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# MEMORANDUM

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Date: June 27, 2022

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
County Administrator

Re: **JobPath, Inc. Annual Report to Pima County**

The Pima County Board of Supervisors recognized the tremendous need in furthering workforce and economic development as the COVID-19 pandemic affected our regional labor force and local economy. The unanimous action by the Board on June 22, 2021 to allocate \$750,000 from the General Fund and \$1 million from the federal American Rescue Plan Act/Coronavirus State and Local Fiscal Recovery Funds (ARPA/CSLFRF) has allowed JobPath, Inc. to enroll 540 lower-income Pima County residents in its programming. These residents who enrolled in two-year or less certification and job training programs now have the opportunity to work toward higher wage jobs for themselves and their families; and help provide the skilled workforce essential to Pima County's economy.

As required under the terms of its contract with Pima County, JobPath, Inc. has submitted its annual report that indicates the organization is on track to provide services and support to the required 670 participants by the end of the fiscal year. As noted in the attached report, JobPath has successfully increased its staffing to meet the increased funding and enrollment while achieving a 95 percent retention rate of its participants and significantly exceeding the contract's wage requirements.

JobPath, Inc. meets with, and reports regularly to, Pima County Economic Development, which is the County department charged with JobPath's General Fund contract oversight. Economic Development staff have indicated JobPath is in compliance and on target to meet all of the metrics and requirements contained in the County FY 2021-2022 General Fund contract. JobPath, Inc. also works closely with Pima County Grants Management and Innovation (GMI) to ensure compliance with federal requirements for the receipt of ARPA/CSLFRF funds. Staff from GMI have indicated that to date JobPath is in compliance with its contract with Pima County and ARPA/CSLFRF reporting requirements.

Additionally, JobPath has worked collaboratively with Pima County Community and Workforce Development's One Stop system to maximize training opportunities to Pima County residents. As indicated in the annual report, the vast majority of JobPath participants enroll in educational programming offered by Pima Community College. JobPath fills an important role in assisting lower income residents and strengthening the Pima County-Pima Community College partnership that is one of the most important and effective workforce development efforts in Southern Arizona.

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **JobPath, Inc. Annual Report to Pima County**  
June 27, 2022  
Page 2

JobPath's FY 2022-2023 General Fund and ARPA/CSLFRF contracts are on the Board of Supervisor's agenda for the July 5, 2022 meeting for your consideration. I recommend that JobPath funding be maintained at the same amount as last fiscal year. JobPath staff are available for a Board presentation on the details of this report, the organization's performance, or to meet with Supervisors individually.

JKL/dym

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Francisco Garcia, MD, MPH, Deputy County Administrator for Health and Community  
Services & Chief Medical Officer  
Heath Vescovi-Chiordi, Director, Economic Development  
Regina Kelly, Director, Grants Management and Innovation  
Daniel Sullivan, Director, Community and Workforce Development



To: Jan Leshar, Pima County Administrator  
Heath Vescovi-Chiordi, Director of Economic Development  
From: Ana Greif CEO  
CC: Patrick Cavanaugh  
Date: May 20, 2022  
Re: JobPath Fiscal Year Update

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In alignment with JobPath's ARPA and General Fund contracts with Pima County, JobPath is providing a FY 2021-2022 report of progress to date. Please note, this fiscal year ends on June 30th. End-of-semester student data will be collected and reviewed, and a final fiscal year report will be provided to Pima County. The JobPath team will also present fiscal year-end outcomes in-person or virtually to Pima County Administration and Board of Supervisors if preferred.

In summary, as of May 20th, JobPath has enrolled **540 students** who have been assigned to JobPath student success coaches. **An additional 112 students** are in the eligibility process of enrollment. On average, 5 to 8 applications continue to be submitted each week. **JobPath is on track to reach its goal of serving 670 students by June 30, 2022**, the end of fiscal year.

