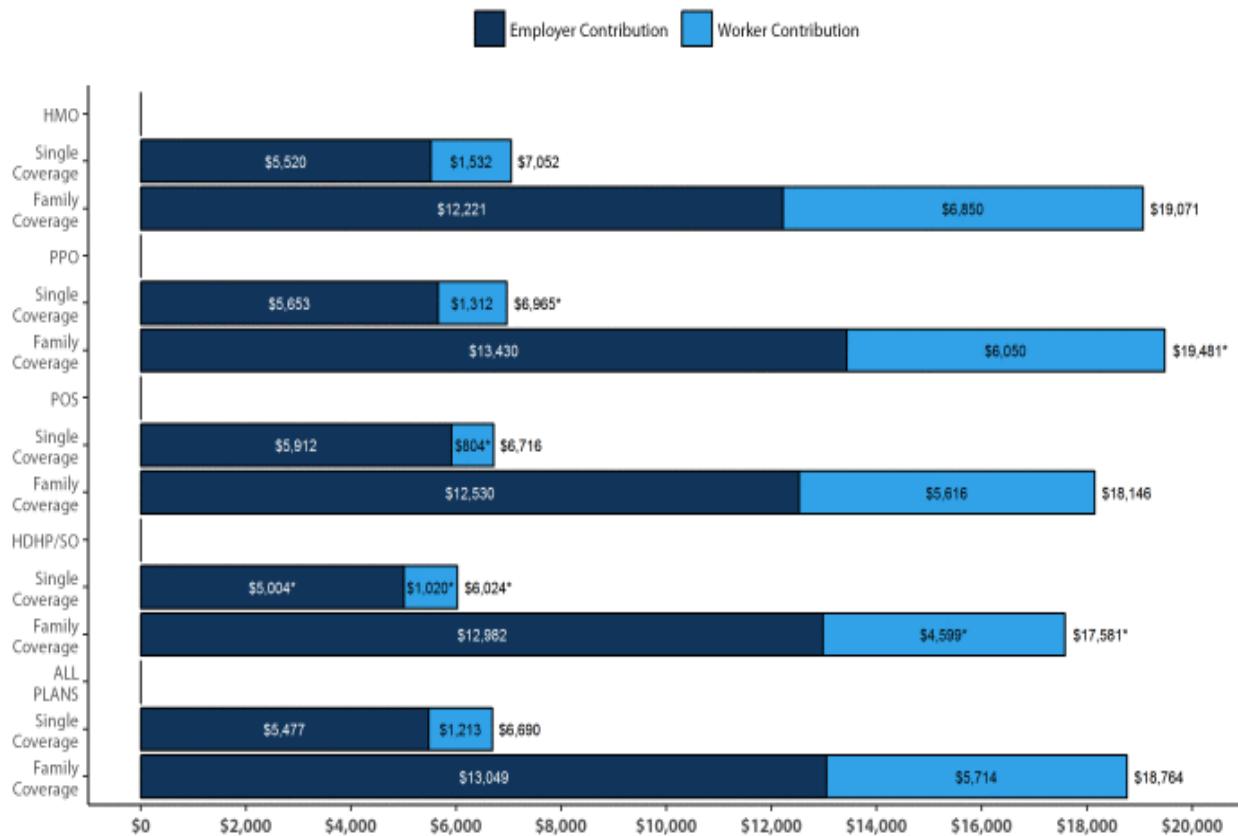
Area of Need: #2 Health (24.1% of Surveys)

Public health is an area that affects the quality of life of residents and is also influenced by the general living characteristics of the population. Disease prevention and treatment are related to the education and income characteristics of the county residents. The most troubling characteristic concerning public health is the large number of uninsured in the county. Access to healthcare is especially important not only for children and senior citizens who are the most vulnerable segments of the population, but also to people with disabilities.

- ◆ Large employer-based health insurance premiums have doubled, causing deductibles and co-payments to go higher, benefits will be limited and the employee will bear most of the cost. (**Refer to Figures 2**)
- ◆ The 16% annual rate of increase for hospital inpatient care and physician services seen in the first half of the decade is also projected to continue through 2019.
- ◆ The rate of increase for healthcare expense will likely continue to outpace the overall rate of inflation.

Figure A

Average Annual Firm and Worker Premium Contributions and Total Premiums for Covered Workers for Single and Family Coverage, by Plan Type, 2017



* Estimate is statistically different from All Plans estimate within coverage type ($p < .05$).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2017

Figure 2

Area of Need: #3 Employment & Industry (16.8% of Surveys)

Finding employment is the obstacle that most frequently comes to mind when thinking why low-income families struggle. Company layoffs, struggles to keep their job and the stress of working more than one job create problems for low-income families. Unemployment is clearly a social and community challenge. Many of the residents lack the skills and workforce preparation tools required in the contemporary work place.

- ◆ The unemployment rate decreased from 7.5% in 2014 to 4.9% in 2018.
(Refer to Figure 11 in appendix)
- ◆ The employment-to-population ratio is 26.4% or 1:4 respectively.
(Az. Economic and Business Research Center)
- ◆ Employment availability is limited to Educational Services, Health Care, Agriculture, Retail Trade and Social Services *(Refer to Figure 12 in appendix)*
- ◆ Entry wage (\$16.15/hr) vs experienced wage (\$24.25/hr) *(Az. Economic & Business Research Center)*
- ◆ Travel time and/or distance by worker to job site ranges from < 5 minutes to 90+ minutes *(Refer to Figure 3)*

WORKERS, TRAVEL TIME	COMMUTERS
TRAVEL TIME TO WORK: <5 MINUTES	1,257
TRAVEL TIME TO WORK: 5 - 9 MINUTES	2,532
TRAVEL TIME TO WORK: 10 - 14 MINUTES	2,071
TRAVEL TIME TO WORK: 15 - 19 MINUTES	1,364
TRAVEL TIME TO WORK: 20 - 24 MINUTES	702
TRAVEL TIME TO WORK: 25 - 29 MINUTES	314
TRAVEL TIME TO WORK: 30 - 34 MINUTES	422
TRAVEL TIME TO WORK: 35 - 39 MINUTES	117
TRAVEL TIME TO WORK: 40 - 44 MINUTES	122
TRAVEL TIME TO WORK: 45 - 59 MINUTES	779
TRAVEL TIME TO WORK: 60 - 89 MINUTES	1,048
TRAVEL TIME TO WORK: 90+ MINUTES	319

TRAVEL TO WORK	COMMUTERS
WORKED IN STATE/COUNTY OF RESIDENCE	8,100
WORKED IN STATE/OUTSIDE COUNTY OF RESIDENCE	1,966
WORKED OUTSIDE STATE OF RESIDENCE	71

Figure 3

Other Areas of Need:

- #4 – Drugs & Alcohol (14.8%)
- #5 – Transportation (5.2%)

Greenlee County

Area of Need: #1 Meeting Basic Needs (31.7% of Surveys)

Families with low incomes have difficulty maintaining their household and meeting their family's basic human needs, such as food, shelter and clothing. Significant percentages of our respondents reported having had their heat, electricity, and/or telephone shut off in the last year. Almost a quarter of the families indicated they had gone without adequate food during the last year. Economic conditions and the need for emergency assistance payments were identified as the primary concerns of individuals and families throughout the county.

- ◆ Do not know where to go for help – 38.4% of respondents said this was Somewhat of a Problem (*Refer to Figure 4*)
- ◆ No transportation to go for assistance – 59.6% said this was a Big Problem (*Refer to Figure 4*)
- ◆ Program/Services not available in my area – 69.5% said this was a Big Problem (*Refer to Figure 4*)
- ◆ Health/Disability – 49.5% said this was Somewhat of a Problem (*Refer to Figure 4*)

Barriers to Seeking or Gaining Assistance to Meet Basic Needs

	<i>NOT A PROBLEM</i>	<i>SOMEWHAT OF A PROBLEM</i>	<i>A BIG PROBLEM</i>
Do not know where to go for help	32.7%	38.4%	28.9%
No transportation to go for assistance	17.3%	23.1.2%	59.6%
Program/Services not available in my area	14.9%	22.4%	69.5%
Health / Disability	36.3%	49.5%	14.2%

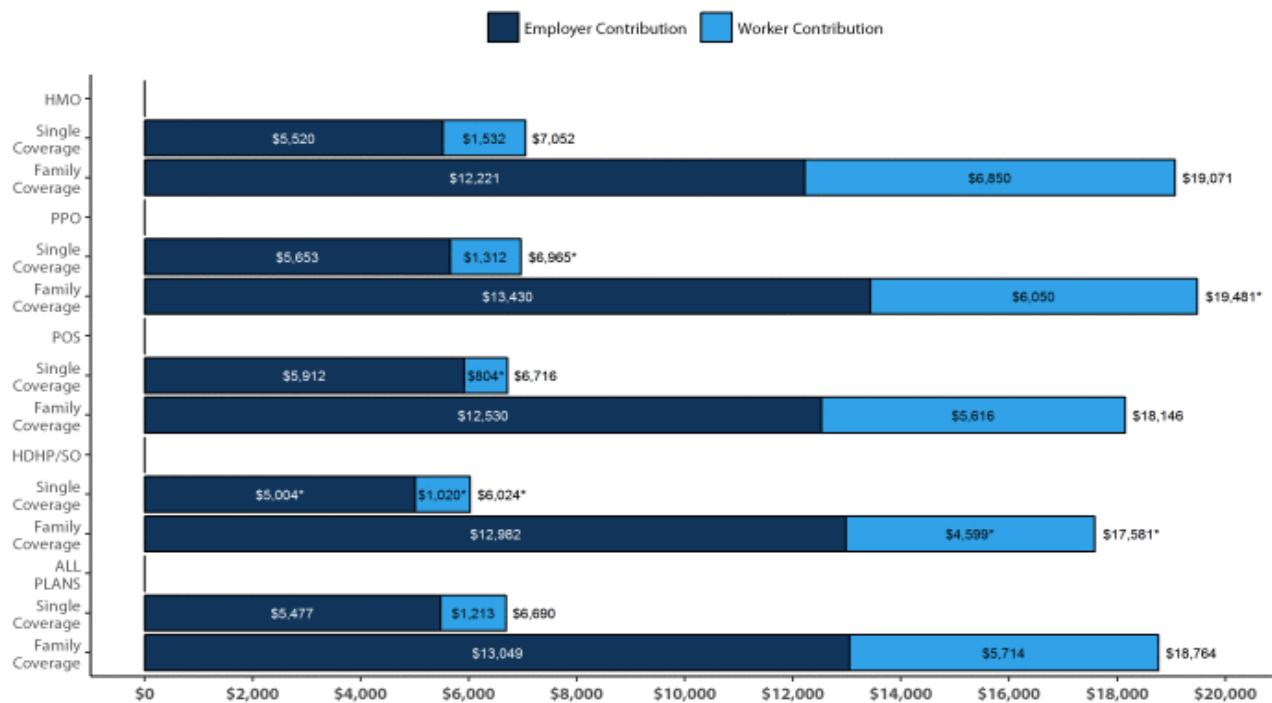
Figure 4

Area of Need: #2 Health (23.4%)

Health is an area that affects the quality of life of residents and is also influenced by the general living characteristics of the population. Disease prevention and treatment are related to the education and income characteristics of the county residents. The most troubling characteristic concerning public health is the large number of uninsured in the county. Access to healthcare is especially important not only for children and senior citizens who are the most vulnerable segments of the population, but also to people with disabilities.

- ◆ Large employer-based health insurance premiums will almost double, causing deductibles and co-payments to go higher, benefits will be limited and the employee will bear most of the cost. (*Refer to Figure 5*)
- ◆ The 14% annual rate of increase for hospital inpatient care and physician services seen in the first half of the decade is also projected to continue through 2019.
- ◆ The rate of increase for healthcare expense will likely continue to outpace the overall rate of inflation.

Figure A
Average Annual Firm and Worker Premium Contributions and Total Premiums for Covered Workers for Single and Family Coverage, by Plan Type, 2017



* Estimate is statistically different from All Plans estimate within coverage type ($p < .05$).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2017

Figure 5

Area of Need: #3 Employment & Industry (18.6% of Surveys)

Many families are struggling financially when one, or even two, adults in their household are employed. “Working poor” households are having difficulties in keeping up with bills. Current wages for many jobs are insufficient for sustaining a household. While good-paying jobs exist locally, many other positions pay wages that simply are not enough to support a family, even if the breadwinner works 40, 50 or 60 hours per week.