To date, 103 participants have completed their training program and graduated from the JobPath program. An additional 40 students are projected to complete their programs of study by June 30th, for a total of **143 JobPath graduates in FY 2022**.

The hourly pre-training wage average for participants was \$14.03, and the average **post-training hourly wage of our graduates is \$29.96**. JobPath graduates *increased* their hourly salary by an average of \$15.93! JobPath exceeded the \$16/hour goal established in our contract by \$13.96.

Finally, **JobPath's student retention rate is 95%** this fiscal year, with only 26 individuals (5%) withdrawing from the program.

JobPath's positive outcomes are only possible with support from Pima County Board of Supervisors and Pima County Administration, and essential community partnerships such as Pima Community College (PCC), PCC Adult Ed, PCC Workforce Development, Pima County One Stop/AZ@Work, Interfaith Community Services, Women's Foundation, YWCA, United Way, Pima County Interfaith Council, Community Food Bank, the Diaper Bank, Social Venture Partners Tucson, local chambers of commerce, local employers, and many more.

Thank you.

JobPath

Fiscal Year 2021-2022 Update

The past year has been one of significant growth for JobPath. Along with increased revenue from multiple sources, JobPath has been able to double the number of students served (YTD), and increase the number of education providers it works with. This growth was laid out by JobPath’s board of directors and supported by Pima County stakeholders, primarily Pima County’s Board of Supervisors.

The COVID-19 pandemic has negatively impacted employment opportunities in Pima County. The McKinsey Global Institute stated that millions of jobs have been permanently changed or wiped out, and these shifts mean fewer hospitality and retail jobs in addition to ongoing automation of office and factory jobs. Prior to the pandemic, hospitality, retail and tourism were important employment sources which were disproportionately held by people of color—particularly women. Parents with young children were further impacted due to limited childcare options and virtual learning responsibilities that forced some parents to stay home and leave the workforce. Consequently, due to changes in the labor market, many of these adults won’t be returning to their previous employers and will need job-training and educational opportunities in order to reenter the workforce.

With a tight labor market and a record number of job openings, it is essential that workers have the skills necessary to enter high-quality jobs that can provide for their families. JobPath enacted its 2021-2024 strategic plan in July of 2021 in the midst of the pandemic and economic uncertainty. JobPath’s board of directors established a goal of serving 1,000 students by the end of fiscal year 2023-2024. This year, JobPath has made significant strides towards achieving that goal, while operationalizing the three core initiatives of the plan: increased impact, holistic support, and workforce advocacy. This update covers JobPath’s activities and outcomes from July 1, 2021 through May 15, 2022.

## **1. Increased Impact**

In order to increase JobPath’s impact on Pima County, the strategic plan outlined seven goals geared toward increasing internal capacity. During the 2021-2022 fiscal year, JobPath has advanced or completed each of these goals. The table below shows each of the initiatives and their level of completion, and the sections that follow provide further details on each.

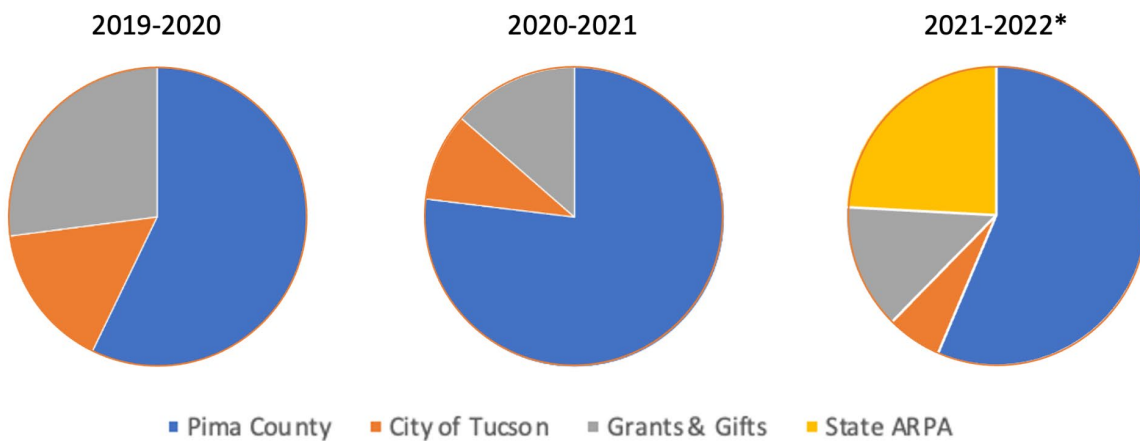
1.1	Increasing and diversifying funding sources	In process
1.2	Expanding benefits to more eligible residents, advancing equitable access to opportunity	In process

1.3	Creating agile and scalable internal operations including leveraging technology	Completed
1.4	Fostering a culture that values every member of the JobPath team and celebrates diversity at every level of the organization	Completed
1.5	Partnering with education providers that align with JobPath's mission	In process
1.6	Improving branding, marketing, and outreach efforts	In process
1.7	Building strong community relationships for recruitment, cross referrals, and a network of support	In process

### 1.1 Increase and diversify funding sources

JobPath has increased its overall funding from \$1.27M in FY 2019-2020 and \$1.92M in 2020-2021, to \$2.29M in the current fiscal year. Additionally, the funding mix now includes State funding as well. This state ARPA funding is a \$3M grant over 2.5 years, with the first installment of \$750,000 received in this fiscal year.

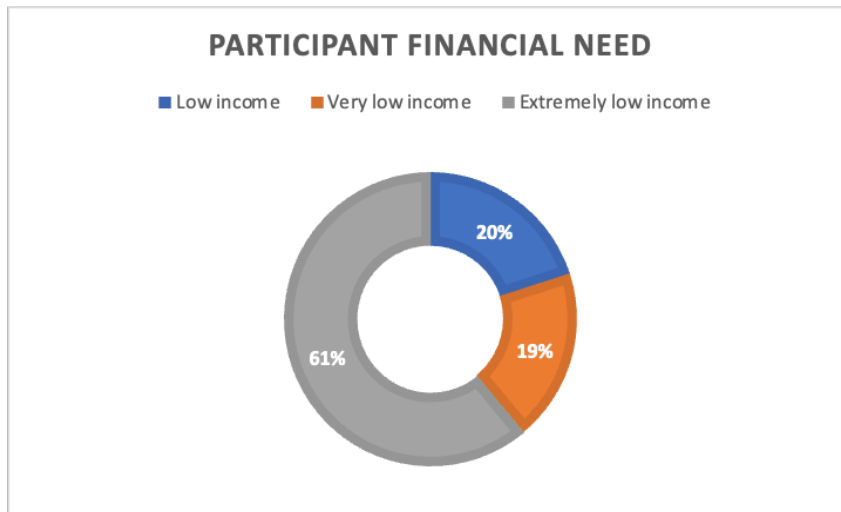
#### Fiscal Year Funding by Source



\* 2021-2022 FY Funding is through April 30<sup>th</sup>, 2022

## 1.2 Expand benefits to more eligible residents advancing equitable access to opportunity

As part of the increased impact initiative, JobPath established a goal of serving 670 students, an increase of 336 students over the previous year. Outlined below are the current number of participants JobPath is supporting by program of study as of May 15th. Students continue to enroll, and the goal of 670 is expected to be reached by June 30th. Total withdrawals for FY 2021-2022 was 26 students, or about 4.8% of participants. The total number of graduates has not yet been calculated since the semester has not yet concluded. It's important to note that 61 percent of our current participant population is extremely low income, 19 percent is very low income, and 20 percent is low income.