- ◆ The unemployment rate decreased from 7.9% in 2014 to 4.5% in 2018.
(Refer to Figure 11 in appendix)
- ◆ The employment-to-population ratio is 28.8% or 1:2 respectively.
(Az. Economic and Business Research Center)
- ◆ Employment availability is limited to Construction, Wholesale Trade and Retail Trade. No opportunity for advancement.*(Refer to Figure 12 in appendix)*
- ◆ Entry wage (\$16.35/hr) vs experienced wage (\$29.45/hr)
(Az. Economic and Business Research Center)

Additional Areas of Need:

- #4 – Transportation (14.9% of Surveys)
- #5 – Education (7.4% of Surveys)
- #6 – Drugs/Alcohol (4.0% of Surveys)

Santa Cruz County

Area of Need: #1 Meeting Basic Needs (31.8% of Surveys)

Issues such as the availability of emergency assistance for rent, mortgage, utilities and food are closely tied to the poor economic conditions found in Graham County. With limited resources, families find it difficult to obtain services they need, and their stressed financial situation often leads to families struggling to make ends meet. In some situations, family break-up is the end result.

- ◆ No Transportation to go for assistance – 49.2% of respondents said this was Somewhat of a Problem (*Refer to Figure 6*)
- ◆ Pride (Do not want to ask for help) – 47.3% said this was a Big Problem (*Refer to Figure 6*)
- ◆ Health / Disability – 40.2% said this was Not a Problem (*Refer to Figure 6*)
- ◆ Not eligible/Do not qualify for assistance (Do not know guidelines/rules of eligibility) – 43.8% said this was Somewhat of a problem (*Refer to Figure 6*)

Barriers to Seeking or Gaining Assistance to Meet Basic Needs

	<i>NOT A PROBLEM</i>	<i>SOMEWHAT OF A PROBLEM</i>	<i>A BIG PROBLEM</i>
No Transportation to go for assistance	23.4%	49.2%	27.4%
Pride (Do not want to ask for help)	33.1%	19.6%	47.3%
Health / Disability	40.2%	31.9%	27.9%
Not Eligible/do not qualify for assistance (Do Not Know Guidelines/Rules of Eligibility)	30.9%	43.8%	25.3%

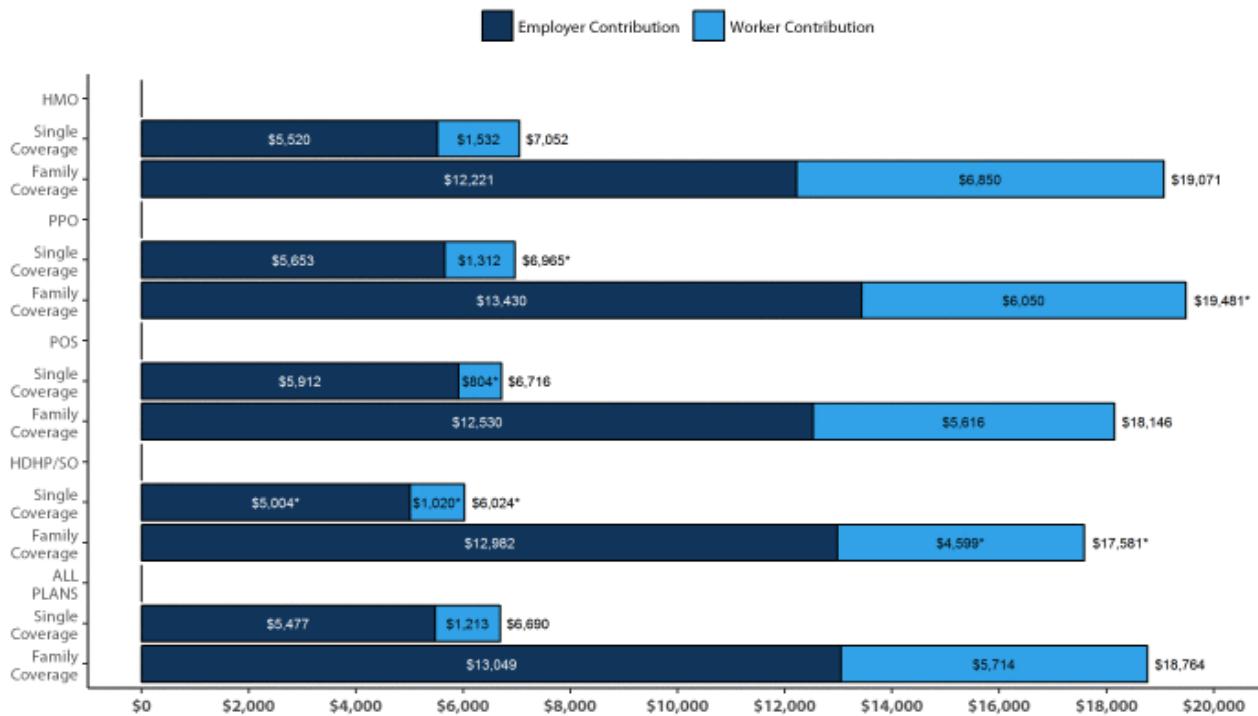
Figure 6

Area of Need: #2 Health (25.1% of Surveys)

Health is an area that affects the quality of life of residents and is also influenced by the general living characteristics of the population. Disease prevention and treatment are related to the education and income characteristics of the county residents. The most troubling characteristic concerning public health is the large number of uninsured in the county. Access to healthcare is especially important not only for children and senior citizens who are the most vulnerable segments of the population, but also to people with disabilities.

- ◆ Large employer-based health insurance premiums will almost double, causing deductibles and co-payments to go higher, benefits will be limited and the employee will bear most of the cost. (*Refer to Figure 7*)
- ◆ Physician and Medicare projected cost to continue rising with an average annual increase of approximately 17% per year.
- ◆ The rate of increase for healthcare expense will likely continue to outpace the overall rate of inflation.

Figure A
Average Annual Firm and Worker Premium Contributions and Total Premiums for Covered Workers for Single and Family Coverage, by Plan Type, 2017



* Estimate is statistically different from All Plans estimate within coverage type ($p < .05$).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2017

Figure 7

Area of Need: #3 Employment & Industry (20.6% of Surveys)

It is critical to provide training – including on the job training, work experience and mentoring to prepare educational disadvantaged residents to access the labor force and to remove the misconception that young and low income residents will not make the transition to employment effectively. The challenges presented to this county relate to language proficiency for some residents and undocumented status for others. Employment workshops, job placement and education are necessary to develop the competencies needed to enter the workforce.

- ◆ The unemployment rate decreased from 11.7% in 2014 to 8.5% in 2018.
(Refer to Figure 11 in appendix)
- ◆ The employment-to-population ratio is 38.2% or 1:4 respectively.
(Az. Economic and Business Research Center)
- ◆ Low educational attainment

Additional Areas of Need:

- #4 – Education (12.2% of Surveys)
- #5 – Transportation (6.5% of Surveys)
- #6 – Drugs/Alcohol (3.8% of Surveys)

Cochise County

Area of Need: #1 Meeting Basic Needs (33.8% of Surveys)

The two major areas of need are income management and emergency assistance. People who work to make a life for their families don't make quite enough to thrive. They struggle with utility issues, rent/mortgage issues, food issues and daily basic needs. A family's ability to manage from one typical day to the next is no protection from a future crisis. Many barriers exist that prohibit a family from seeking assistance.

- ◆ Poor health/disabilities make it difficult to get there – 64.6% of respondents said this was a Big Problem (*Refer to Figure 8*)
- ◆ No transportation available to get assistance – 65.2% said it was Not a Problem (*Refer to Figure 8*)
- ◆ Do not know where to go for help – 70.0% said it was Not a Problem (*Refer to Figure 8*)
- ◆ Not eligible/do not qualify for assistance (Do not know the guidelines/rules of eligibility) – 56.6% said it was Not a Problem (*Refer to Figure 8*)

Barriers to Seeking or Gaining Assistance to Meet Basic Needs

	NOT A PROBLEM	SOMEWHAT OF A PROBLEM	A BIG PROBLEM
Poor Health/Disabilities Make it Difficult to Get There	21.8%	13.6%	64.6%
No Transportation Available To Get Assistance	65.2%	11.6%	23.2%
Do Not Know Where to go For Help	70.0%	12.7%	17.3%
Not Eligible/Do Not Qualify for Assistance (Do Not Know Guidelines/Rules of Eligibility)	56.6%	31.9%	11.5%

Figure 8

Area of Need: #2 Employment & Industry (24.7%)

The community's low-income residents lack access to jobs that pay living wages and provide benefits. Most jobs accessible to low and moderate income residents in terms of required skills, do not provide adequate compensation and benefits. The bottom line is that families are living day-to-day, paycheck –to-paycheck existences barely meeting the subsistence needs of their families and having to deal with daily barriers that keep them from finding employment.

- ◆ Lack of training or experience (*Refer to Figure 9*)
- ◆ Child care availability/cost (*Refer to Figure 9*)
- ◆ Low wages/benefits (*Refer to Figure 9*)
- ◆ Jobs not available (*Refer to Figure 9*)

COCHISE COUNTY BARRIERS TO FINDING EMPLOYMENT 2018

Lack of Training or Experience	47.2%
Child Care Availability/Cost	20.9%
Low Wages/Benefits	17.7%
No Jobs Available in My Field	14.2%

Figure 9

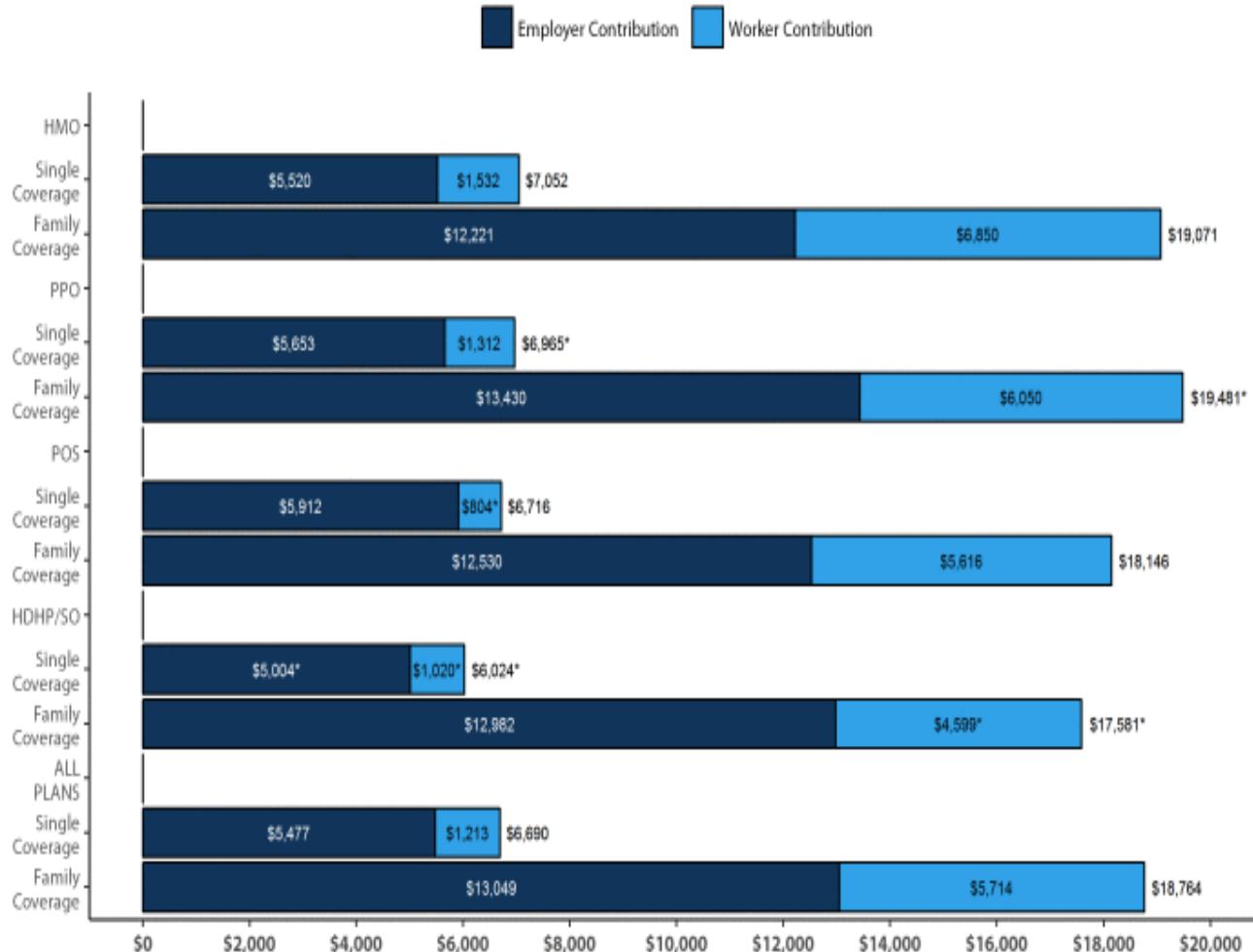
Area of Need: #3 Health (19.8%)

Health is an area that affects the quality of life of residents and is also influenced by the general living characteristics of the population. Disease prevention and treatment are related to the education and income characteristics of the county residents. The most troubling characteristic concerning public health is the large number of uninsured in the county. Access to healthcare is especially important not only for children and senior citizens who are the most vulnerable segments of the population, but also to people with disabilities.