The initial forecast for the number of students expected in each program was based on prior years' data. The overall number of participants in the applied trades programs was significantly lower than expected. However, the expansion of Pima Community College's Aviation Technology Center increased the capacity of the program, increasing the number of students seeking JobPath support. The final number of participants from the aviation program was double the original estimate. Additionally, a new partnership with HDS Truck Driving Institute increased the number of participants in that career field by almost three times the anticipated number. Alternately, JobPath saw significantly fewer participants in the Automated Industrial Technology program and other manufacturing focus areas.

Program	Number of students per program (Expected)	Number of students per program YTD (Apr 30, 2022)
Applied Trades		
Aviation	30	60
Computer Aided Design (CAD) AA	10	4

CAD Cert	5	2
Commercial Driver's License (CDL) (HDS)	10	28
CDL (Pima)	10	1
Electrician	20	9
Engineering	4	4
Logistics & Supply Chain	20	7
HVAC	10	4
Machine Tool Technology	30	3
Automated Industrial Technician (AIT)	70	13
Building and Construction Technology	20	8
Welding	12	11
<b>Total</b>	<b>249</b>	<b>154</b>
<b>Health Care</b>		
Clinical Research Coordinator	5	5
Dental Hygiene	30	46
Licensed Practical Nurse (LPN)	50	74
Respiratory Therapy	20	14
Radiology Technician	20	21
Medical Lab Technician	20	8
Surgical Technology	13	1
Registered Nurse (RN)	110	144
RN-Concurrent Enrollment Program <sup>1</sup>	0	37
Veterinary Technician	1	3
<b>Total</b>	<b>269</b>	<b>353</b>
<b>Information Technology</b>		
Programmer Analyst	120	3
Cybersecurity	0	7
Networking	0	2
Information Technology (IT) Support Technician	0	9
<b>Total</b>	<b>120</b>	<b>21</b>
<b>Total students served</b>	<b>670</b>	<b>540</b>

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<sup>1</sup> JobPath supports RN students that are concurrently enrolled in a bachelor's degree. The majority of these students are enrolled with Pima College and Northern Arizona University



The health-related professions saw a higher than expected growth largely due to the new partnerships with new education providers. Finally, there was a much lower than expected uptake in the Information Technology programs. This is a newly redesigned program at Pima Community College and also a new addition to JobPath so communication channels with students are not as rooted as in other programs. This program is expected to grow significantly in coming years.

### **1.3 Create agile and scalable internal operations including leveraging technology**

JobPath has transitioned all of its operations to be digital and cloud based. Students now use a digital form to submit reimbursement requests, can log into their account on our student portal, and receive their funds on a debit card. These changes mean students receive their funds much quicker, with fewer errors, and in a much more secure format than our previous check reimbursement process.

### **1.4 Foster an organizational culture that values every member of the JobPath team and celebrates diversity**

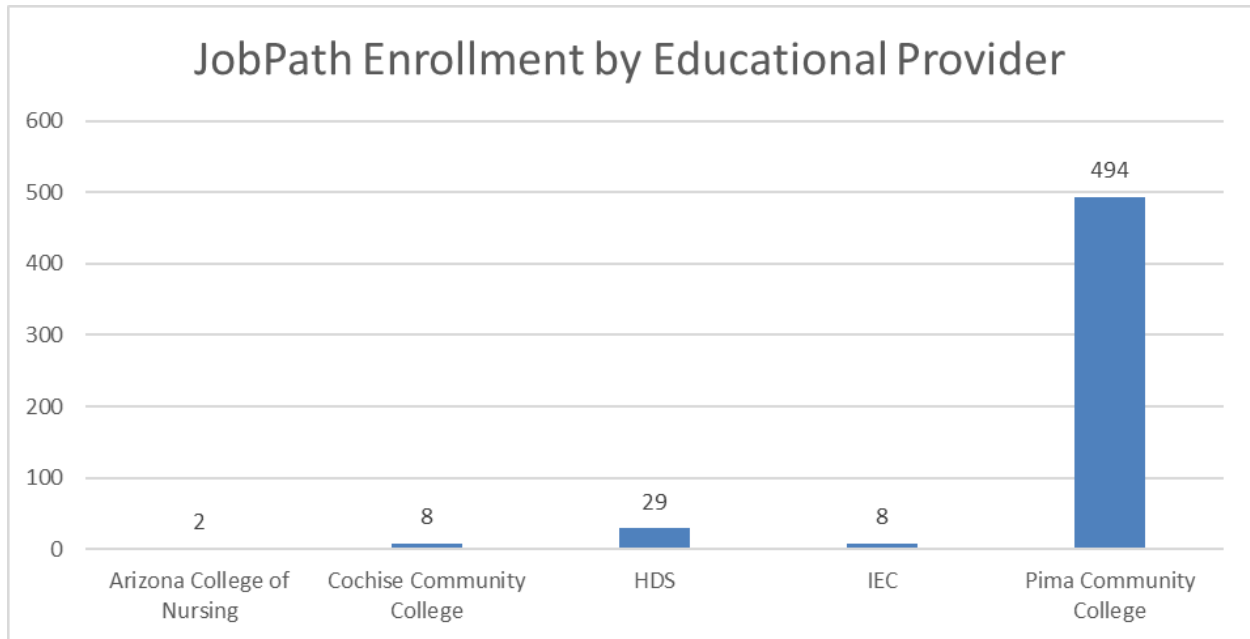
JobPath's three-year strategic plan illustrates its commitment to embedding diversity, equity, and inclusion (DEI) in current and future initiatives. The strategic plan addresses goals and action plans to ensure DEI are written into hiring practices, policy changes, board recruitment, and programming decisions.

JobPath's CEO is committed to prioritizing the hiring and support of a diverse staff that better represents the students JobPath serves. JobPath has been working to make hiring practices more equitable to attract a more diverse pool of applicants. The result of these efforts in the first half of fiscal year 2022 resulted in hiring five highly qualified women of color for each of five open positions.

### **1.5 Partner with education providers that align with JobPath's mission**

JobPath has deepened its relationship with its longest standing partner, Pima Community College. JobPath recruiters attend classes to recruit students who meet our criteria and could be at risk for not completing their program. JobPath has also partnered with Cochise College and the Arizona College of Nursing supporting Pima County nursing students who were unable to enroll at Pima Community College. Other educational partners include HDS Trucking, Southwest Trucking, and the Independent Electrical Contractors (IEC) of Southern Arizona.

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## 1.6 Improve branding, marketing, and outreach efforts

JobPath has developed new branding materials, new messaging, and marketing collateral. JobPath's marketing team also launched a social media campaign with the new branding and messaging with excellent results. The team has been making updates to the JobPath website to reflect the new branding and messaging with plans to fully redesign the website in the next fiscal year.

Examples of FY 22 Social Media Recruitment Campaign:



## 1.7 Build strong community relationships for recruitment, cross referrals, and a network of support

JobPath has worked to build relationships with organizations that serve similar populations as JobPath but in different ways. For example, new partnerships with Higher Ground and JTED are

allowing JobPath to connect with students earlier in order to help with the transition to college and other job-training opportunities. The Women’s Foundation for the State of Arizona’s Pathways for Single Moms program, and Interfaith Community Service’s Single Mom Scholars programs partner with JobPath as well to deliver increased resources to single mothers in our community to help break the cycle of generational poverty.

JobPath is also partnering with PCC’s Integrated Basic Education and Skills Training (IBEST) program that assists learners in need of their high school equivalency (HSE) diploma. While studying for their HSE, students can also receive college credit towards technical certifications. This partnership helps to move these adults out of minimum wage positions and into living wage careers. It’s also important for JobPath to have strong relationships with organizations such as the Diaper Bank of Southern Arizona, Community Food Bank of Southern Arizona, Child and Family Resources, ICS, and so many others to build a network of support for JobPath students to help them succeed.