- ◆ Large employer-based health insurance premiums will almost double, causing deductibles and co-payments to go higher, benefits will be limited and the employee will bear most of the cost. (*Refer to Figures 10*)
- ◆ Physician and medicare projected cost to continue rising with an average annual increase of approximately 19% per year.
- ◆ The rate of increase for healthcare expense will likely continue to outpace the overall rate of inflation.

Figure A

Average Annual Firm and Worker Premium Contributions and Total Premiums for Covered Workers for Single and Family Coverage, by Plan Type, 2017



* Estimate is statistically different from All Plans estimate within coverage type ($p < .05$).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 2017

Figure 10

Other Areas of Need:

- #4 – Transportation (10.1%)
- #5 – Education (8.2%)
- #6 – Drugs & Alcohol (2.3%)
- #7 – Economic Development (1.1%)

IV. PRIORITY NEEDS AND POSSIBLE SOLUTIONS

Graham, Greenlee, Santa Cruz & Cochise Counties

A. Community Input to Priorities

The information assembled to complete this report was derived not only from survey respondents, key interviews, partnering agencies and SEACAP staff but also from other related supporting sources. We relied on community forums, focus groups and planning materials produced by other provider organizations within the last 24 months. These include:

- ◆ **SEAGO, Area on Aging 2018-2019 Transportation Coordination Plan**
- ◆ **Graham County Transit Feasibility Study; May 2015**
- ◆ **Graham County Community Health Assessment; 2015**
- ◆ **Cochise County Community Health Assessment & Improvement Plan; 2017**
- ◆ **Cochise County Comprehensive Plan; 2015**
- ◆ **Northern Cochise Community Hospital Community Health Needs Assessment; 2013-2016**
- ◆ **Greenlee County Community Health Improvement Plan; May 2016**
- ◆ **Santa Cruz County United Way Community Assessment Project; 2016**

INPUT FROM KEY INTERVIEWS, COMMUNITY SURVEY, FOCUS GROUPS AND COMMUNITY FORUMS

Employment & Industry:

The training of low-wage incumbent workers is most effective when it is sector-specific as opposed to focused on a single employer or individualized for each participant and when it includes support services to address personal and family barriers as well as job-related barriers. English as a Second Language (ESL) or functional English training is needed among immigrant communities, who are primarily Spanish-speaking immigrants. All four counties are very diverse in terms of racial composition of its workforce. While this presents challenges related to language proficiency for some residents, it also highlights an opportunity to actively recruit companies who require bi-lingual or multi-lingual speakers such as back-end operations and call centers targeting rural areas with large Hispanic populations. “Not enough jobs” continues to grow as the perceived primary cause of unemployment in these communities—an indicator of how the lagging economy impacts low-income families. There is a significant need among the participants, especially those with incomes below poverty, to obtain job training or skills necessary for workforce advancement. It is necessary to partner with other regional and state agencies that are working toward the goal of developing responsive and effective regional workforce development programs that focus both on worker training and employers’ needs and responsibilities. The most significant employment-related concern reported by respondents included job stability and pay.

Transportation:

People need backup transportation services for emergencies regardless of whether they have access to reliable public transportation or a private vehicle. The availability and reliability of public transportation varies greatly from one county to another. Most people travel by car whenever possible because potential employers, jobs and childcare are located some distance from home. Many without access to a car ride with friends or relatives rather than rely on public transit. Given their limited income and the asset limits imposed by public assistance programs, welfare recipients are likely to purchase older cars that often have higher maintenance and operating costs, causing unexpected expenses which they cannot afford. Travel by public transportation can be difficult for individuals because of the difficulty of identifying appropriate routes, limited off-hours runs and the inconvenience of making multiple work and family-related trips. Without adequate transportation, welfare recipients face significant barriers in trying to move from welfare to work. Low income families struggle with transportation issues to get to work and appointments and to access many State/Federal services. An issue that is having a significant impact on the majority of households is the increase in gas prices. This is also affecting the existing transportation programs that service the public and client-based agencies as well as travel and program costs of many organizations.

Meeting Basic Needs:

When a family is struggling to make ends meet, their ability to devote important time to family members and to their community is severely limited. Given their limited resources, families find it difficult to obtain services they need and their stressed financial situation often leads to blemished credit histories, preventing them from accessing credit for needed expenses such as a car to get to and from a job or tuition to advance their education. The inability to pay utility bills, rent/mortgage and putting food on the table were identified as the primary concerns of individuals throughout the four counties. The working poor often do not qualify for many programs and subsidies because they make a little too much money, but they don't make enough to have what they need in life. Maintaining their homes was an added struggle, both in terms of physical structure and the financial capability to sustain housing. When a family is just getting by, there is no money left for preventative measures, such as a medical exam, dental care, insurances that would protect them in case of an emergency, accidents or a crisis. Almost 60% of those responding to our survey said they had fallen behind on those regular monthly bills at least once in the last year. Another 43% incurred medical bills which they could not keep and more than 34% fell behind on their rent or mortgage.

Drugs & Alcohols:

A drug may be helpful or harmful. The effects of drugs can vary depending upon the kind of drug taken, how much is taken, how often it is used, how quickly it gets to the brain, and what other drugs, food, or substances are taken at the same time. Although substances can feel good at first, they can ultimately do a lot of harm to the body and brain. Drinking alcohol, smoking tobacco, taking illegal drugs, and sniffing glue can all cause serious damage to the human body. Some drugs severely impair a person's ability to make healthy choices and decisions. Teens who drink, for example, are more likely to get involved in dangerous situations, such as driving under the influence or having unprotected sex. These days, drugs can be found everywhere, and it may seem like everyone's doing them. Lots of people are tempted by the excitement or escape that drugs seem to offer.

Health Care:

A strong majority of respondents say the main reason families are uninsured is because they cannot afford it. The fastest growing segment of the uninsured are the poorest families, those earning less than the Federal Poverty Level. A significant number of families do not have health insurance and four out of ten were concerned they could not get healthcare or medicine for their children. More need to be done to provide affordable health insurance coverage for the many uninsured citizens, or those who are underinsured with policies that do not pay enough of the medical bills. Health and nutrition needs to improve for all segments of the populations. Poverty and food insecurity is a threat to low-income families. Individuals who are food insecure have been shown to have poor quality diets, making them vulnerable to a variety of diseases and obesity. The uninsured are less likely to have a regular source of care than the insured and they are more likely to postpone or forgo completely needed care. Some also say that being unemployed and not being offered coverage by an employer are also main reasons for being uninsured. Children living in food-insecure households are more likely to do poorly in school. A few of the challenges facing the elderly are cost of prescription drugs and fear of financial impoverishment when accessing health care and/or medical services. It is a known fact that having health insurance leads to improved health and longer lives. Others having access to Medicaid coverage consider themselves uninsured and a few say they do not know what plans are available. Increasing costs of premiums and medications means that even with insurance, many county residents cannot afford health care.

Education:

Households with incomes below the poverty level tend to have “moderate” to “serious” problems in their ability to read and write. The number of children receiving early intervention services in the four counties is increasing. People who drop out of high school have dim prospects for employment at all, for non-poverty- level jobs, if they do get a job. Enrollment in public, private and nonpublic schools is declining. A community that provides the young generation with a good education will develop productive adults, both financially and personally. Poor academic achievement, while in school, is a major factor in high school dropouts. With an early appreciation of education, working poor children have a better chance of finishing high school and going on to college. Education equates to earnings. There is insufficient attention devoted to career pathways for people who drop out or who have only a high-school diploma. The number of slots in employment and training programs is reported to be grossly insufficient. English as a Second Language (ESL) or functional English training is needed among immigrants in the four counties. People with a solid education and literacy skills work and earn more than individuals without those skills.

Economic Development:

Arizona is ranked first in the nation in projected job growth and economic growth prospects. Economic Development creates the conditions for economic growth and improved quality of life by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services. Economic Development requires effective, collaborative institutions focused on advancing mutual gain for the public and the private sector. Economic Development is essential to ensuring our economic future.

B. Identification of Possible Solutions

The impact of the rising cost of living, the erosion of social service eligibility and benefits, and the decline in job quality in the four county region show up very clearly in the development of this needs assessment. It is clear that public benefits will continue to be cut and that more and more people will have a harder time getting by. SEACAP has little control over these trends. However, we do need to be here to help families and individuals maintain a basic level of stability and employability.

- ◆ ***SEACAP will continue to provide emergency assistance for residents of our service area who have low incomes.*** These services may include information and referral, food boxes, fuel and utilities assistance, heating/cooling repair/replacements, housing services, transportation, weatherization and referrals for emergency medical/mental health care.
- ◆ ***SEACAP will continue to provide services needed by and convenient for elders and people with disabilities to live with the maximum feasible independence.*** All SEACAP sites and services will continue to be accessible. These services may include, but are not limited to, fuel assistance, weatherization, rent/mortgage assistance, heating/cooling system repair/replacement and Senior food boxes.
- ◆ ***SEACAP will continue to work collaboratively in providing services and mobilizing the community*** on behalf of youth and people with low incomes.
- ◆ ***SEACAP will continue to work to preserve and create opportunities and resources*** such as living wage jobs, affordable housing, fuel assistance, accessible health care, life skill training, affordable and high quality child care, transportation and education and training ***for youth and people with low incomes.***
- ◆ ***SEACAP will continue to build and participate in collaborative efforts*** in order to maximize community resources.
- ◆ ***SEACAP will continue to mobilize and leverage financial, in-kind and volunteer resources*** in support of an improved quality of life for people with low incomes.

SEACAP places a high value on working within strong communitywide partnerships and on fostering true collaboration, as well as on “engaging many voices in promoting human rights and economic justice.” We cannot do this work alone. Being rural and small in size fosters interdependence. However, we are not one homogeneous community. The residents of the Graham County, for instance, have very different needs and a very different identity from Santa Cruz Residents. Not all of our services are available to the residents in the four counties. This creates some unfortunate fragmentation. Through our collaborations with numerous local service providers, governance organizations, and health and education institutions, SEACAP works to identify and fill gaps in services. In addition to collaborating with local service providers SEACAP staff are part of many advocacy and membership groups.

- ◆ SEACAP will have fully integrated outcome-based management into its daily function and will have the data management capacity to support this.
- ◆ SEACAP will have a Board of Directors and a staff that reflect the entire geographic region that it serves.
- ◆ SEACAP will be a haven of respect, welcome and accurate information provider for our constituents because we have a well-training staff and excellent customer service.
- ◆ SEACAP staff at all levels will feel effectively supported to do an excellent job.
- ◆ Our community will have a better understanding of the strategic and economic importance of SEACAP and other services in its overall economic and social development.
- ◆ Our community will have a significantly clearer picture of the impact of poverty on all our citizens and on our community as a whole.

Building on the strength of our communities, SEACAP will work, both externally and internally, to address these issues:

- ◆ Promoting greater collaboration between state and private agencies.
- ◆ Improving coordination of existing services.
- ◆ Helping to bring more health care services to the area.
- ◆ Ensuring that the needs of low income consumers are considered in any transportation planning.
- ◆ Supporting efforts to bring more affordable housing to the area.
- ◆ Promoting accountability within schools, social services, and government for truly improving the lives of children and youth.
- ◆ Helping to create a sense that this community values our youth.
- ◆ Making our services more visible (e.g. outreach sites in outlying towns, street level offices) and easier to apply for (e.g. universal enrollment and referral process).
- ◆ Encouraging program participants to show others in the community what they have accomplished, putting success stories on our website, in the media.
- ◆ Developing stronger connections with faith communities.
- ◆ Continuing the many ways people with low incomes provide leadership within SEACAP (e.g. Advisory Council, Board of Directors) and developing other avenues, e.g. community forums about our services, more frequent surveys, more participant advisory groups, regular focus groups.
- ◆ Making SEACAP and the needs of participants better known in the community: gaining more press coverage, marketing our services as a good investment in economic development, telling success stories.
- ◆ Advocating with legislators, educating legislators about the ramifications of budget cuts, helping participants advocate and lobby on their own behalf.

SEACAP solicited the involvement of its staff, consumers, colleagues, collaborators, and residents of the community at large in researching this assessment and in framing the selected actions that will guide the agency over the next three years. The focus of this effort was to take the pulse of the agency in terms of the effectiveness of its services and to reach agreement on the strategic direction in the upcoming three years. The strategic planning process included research, presentations, board retreat and formulation of expanded mission and goals.

Community organizing and resident leadership activities are an opportunity to train and support local people and advocate for community-based planning. When poor residents have a voice in the improvements targeted for their neighborhood, the development is more successful, happens more quickly, is less expensive and has lower upkeep costs for partner agencies and the municipality. There is probably not a nonprofit organization that does not identify the need for long-term sustainable financial support for its programs as an important priority. SEACAP is no different. The Agency's existing programs require ongoing support, as well as additional resources expand and refine their services to better meet emerging needs. SEACAP is, and will continue to be, very aggressive and competent in securing grant funds,

It is only through continuous program evaluation that SEACAP can ensure that its services meet the needs of the county's low-income residents. Ongoing evaluation is both formal and informal. The case management approach and supervision enable staff to track client progress on a daily basis. Surveying and feedback from clients continually improves performance. As a CSBG grantee, SEACAP participates in an ongoing and comprehensive outcome-based evaluation and reporting system for all of its programs. Other programs, funded by additional grant sources, have other evaluation requirements. This focus on outcomes and continuous improvement is vital for the agency and a strong basis of support for program evaluation efforts.

As the following section indicates, SEACAP has an extensive network of relationships with other community-based agencies and organizations. Maintaining and expanding these relationships will be critically important for the agency's ongoing success. The development of more formal partnerships with faith-based groups will be an important bridge to neighborhood revitalization where the churches are, in some cases, the only remaining non-residential assets in the neighborhood. As new priority programs in housing, community development, industrial development and early childhood services are implemented an expanded web of partnerships will be created.

SEACAP will continue to focus on staff development, training and advancement, looking at very specific case management training, database training, as well as training in tools like software applications. The agency's staff development focus is on continuing to refine skills and help staff to make the transition from providers of distinct services to wholly integrated case managers able to move people to self-sufficiency. SEACAP will continue to use both in-house and outside training initiatives in its staff development planning.

The results of all of these data sources were compiled, analyzed and incorporated into this comprehensive Community Needs Assessment, providing the agency with an arsenal of valuable information from which to draw in order to develop short-term and long-range strategic plans, goals and objectives in its efforts to meet its mission of increasing the self-sufficiency of income eligible individuals and families in Southeastern Arizona through education and supportive services. The information gathered through this extensive Community Assessment process will help us to design programs and services that will best meet the needs of the communities and residents of our service area and to work with our partners throughout the region to collaborate and advocate for the provision of services and programs not offered by the agency, but that are needed by the individuals and families that live, work and play here.

V. APPENDICES

Graham, Greenlee, Santa Cruz & Cochise Counties

A. Needs and Assets Assessment Process

DATA GATHERING METHODOLOGY

SEACAP updated and reformatted the agency needs assessment in SFY2018. This year is significant in terms of the agency's ongoing planning activities. Although the new data indicates that needs may be more widespread than previously realized, the new sources of information generally reinforce our agency's current impressions of the needs of low-income persons and communities in our area. The Needs Assessment observations align closely with the finding of other agencies or organizations that have collected information about the needs of low-income persons in our area over the past few years.

The Community Needs Assessment data was compiled from five principal sources:

1. Through the efforts of SEACAP staff and Community Action Agency Board members, research was conducted and demographic data was collected.
2. A compilation of data from a survey of SEACAP clients as well as from community partnering organizations from all four counties.
3. Existing community needs assessments, such as those from SEAGO, Graham County Transit Feasibility Study, Cochise County Comprehensive Plan and Santa Cruz County United Way Community Assessment Project.
4. Human Services plans such as the Graham County Community Health Assessment & Improvement Plan, Greenlee County Community Health Improvement Plan, Cochise County Community Health Assessment & Improvement Plan and Northern Cochise Community Hospital Community Health Needs Assessment.
5. In-depth interviews with elected officials, city managers, businesses, law enforcement personal, courts, utility companies, etc.

A series of eight questions addressed issues related to perception and knowledge of assets, needs and gaps in service for low income people. The planning process also included staff focus groups and a Board training.

KEY INFORMANT INTERVIEWS

GRAHAM COUNTY:

Paul David, Graham County Brd of Supervisors & SEACAP Brd. Mmbr (Safford)
Horatio Skeete, Safford City Manager & SEACAP Board Member (Safford)
Terry Ross, Tribal Social Services (Peridot)
Elnora Baxter, SEACAP Board Member (Safford)
Billie Sue Bonilla, Site Supervisor Child-Parent Center (Pima)
Susan, San Carlos Housing Authority (San Carlos)

GREENLEE COUNTY:

Akos Kovach, Greenlee County Economic Development Coordinator (Clifton)
Pam Strangler – 3-Way Store Manager(Clifton)
Heather M Ruder, Clifton Town Manager(Clifton)
Gina Grove, SEACAP Board Member (Duncan)
Haiden LaFoy , SEACAP Board Member (Clifton)
Nanci Lee Waits, SEACAP Board Member (Duncan)

SANTA CRUZ COUNTY:

Chris Young, Chief Deputy Santa Cruz County School Superintendent (Nogales)
Commander C.L. Jimenez, City of Nogales Police Department (Nogales)
Lieutenant Gerardo Castillo, City of Nogales Police Department (Nogales)
Rebecca Lorta, Customer Service Representative SSVEC (Patagonia)
Gerardo Castillo, Santa Cruz County Sheriff Dept. (Nogales)
Marcela Chavez, United Way of Santa Cruz County (Nogales)
Gloria Kirkpatrick, Center Coordinator Child & Family Resources (Nogales)
Manuel A. Lopez, Farmers Insurance (Nogales)
Angel Suarez, Office Manager City of Nogales Water Dept. (Nogales)
Ana Lourdes Morales, Revenue & Finance Supervisor City of Nogales (Nogales)
Alberto Durazo, BHT Clinical Supervisor (Nogales)
Abraham Sneed, Branch Manager Enterprise (Nogales)
Amanda Rivero, Customer Service Supervisor Unisource (Nogales)
Irasema Olvera, Program Manager/EO Compliance Officer Az@Work (Nogales)
Charles R. Kelly, Secretary/Treasurer Senior Citizen Center (Patagonia)
Fernando Alvarez, Executive Director Az@Work (Nogales)
Elsa Chavez, Customer Service Supervisor Liberty Utilities (Nogales)
Ricardo Martinez, Human Service Specialist Adult Protective Services (Nogales)
Joe Verdugo, Owner and Instructor at Santa Cruz Institute (Nogales)
Suzanne Sainz, Santa Cruz County Recorder (Nogales)
Norma Lucero, Admin Assistant Unisource (Nogales)
Norma Castillo, Local Office Manager Az. Dept. of Economic Security (Nogales)

COCHISE COUNTY:

Barbara Thompson, Assistant to Benson City Manager (Benson)
Lynn Phillips, Secretary (Tombstone)
Blanca Velasquez Cordova, Office Manager St. Vincent de Paul (Sierra Vista)
Xenia Gonazalez, Housing Manager (Douglas)
Lucia Spikes, President St. Vincent de Paul (Douglas)
Donna Hewitt, City of Sierra Vista Leisure Services (Sierra Vista)
Elsa Chavez, Customer Service Supervisor Liberty Utilities (Sierra Vista)
Regina Duran, City of Tombstone Secretary (Tombstone)
Deborah Hankerd, Senior Center Manger (Tombstone)
Pamela Duarte, Supervisor/Therapist Pinal Hispanic Council (Douglas)
Elisa Aguirre, Store Manager Verizon (Willcox)
Penny Ellis, Center Manager Child Parent Center (Willcox)
Veronic Belloc, Center Service Manager Chicanos Por La Causa (Willcox)
Hannah DeVon, Office Assistance Cochise College (Benson)
Crystal Hadfield, City Clerk City of Willcox (Willcox)
Julie Teeters, Willcox Fire Department (Willcox)
Shirley Ross, SEACAP Board Member (Sunizona)
Wendy Conger, Bowie School Principal (Bowie)
Frank Gonzales, Auto Zone (Willcox)
Elwood Johnson, City of Willcox Council Member (Willcox)
Sergio Garcia, Rural Development US Dept. of Agriculture (Willcox)
Donna Lewis, San Simon Unified School District #18 (San Simon)
Ainslee Wittig, Comm. Rlts. Coord. Northern Cochise Comm. Hosp. (Willcox)
Ms. Farbo, Cochise Community College (Willcox)
Carol Browden, Arizona Range News (Willcox)
Jose Lune, BBVA Compass Bank (Willcox)
Ms. Trujillo, Weslyan Daycare (Willcox)
Roxy Roffey, Cochise County Health Department (Willcox)
Bruce Leclair, Appliance Mart (Benson)
Delbert Berdugo, Pizza Hut (Willcox)
Sonya Chairez, Shotton Insurance (Willcox)
Karl Uterhardt, Superintendent Cochise Schools (Cochise)
Gilda Gomez, Benson City Hall (Benson)
Willcox Department of Public Safety (Willcox)
Chiricahua Community Health Clinic (Willcox)
Cochise Credit Union (Willcox)
JW Produce (Willcox)
Willcox Potatoes LLC (Willcox)
Marlene Esqueda, Northern Cochise Community Hospital (Willcox)
Rodolfo Camacho, TA Mechanic (Willcox)
Adolfo Acuna, TA Trucking Center (Willcox)
Beatrice Nunez, Low Income (Bowie)

SURVEY TEMPLATE (Spanish)

Encuesta del Programa de Acción Comunitaria
Febrero / Julio 2018

El Programa de la Acción Comunitaria esta conduciendo una evaluación de las necesidades y recursos de la comunidad según los requerimiento del departamento federal de salud y servicios humanos, y la administración de subsidio del bloque del servicio comunitario. Para evitar duplicación, la información de evaluaciones existentes, estatales y locales e informes nacionales se han recopilado. Para proporcionar una imagen más clara de los recursos, necesidades y las faltas de servicios en

(área geográfica) para las personas de bajos ingresos. Por favor de completar la siguiente breve encuesta y regrésenla a _____ No mas tardar de _____ (fecha).

- 1. Nombre de su organización:** _____
 - 2. Nombre de la persona que a completo la encuesta:** _____
 - 3. Dirección de correo electrónico:** _____
 - 4. Número de Teléfono:** _____
- 5. ¿Cuáles son los servicios principales que su organización provee para la gente de bajos ingresos? (marque cada caja que aplique)**

Servicios	Marque todo lo que aplique
Servicios de Manejo Financiero	
1. Instrucción Financiera – Entrenamiento/educación en manejo financiero	
2. Preparación de impuestos – Ayuda para reportar y preparar formas de impuestos incluyendo acceso a EITC	
Alimento / Comidas	
3. Alimento – Cajas – Una sola comida (Por ejemplo programa de almuerzo en bolsa)	
4. Referir para Cajas de alimento	
5. Cajas de Alimento – Comidas múltiples	
6. Comidas – proporcionado en conjunto o entrega individual	
Servicios de Vivienda/Refugio	
7. Asistencia de Ejecución Hipotecaria – Asistencia financiera para prevenir embargo de su casa	
8. Consejería/Educación sobre ejecución Hipotecaria	

9. Reparación / Rehabilitación de casa	
10. Apoyo de vivienda permanente	
11. Vivienda pública – tal como Sección 8	
12. Asistencia de Renta y prevención de desalojo – Asistencia Financiera para prevenir desalojo	
13. Refugio – Violencia Domestica	
14. Refugio – Residencia de emergencia	
15. Refugio– Emergencia tal como vales para estancia en el motel.	
16. Vivienda temporal	
Servicios Médicos / Físico, Oral, o Salud Mental	
17. Mental / Servicios de consejería en salud mental	
18. Servicios Médicos – Salud Oral	
19. Servicios Médicos – Salud Física incluyendo medico en su casa	
20. Asistencia de Prescripción –Asistencia financiera con recetas medicas	
21. Tratamiento de abuso de substancia – Tratamiento dentro o fuera del hospital incluyendo consejería.	
Asistencia de utilidades	
22. Asistencia de Energía–Ayuda Financiera para luz, gas, madera, gas propano, etc.	
23. Educación de Energía–información sobre como conservar energía y usarla con eficiencia.	
24. Asistencia de Teléfono – Ayuda Financiera	
25. Climatización – Modificación en casa para hacerla más eficiente en energía	
Otro	
26. Manejo de Casos – Planeamientos comprensivos y referencias diseñadas para llevarlos al auto suficiencia y a un ambiente más estable para vivir atreves de la evaluación, metas establecidas y acceso a varios servicios y ayudas. Típicamente a corto plazo: tres a seis meses	
27. Cuidados de Niños – Hogares de cuidados de niños, centros o hogares en grupo.	
28. Apoyo de empleos – búsqueda de trabajo, escritura de curriculum, etc.	
29. Información y servicios de referencias	

30. Entrenamiento en capacidades de trabajo	
31. Servicios legales	
32. Transportación – servicios de transporte por ejemplo para gente que es mayor o físicamente deshabilitada.	
33. Transportación – pases o vales	
34. Otro:	

6. ¿Cuántas personas (adultos y niños) usted atiende al mes en cada área de servicios?

7. ¿Tiene usted actualmente una lista de espera y/o de rechazados para algunos de estos servicios? Sí _____ No _____

Si, si cuantas personas tiene en la lista de espera, cuanto es el tiempo de espera estimado y/o cuantas personas han sido rechazadas?

Servicios	Numero de personas en la lista de espera y de que fecha?	tiempo de espera promedio	Numero de personas rechazadas el mes pasado
Ejemplo: Comidas	N/A – No se mantiene una lista de espera	NA	Estimado: 40 personas en Agosto 2008
Ejemplo: Asistencia de Renta	40 personas desde sep.10	30 días	
Ejemplo: Caja de alimentos	N/A – No se mantiene una lista de espera	N/A	Ningún rechazado pero reducimos la cantidad de alimentos en las cajas.

8. ¿Que es lo que usted mira que son los recursos de esta comunidad para mantener a la gente Sana y económicamente auto suficiente?

9. ¿Cuáles son los obstáculos para las personas de bajos ingresos para tener acceso a los servicios que usted provee?

Servicios	Obstáculos para tener acceso a servicios
Ejemplo: Cuidados de Niños	No hay cuidado de niños disponible después de las 6:00 o en fines de semana.

10. Describa por favor cualquier problema que su organización este experimentando en respecto a servicios que se requieren; por ejemplo crece la demanda, reducción de fondos para programas, etc.

11. ¿Cuál Cree usted que es el servicio de prioridad necesario para las personas de bajos ingresos en nuestra comunidad?

12. Comentarios Adicionales – Por favor comparta cualquier comentario adicional que usted pueda tener para mejorar la calidad o' cantidad de servicios disponibles en esta comunidad.

Gracias por su ayuda en crear una imagen más exacta de la necesidades de servicios y faltantes en nuestra comunidad. La Evaluación de necesidades será terminada en Julio del 2018. Si usted desea una copia de los resultados por favor indíquelo abajo.

Por favor envíe una copia de reportes de las necesidades y recursos de la comunidad a:
Nombre: _____ Correo Electrónico: _____

SURVEY PLATE (English)

Community Action Program Survey
February / July 2018

The Community Action Program is conducting a Community Needs and Assets Assessment as required by the Federal Department of Health and Human Services, Community Service Block Grant Administration. To avoid duplication, information from existing assessments, state and local reports and national data has been gathered. To provide a clear picture of the assets, needs and gaps in service in _____ (geographic area) for low income people, please complete the following brief survey and return it to

_____ no later than _____ (date).

1. Name of your organization: _____
2. Name of person completing the Survey: _____
3. E-mail address: _____ 4. Phone number: _____

13. What are the primary services provided by your organization for low-income people?
(Check each applicable box)

Service	Mark all that apply
Financial Management Services	
3. Financial Literacy – Training/education in financial management.	
4. Tax Preparation – Support to complete income tax reporting forms including access to EITC	
Food / Meals	
7. Food – Boxes – single meal (such as sack lunch programs)	
8. Food Box Referrals	
9. Food Boxes – Multiple Meals	
10. Meals – provided in a congregate setting or delivered	
Housing / Shelter Services	
17. Foreclosure Assistance – Financial Assistance to Prevent Foreclosure	
18. Foreclosure Counseling / Education	
19. Home Repair / Rehabilitation	

20. Permanent Supportive Housing	
21. Public Housing – Such as Section 8	
22. Rental Assistance and Eviction Prevention – Financial support to prevent eviction	
23. Shelter – Domestic Violence	
24. Shelter - Emergency Residential	
25. Shelter – Emergency such as vouchers for a motel stay.	
26. Transitional Housing	
Medical Services / Physical, Oral, or Behavioral Health	
22. Mental / Behavioral Health Counseling Services	
23. Medical Services - oral health	
24. Medical Services – physical health including Medical Home	
25. Prescription Assistance - Financial	
26. Substance Abuse Treatment – In patient or out patient treatment including counseling	
Utility Assistance	
26. Energy Assistance –financial support for electric, gas, wood, propane, etc.	
27. Energy Education – information about energy conservation and efficiency.	
28. Telephone Assistance – financial support	
29. Weatherization – home modification to make the home more energy efficient.	
Other	
35. Case Management - Comprehensive planning and referral designed to lead to self sufficiency and a more stable living environment through assessment, goal establishment and access to a variety of services and supports. Typically short term; three to six months.	
36. Child Care – Child care homes, centers or group homes	
37. Employment Support – job search, resume writing, etc.	
38. Information and Referral Services	
39. Job Skills Training	
40. Legal Services	
41. Transportation – actual ride service such as for people who are elderly or physically disabled.	
42. Transportation – passes or vouchers.	

43. Other:	
------------	--

14. How many people (adults and children) do you serve a month in each service area?

Service	Number of People per Month	Month / Year Reporting
Example: Meals	300 people per month	August 2008

15. Do you currently have a waiting list and / or turn-aways for any of these services? Yes

_____ No _____

If yes, how many people are on the waiting list, what is the estimated wait time and/or how many people are turned away?

Service	Number of people on the waiting list as of what date?	Average Wait Time	Number of people turned away last month
Example: Meals	N/A – Don't maintain a waiting list	NA	Estimate: 40 people in August 2008
Example: Rental Assistance	40 people as of Sept 10	30 days	
Example: Food Boxes	N/A – Don't maintain a waiting list	N/A	None turned away but we have reduced the amount of food in the boxes.

16. What do you view as the strengths of this Community that keep people healthy and economically self sufficient?

17. What are the barriers to low-income people accessing the services you provide?

Service	Barriers to Accessing Service
Example: Child Care	There is no child care available after 6:00 pm or on week-ends.

18. Please describe any trends your organization is experiencing with regard to requests for services; i.e. increased demand, decrease demand, funding reductions for programs, etc.

19. What do you believe is the priority service needed by low-income people in our community?

20. Additional Comments – please share any additional comments you may have related to improving the quality or quantity of services available in this Community?

Thank you for your help in creating an accurate picture of the service needs and gaps in our community. The Needs Assessment will be completed by July 2018. If you would like a copy of the results, please indicate so below.

Please send a copy of the Community Needs and Assets Report to:

Name: _____ E-mail: _____

TABLE OF FIGURES

FIGURE 1 - <i>BARRIERS TO SEEKING OR GAINING ASSISTANCE TO MEET BASIC NEEDS GRAHAM COUNTY (DATA FROM SURVEYS)</i>	PG. 26
FIGURE 2 - <i>RECENT TRENDS IN EMPLOYER SPONSORED INSURANCE (HENRY J. KAISER FAMILY FOUNDATION)</i>	PG. 27
FIGURE 3 - <i>GRAHAM COUNTY EMPLOYMENT TRAVEL TIME U.S. CENSUS BUREAU: STATE AND COUNTY QUICK FACTS</i>	PG. 28
FIGURE 4 - <i>BARRIERS TO SEEKING OR GAINING ASSISTANCE TO MEET BASIC NEEDS GREENLEE COUNTY (DATA FROM SURVEYS)</i>	PG. 29
FIGURE 5 - <i>RECENT TRENDS IN EMPLOYER SPONSORED INSURANCE (HENRY J. KAISER FAMILY FOUNDATION)</i>	PG. 30
FIGURE 6 - <i>BARRIERS TO SEEKING OR GAINING ASSISTANCE TO MEET BASIC NEEDS SANTA CRUZ COUNTY (DATA FROM SURVEYS)</i>	PG. 31
FIGURE 7 - <i>RECENT TRENDS IN EMPLOYER SPONSORED INSURANCE (HENRY J. KAISER FAMILY FOUNDATION)</i>	PG. 32
FIGURE 8 - <i>BARRIERS TO SEEKING OR GAINING ASSISTANCE TO MEET BASIC NEEDS COCHISE COUNTY (DATA FROM SURVEYS)</i>	PG. 33
FIGURE 9 - <i>COCHISE COUNTY BARRIERS TO FINDING EMPLOYMENT (DATA FROM SURVEYS)</i>	PG. 34
FIGURE 10 - <i>RECENT TRENDS IN EMPLOYER SPONSORED INSURANCE (HENRY J. KAISER FAMILY FOUNDATION)</i>	PG. 35
FIGURE 11 - <i>UNEMPLOYMENT RATES - 2018 (BUREAU OF LABOR STATISTICS)</i>	PG. 56
FIGURE 12 - <i>2018 EMPLOYMENT BY OCCUPATION - AVERAGE WAGES (ARIZONA DEPARTMENT OF COMMERCE - COUNTY PROFILES)</i>	PG. 57

TABLE OF FIGURES

FIGURE 13 – COUNTIES PERSONAL INCOME AND EARNINGS BY INDUSTRIES/EARNING BY PLACE OF WORK 2017 (ECONOMIC DEVELOPMENT INTELLIGENCE SERVICE)	PG. 58
FIGURE 14 – SOUTHEASTERN AZ. COUNTIES POPULATION CHARACTERISTICS (ECONOMIC DEVELOPMENT INTELLIGENCE SERVICE)	PG. 59
FIGURE 15 – SOUTHEASTERN AZ. COUNTIES NONPROFIT ORGANIZATIONS BY LOCATION (COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH)	PG. 59
FIGURE 16 - SOUTHEASTERN AZ. COUNTIES POPULATION GROWTH, 2011-2017 (COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH)	PG. 60
FIGURE 17 - SOUTHEASTERN AZ. COUNTIES POPULATION AGE BREAKDOWN 2017 (COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH)	PG. 61
FIGURE 18 – SOUTHEASTERN AZ. COUNTIES 2017 POPULATION POVERTY STATUS AND SEX 2017 (COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH)	PG. 62
FIGURE 19 – PERSONS IN POVERTY BY GENDER/ETHNICITY, JULY 2017 (U.S. CENSUS BUREAU QUICKFACTS)	PG. 63
FIGURE 20 – PERSONS IN POVERTY BY AGE, JULY 2017 (U.S. CENSUS BUREAU QUICKFACTS)	PG. 64
FIGURE 21 – PERSONS IN POVERTY BY RACE, JULY 2017 (U.S. CENSUS BUREAU QUICKFACTS)	PG. 65

REFERENCES AND RESOURCES

Arizona Department of Commerce - County Profiles - <http://www.azcommerce.com/SiteSel/Profiles/County+Profiles.htm>

Arizona Department of Commerce, Population Statistics Unit; <http://www.azcommerce.com>

Arizona Department of Economic Security, (ADES) Research Administration, Population Statistics Unit, 12/01/10 - <http://www.azdes.gov>

Arizona Department of Education; <http://www.ade.state.az.us/>

Arizona Department of Health Services (ADHS) - <http://www.azdhs.gov/>

Arizona Department of Housing; <http://www.housingaz.com/ahc/publiceducation.aspx>

Az. Economic and Business Research Center; <https://www.azeconomy.org>

Bureau of Labor Statistics; <http://www.bls.gov/lau/tables.htm>

Cochise College Center for Economic Research; <http://www.cochise.edu/deptsdirs/organizations/cer/index.asp>

Cochise County School Readiness Partnership Community Assessment Report, March 2014

Cochise County, Land of Legends

Corporation for National & Community Service; <http://www.nationalservice.gov/>

Economic Development Intelligence Service: <https://edis.commerce.state.nc.us/Portal/main.do>

Educational Needs Index (ENI); <http://www.educationalneedsindex.com>

Graham County Transit Feasibility Report

National Association of Counties; <http://www.naco.org/>

SEAGO Area on Aging: <http://www.seago.org>

The Annie E. Casey Foundation Kids Count Data Center; <http://datacenter.kidscount.org/data/bystate/stateprofile>

U.S. Census Bureau: State and County Quick Fact; <http://www.census.gov>

U.S. Department of Agriculture Economic Research Service; <http://www.ers.usda.gov/>

U.S. Department of Commerce, Census Bureau, Zip Business Patterns 2013; <http://www.azcommerce.com>

U.S. Department of Health and Human Services; <http://www.hhs.gov>

U.S. Housing and Urban Development - Shelters and Emergency Housing Arizona - <http://www.hud.gov/local/az/homeless/shelters.cfm>

Graham County Community Health Assessment

Cochise Count Arizona Community Health Assessment

Northern Cochise Community Hospital Community Health Needs Assessment; <http://www.nccch.com>

Greenlee County Community Health Improvement Plan

Santa Cruz County United Way Community Assessment Project

UNEMPLOYMENT RATES – 2018

	UNEMPLOYMENT RATE
ARIZONA	4.9%
COCHISE COUNTY	5.6%
GRAHAM COUNTY	4.9%
GREENLEE COUNTY	4.5%
SANTA CRUZ COUNTY	8.5%

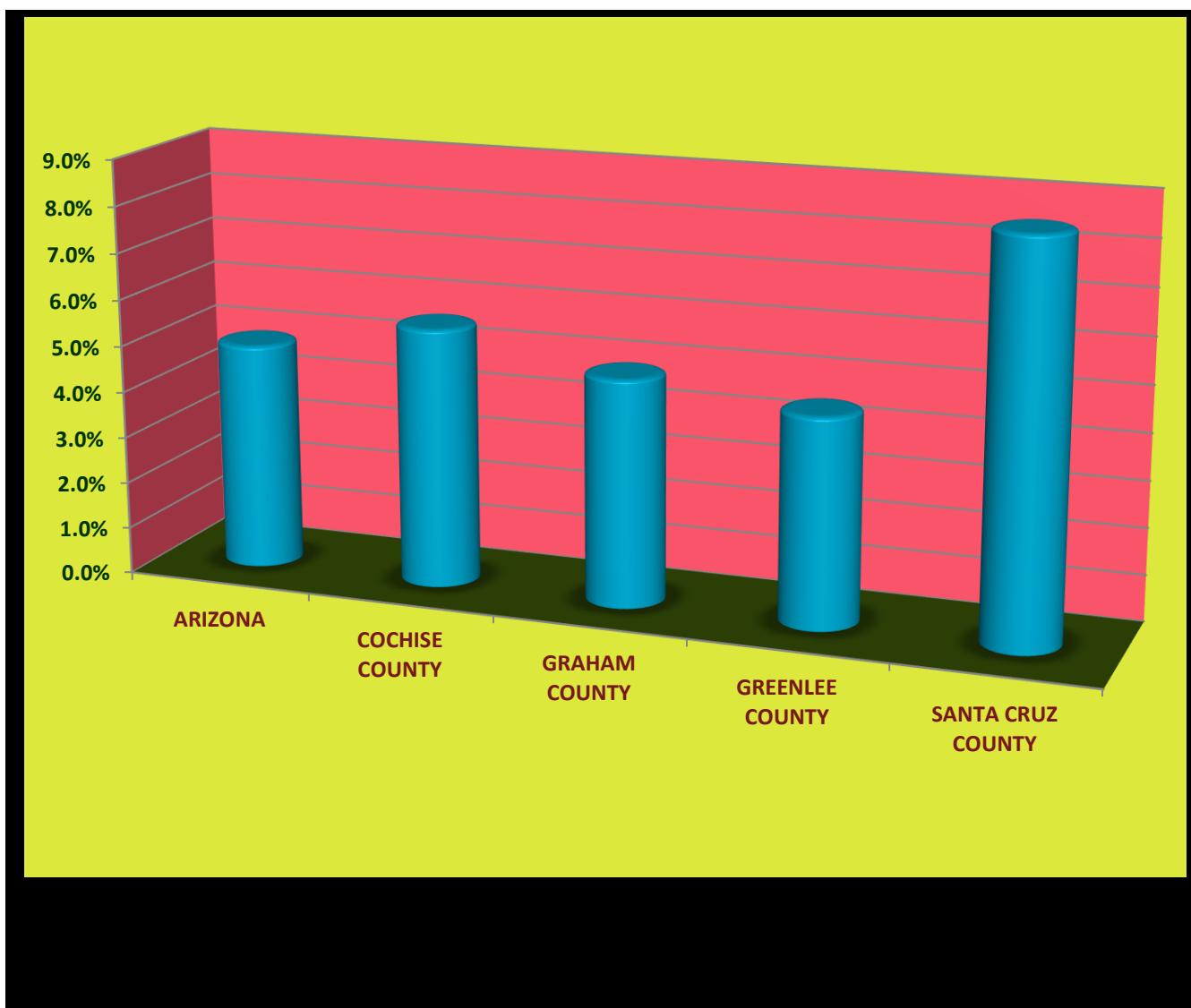


Figure 11

2018 EMPLOYMENT BY OCCUPATION – AVERAGE WAGES

GRAHAM COUNTY		
OCCUPATION	EMPLOYMENT	AVERAGE WAGES
Education, Training and Library Occupations	1213	\$22.50
Office and Administrative Support	1314	\$16.15
Installation, Maintenance and Repair	611	\$20.90
Healthcare Practitioner & Technical	472	\$38.75
Transportation & Material Moving	447	\$17.80
Sales & Related	N/A	\$15.65
Management	321	\$32.35
Construction & Extraction	375	\$19.85
Community and Social Services	N/A	\$17.54
GREENLEE COUNTY		
OCCUPATION	EMPLOYMENT	AVERAGE WAGES
Office and Administrative Support	217	\$16.35
Food Preparation & Serving Related	120	N/A
Transportation & Material Moving	225	\$18.25
Business and Financial Operations	110	\$31.75
SANTA CRUZ COUNTY		
OCCUPATION	EMPLOYMENT	AVERAGE WAGES
Office and Administrative Support	3345	\$14.27
Construction & Extraction	260	\$17.95
Food Preparation & Serving Related	759	\$10.50
Sales & Related	3195	\$14.32
Transportation & Material Moving	1521	\$13.55
Healthcare Practitioner & Technical	325	\$42.25
Installation, Maintenance and Repair	615	\$19.87
Protective Service	1250	\$21.95
Management	750	\$40.45
Building and Maintenance	675	\$12.25
Production	510	\$12.75
Personal Care and Service	215	\$12.50
COCHISE COUNTY		
OCCUPATION	EMPLOYMENT	AVERAGE WAGES
Office and Administrative Support	6575	\$15.75
Construction & Extraction	2460	\$18.90
Food Preparation & Serving Related	3595	\$10.50
Education, Training and Library	3201	\$21.89
Sales & Related	3175	\$13.90
Transportation & Material Moving	1770	\$14.56
Healthcare Practitioner & Technical	1831	\$37.85
Installation, Maintenance and Repair	1690	\$20.15
Protective Service	2382	\$22.75
Management	1815	\$40.25
Building and Maintenance	1305	\$12.50
Production	925	\$15.25
Personal Care and Service	745	\$12.75

Figure 12

COUNTIES PERSONAL INCOME AND EARNINGS BY INDUSTRY 2017

STATE/COUNTY	CONSTRUCTION PERCENT	RETAIL TRADE PERCENT	PROFESSIONAL AND TECHNICAL SERVICES PERCENT	HEALTH CARE AND SOCIAL ASSISTANCE PERCENT	GOVERNMENT PERCENT
ARIZONA	12.3%	9.8%	8.9%	11.5%	17.2%
GRAHAM	7.2%	10.9%	4.5%	11.8%	39.1%
GREENLEE	10.1%	1.9%	2.2%	1.8%	11.3%
SANTA CRUZ	3.4%	13.5%	2.4%	3.7%	38.6%
COCHISE	6.6%	7.7%	10.3%	8.2%	53.4%

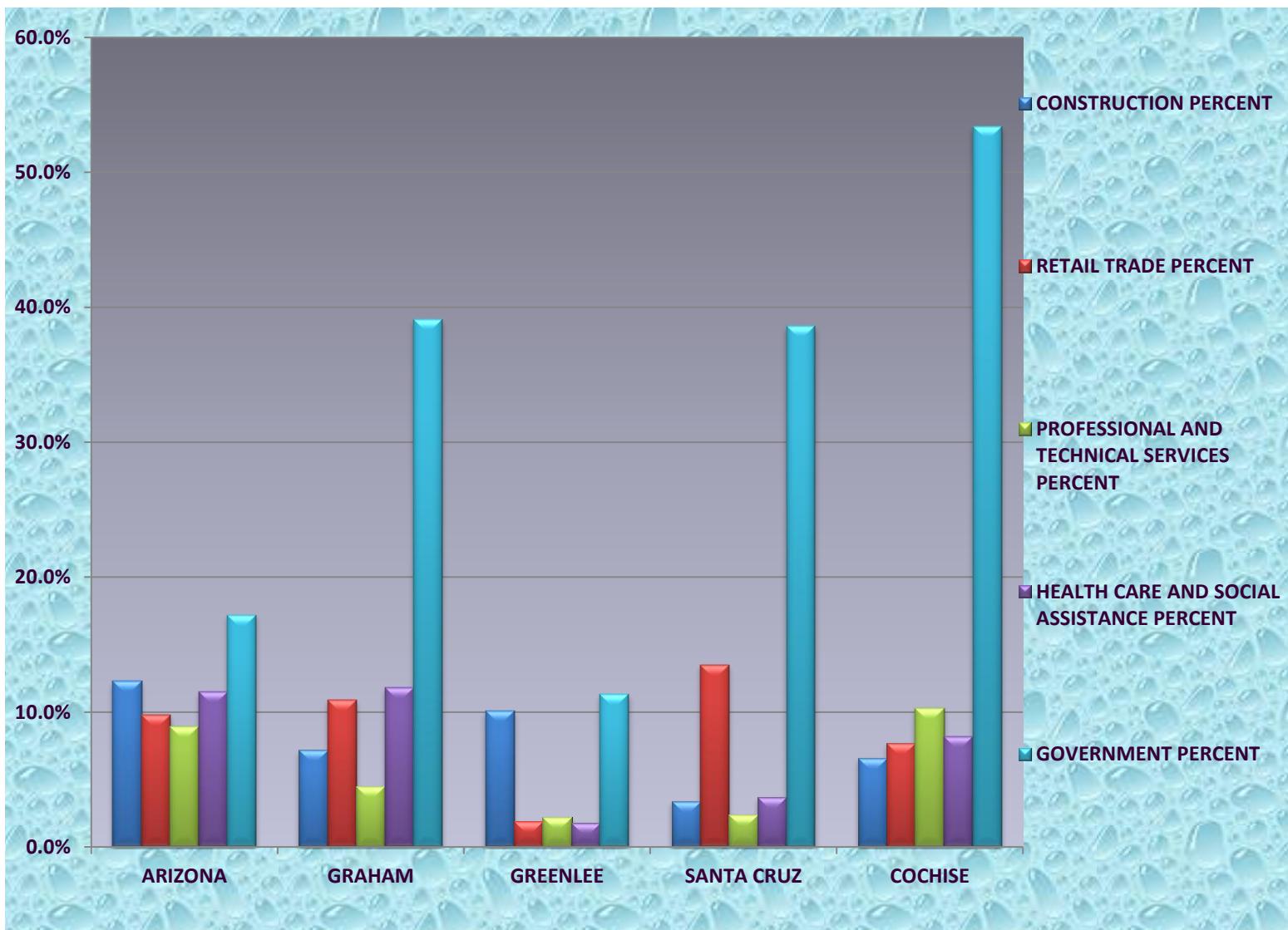


Figure 13

**SOUTHEASTERN ARIZONA COUNTIES
POPULATION CHARACTERISTICS 2017**

COUNTY	FOREIGN-BORN POPULATION 2017	PERSON 5 YEARS + SPEAKING LANGUAGE OTHER THAN ENGLISH AT HOME, 2017 (PERCENT)	PERSON 5 YEARS + RESIDING IN SAME HOUSE IN 2017 (PERCENT)	WORKERS WHO DROVE ALONE TO WORK 2017	HOUSEHOLDS WITH INCOME OF \$75,000 OR MORE 2017	PERSONS IN POVERTY 2017
ARIZONA	15.2	28.4	53.4	77.5	28.4	16.4
GRAHAM	2.9	25.3	52.8	68.2	9.8	22.9
GREENLEE	3.3	17.3	56.4	83.2	13.5	12.0
SANTA CRUZ	46.1	84.5	59.6	70.6	13.9	20.9
COCHISE	20.8	36.1	45.2	81.4	15.8	18.9

Figure 14

**SOUTHEASTERN ARIZONA COUNTIES
NONPROFIT ORGANIZATIONS BY LOCATION**

COUNTY	NUMBER OF NONPROFIT ORGANIZATIONS REGISTERED WITH IRS	APPROXIMATE % OF TOTAL NONPROFIT ORGANIZATIONS	NUMBER OF NONPROFITS FILING IRS 990
GRAHAM	109	1.2	47
GREENLEE	25	0.2	7
SANTA CRUZ	134	1.4	76
COCHISE	629	4.9	176

Figure 15

**SOUTHEASTERN ARIZONA COUNTIES
POPULATION GROWTH
2011-2017**

GEOGRAPHIC AREA	POPULATION ESTIMATES							
	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017	BASE
ARIZONA	22.70%	23.42%	24.19%	26.14%	27.23%	27.76%	1.56%	6,465,488
COUNTIES								
GRAHAM	11.5%	12.8%	-1.8%	2.5%	3.7%	1.4%	0.7%	37,220
GREENLEE	-7.0%	1.7%	2.1%	2.8%	1.4%	1.2%	12.1%	8,437
SANTA CRUZ	21.7%	18.5%	19.8%	21.7%	17.9%	22.4%	-2.1%	47,423
COCHISE	16.2%	17.4%	20.5%	21.9%	18.2%	20.8%	-5.0%	131,356

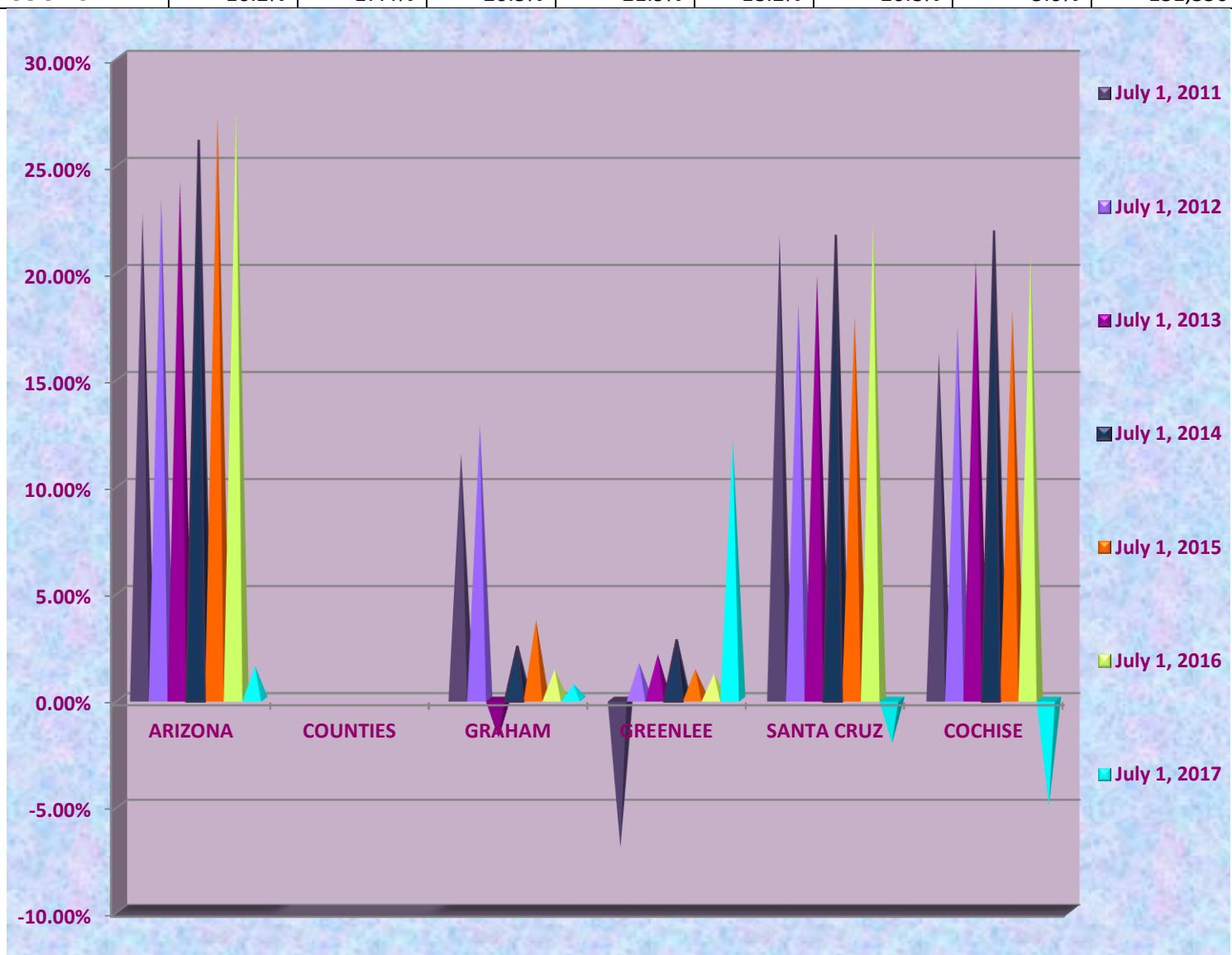


Figure 16

**SOUTHEASTERN AZ. COUNTIES
POPULATION AGE BREAKDOWN 2017**

COUNTY	UNDER 5 YEARS	5 - 24 YEARS	25 - 44 YEARS	45 - 64 YEARS	65 - 75+ YEARS
ARIZONA	9.10%	23.40%	28.70%	18.50%	20.30%
GRAHAM	7.50%	30.10%	27.90%	17.60%	16.90%
GREENLEE	5.20%	24.90%	27.80%	25.30%	16.80%
SANTA CRUZ	9.75%	28.60%	23.50%	26.25%	11.90%
COCHISE	7.75%	27.60%	24.20%	20.85%	19.60%

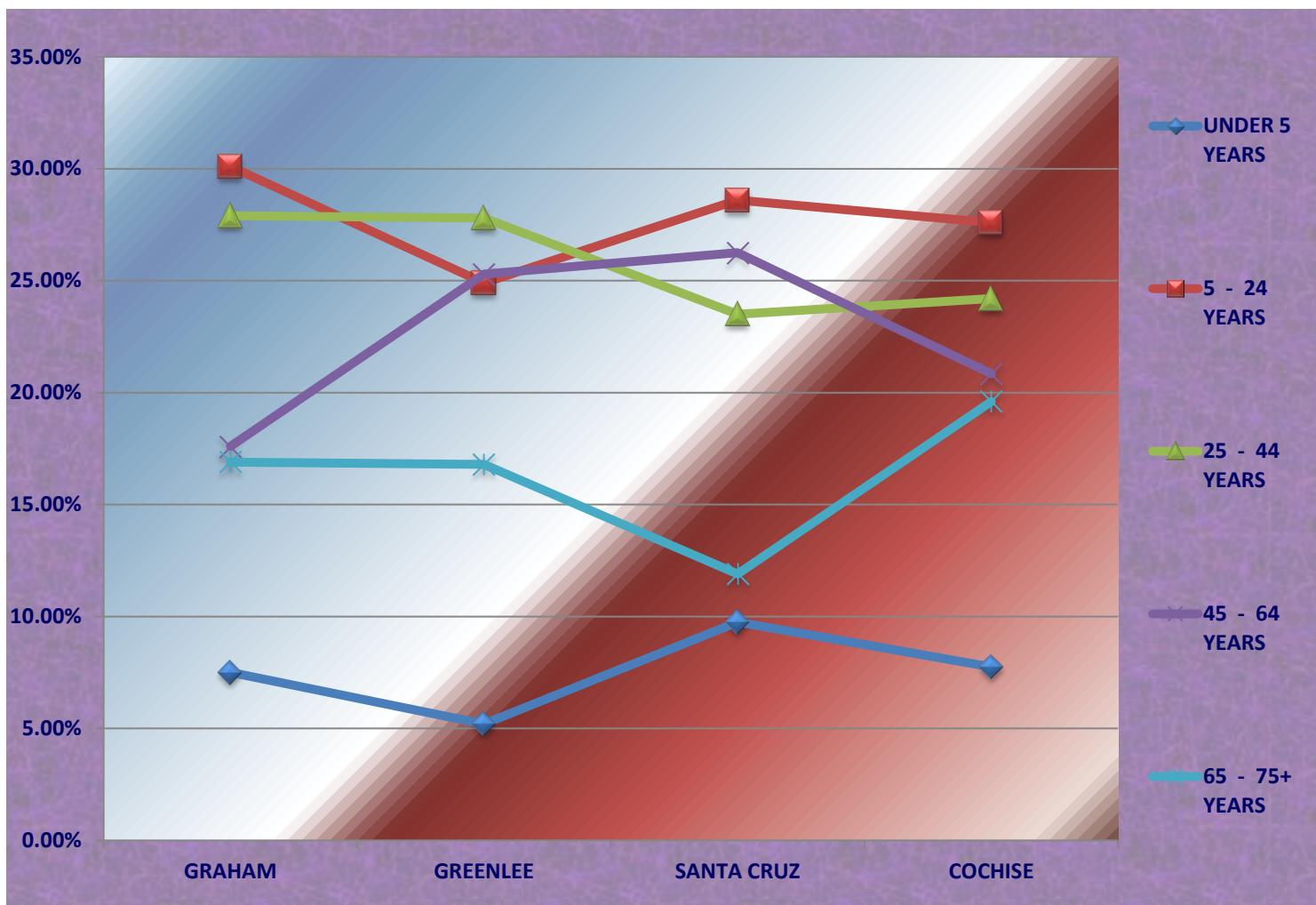


Figure 17

**SOUTHEASTERN ARIZONA COUNTIES
2017 POPULATION POVERTY STATUS**

AMERICAN COMMUNITY SURVEY 2017 DATA MEASURE	STATE OF ARIZONA	GRAHAM COUNTY	GREENLEE COUNTY	SANTA CRUZ COUNTY	COCHISE COUNTY
TOTAL POPULATION	7,016,270	37,466	9,455	46,212	128,177
POPULATION LIVING BELOW THE FEDERAL POVERTY GUIDELINES	1,150,668	8,579	1,135	9,658	24,225
PERCENT	16.4%	22.9%	12.0%	20.9%	18.9%

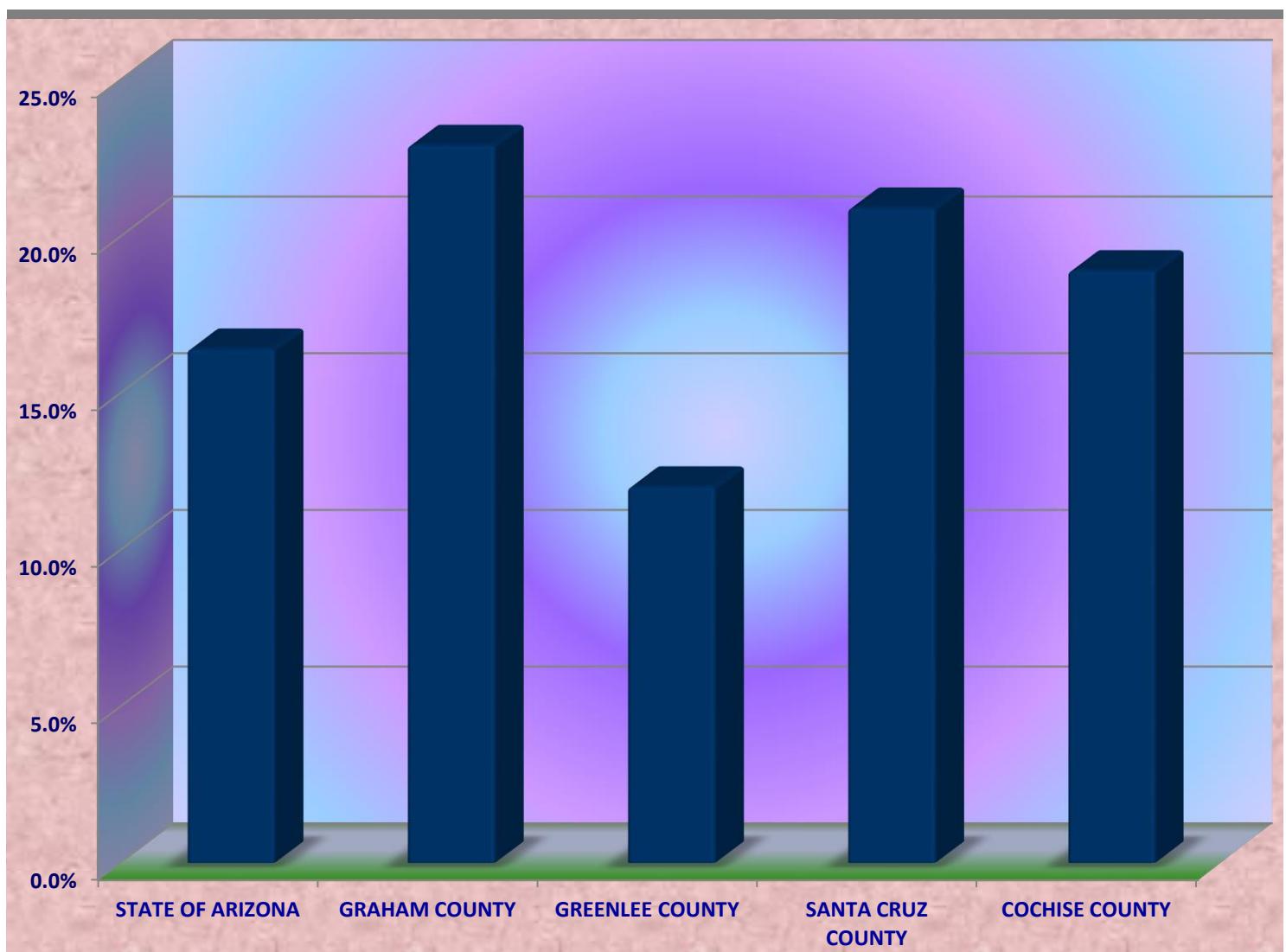


Figure 18

PERSONS IN POVERTY – BY GENDER/ETHNICITY (JULY 2017)

COUNTY	PERSONS IN POVERTY	FEMALE PERSONS IN POVERTY	MALE PERSONS IN POVERTY	PERSONS IN POVERTY HISPANIC or LATINO	PERSONS IN POVERTY WHITE ALONE (Non Hispanic or Latino)
ARIZONA	16.4%	50.3%	49.7%	31.4%	54.9%
GRAHAM	22.9%	46.7%	53.3%	32.8%	51.0%
GREENLEE	12.0%	48.4%	51.6%	46.8%	46.7%
SANTA CRUZ	20.9%	51.9%	48.1%	83.4%	14.9%
COCHISE	21.1%	49.3%	50.7%	35.6%	55.1%

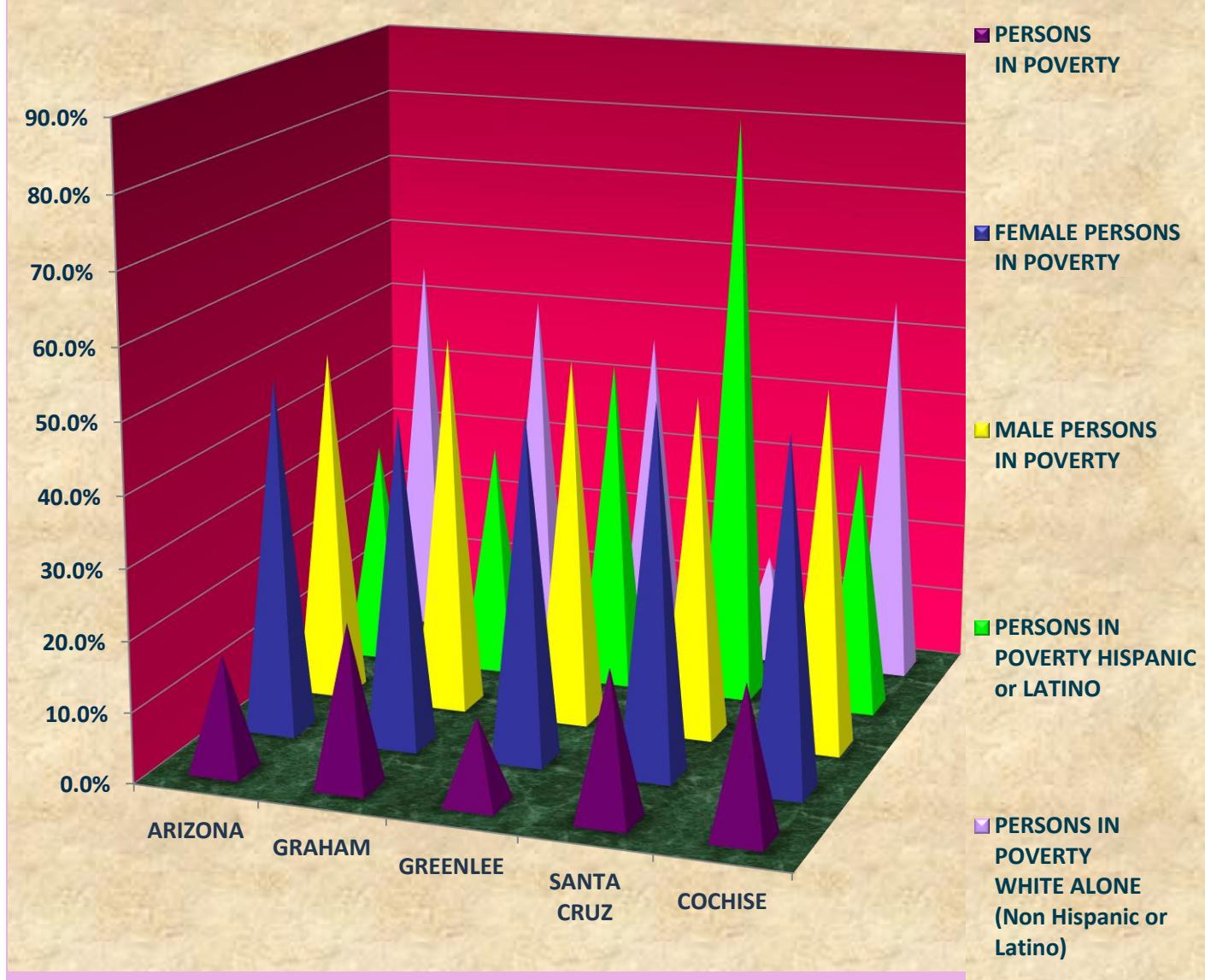


Figure 19

PERSONS IN POVERTY – BY AGE (JULY 2017)

COUNTY	PERSONS IN POVERTY	PERSONS IN POVERTY 0-5 YEARS OF AGE	PERSON IN POVERTY 6-18 YEARS OF AGE	PERSONS IN POVERTY 19-64 YEARS OF AGE	PERSONS IN POVERTY 65+ YEARS OF AGE
ARIZONA	16.4%	6.2%	23.3%	53.4%	17.1%
GRAHAM	22.9%	7.4%	27.3%	51.5%	13.8%
GREENLEE	12.0%	7.7%	27.6%	51.8%	12.9%
SANTA CRUZ	20.9%	6.9%	27.3%	48.4%	17.4%
COCHISE	21.1%	6.1%	21.9%	50.0%	22.0%

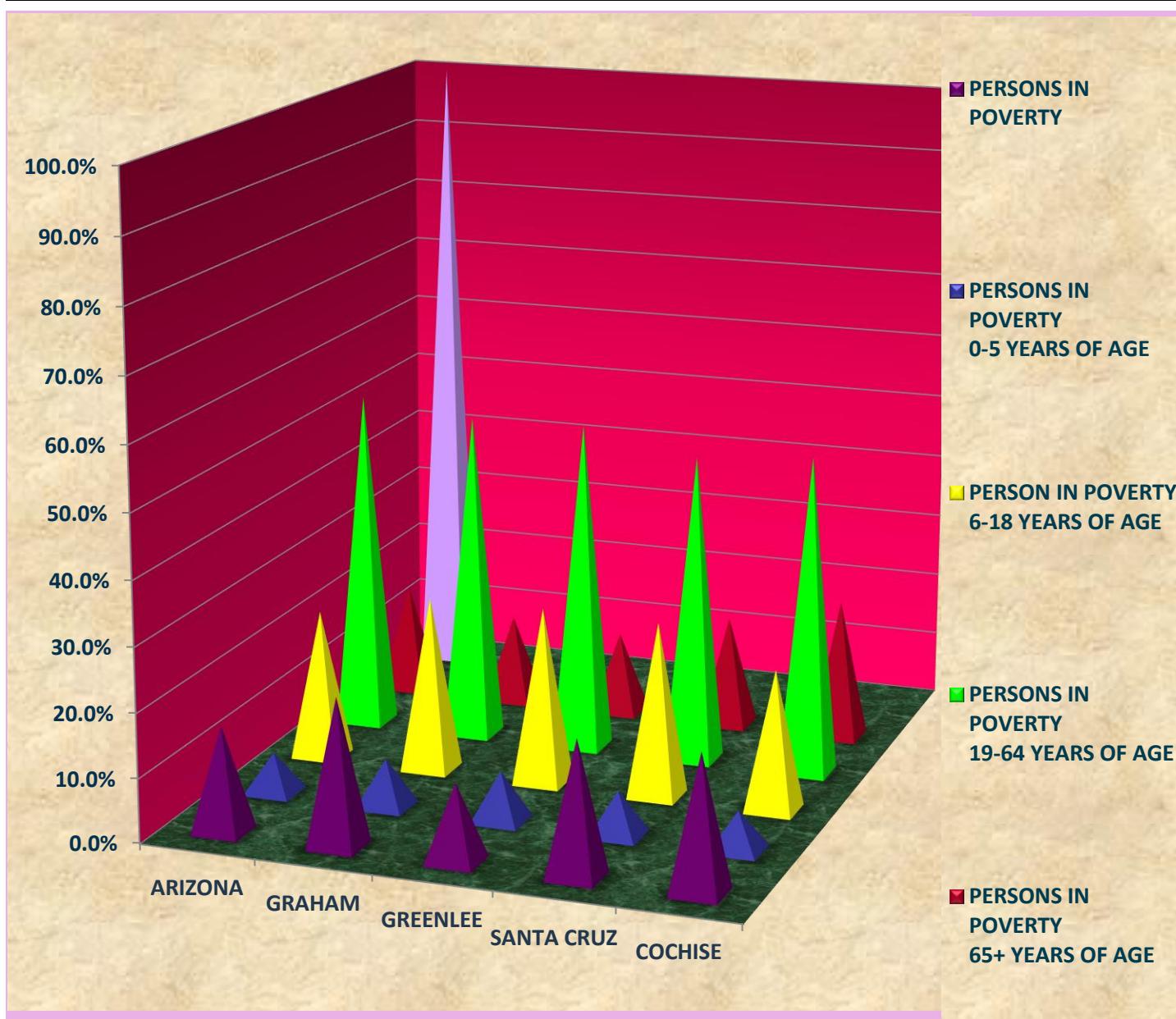


Figure 20

PERSONS IN POVERTY – BY RACE (JULY 2017)

COUNTY	PERSONS IN POVERTY	WHITE PERSONS IN POVERTY	BLACK / AFRICAN AMERICAN PERSONS IN POVERTY	AMERICAN INDIAN / ALASKA NATIVE PERSONS IN POVERTY	ASIAN PERSONS IN POVERTY	NATIVE HAWAIIAN / OTHER PACIFIC ISLANDER PERSONS IN POVERTY
ARIZONA	16.4%	85.9%	5.0%	5.3%	3.5%	0.3%
GRAHAM	22.9%	83.4%	1.8%	13.8%	0.7%	0.3%
GREENLEE	12.0%	93.0%	2.1%	3.8%	1.0%	0.1%
SANTA CRUZ	20.9%	96.8%	0.9%	1.4%	0.8%	0.1%
COCHISE	21.1%	91.1%	4.6%	1.8%	2.2%	0.3%

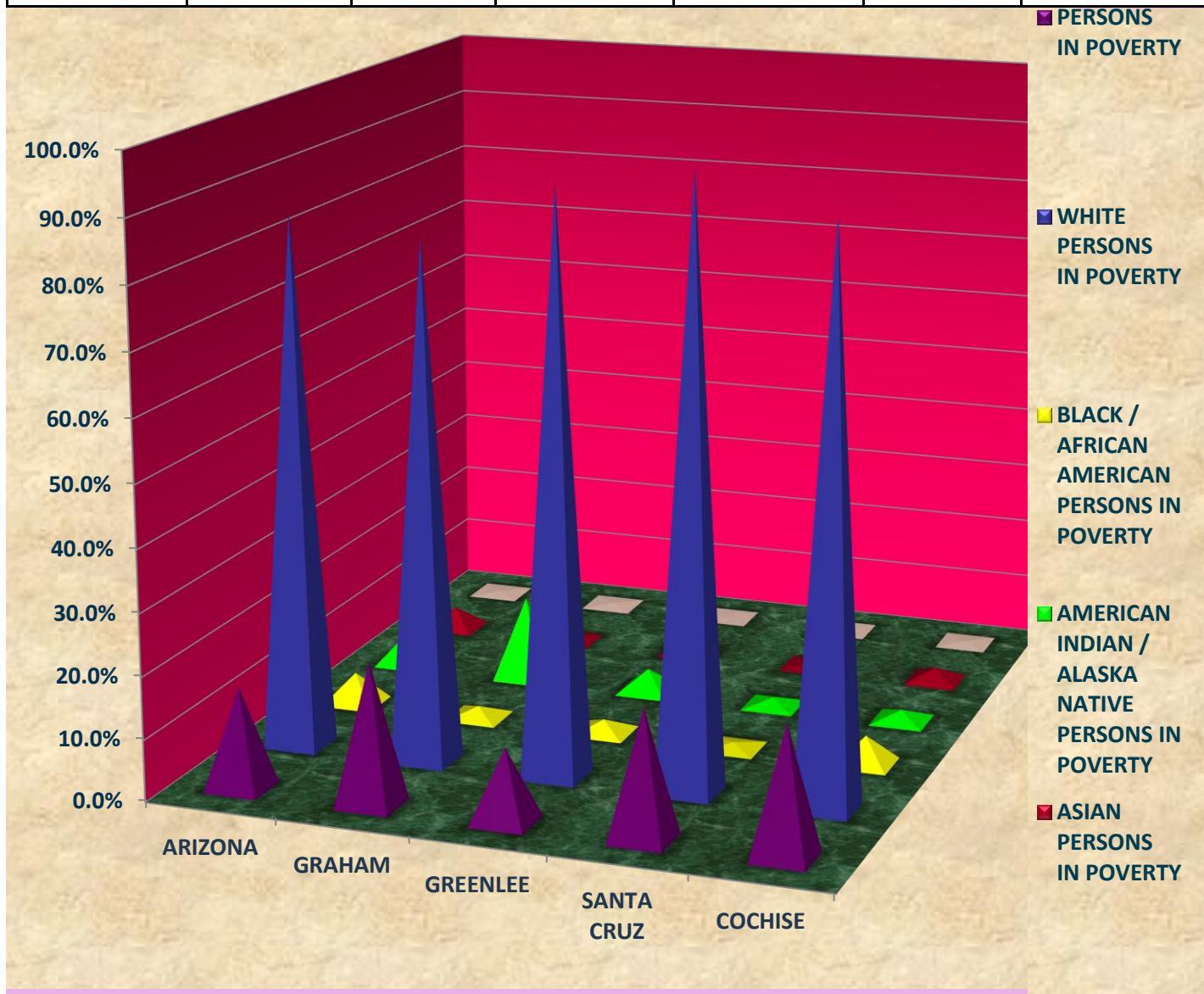


Figure 21

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