Additionally, JobPath continues to partner with its founding organization, Pima County Interfaith Council (PCIC). This year, PCIC has taken an active role in assisting JobPath with marketing and recruitment efforts. JobPath and PCIC have made joint presentations to PCIC member affiliates and faith leadership councils to spread awareness of how JobPath could have a positive impact within their faith communities.

## **2. Holistic Support**

Increasing the number of students JobPath serves is only the first step. JobPath’s true value is in the services provided to students once they are enrolled. The strategic plan calls for an approach to supporting students that considers the whole person, helps each student reach their educational goals, and sets them up for future success in the workplace. The holistic support core initiative has five goals:

2.1	Utilize best practices and proven methodologies in developing programs that support adult students’ educational journey	In progress
2.2	Embed the values of Inclusion, Diversity, Equity, Access, and Justice in all programs and services.	In progress
2.3	Prepare students for long term career success and economic opportunity	In progress

2.3.1	Cultivate social capital building skills	Not started
2.3.2	Teach financial literacy	In progress
2.3.3	Engage in career preparation	In progress
2.4	Implement a 2-Generation approach to supporting adult learners that fosters multigenerational success	In progress
2.5	Expand access to community resources through partnerships and robust referral processes	In progress

## **2.1 Utilize best practices and proven methodologies in developing programs that support adult students' educational journey**

Once a student is determined eligible, student success coaches meet with students for intake. Using a strengths-based approach, coaches take the time to understand each student's unique situation and develop rapport. Coaches create individualized financial plans and offer referrals as needed. The most significant changes this year include moving eligibility review from coaches to the recruitment team, so coaches can focus on building trust with students, and understanding and addressing their needs. Secondly, coaches are relying more on JobPath's case management software, where they can indicate what resources and referrals each individual student needs now or in the future and track issues that require further follow up.

In partnership with the University of Arizona Cooperative Extension, JobPath's student success coaches participated in a series of financial security workshops. The JobPath team learned essential skills to better support students' abilities to manage JobPath's financial assistance and leveraging other community resources and financial aid opportunities.

## **2.2 Embed the values of Inclusion, Diversity, Equity, Access, and Justice in all programs and services.**

JobPath's addition of a DEI framework to its strategy will sustain a more diverse and inclusive environment for the students JobPath serves. This DEI framework will improve the JobPath organization from the board to staff levels in order to improve student experience and success.

In January 2022, JobPath received funding for an 18-month DEI project that will center the voices of JobPath students. The team at JobPath must not only help students succeed in their programs, they must also work to ensure they are truly meeting the needs of students with the best possible experience and programming.

The first part of this project will be stakeholder interviews (current students, graduates, those who left the program, board & staff) conducted by an outside consultant. Focusing on JobPath services, culture, etc., these interviews will be analyzed through a DEI lens and will provide an assessment of JobPath's current state and recommend the steps needed to improve and achieve DEI goals. The second part of this project will include DEI training and workshops for JobPath's board and staff to ensure DEI values will be embedded into the services and culture of JobPath going forward.

### **2.3 Prepare students for long term career success and economic opportunity**

JobPath prepares students for long term career success and economic opportunity using a number of tools and resources. For example, all students enrolled in JobPath are given access to Skillsline, a third-party software system that teaches soft skills like communication, social capital building skills, and teamwork. In addition to Skillsline, the workforce readiness team provides resume building workshops and over the last year has worked with Pima College to provide students with access to job fairs where they can meet with employers.

In the upcoming fiscal year, Jobpath will be developing additional workshops that focus on financial literacy, professional communication, time management, and industry exploration. One of JobPath's key goals in the upcoming year is to increase the number of industry partners we have in information technology, advanced manufacturing, and aviation. This fiscal year we've primarily focused on program development and relationship building in the Healthcare sector. This prioritization is due to the volume of healthcare and nursing students currently enrolled in JobPath. Relationship building is focused on connecting students with prospective employers and identifying industry needs. This will ensure that JobPath's programming is covering soft skills that industry needs and that JobPath students are the best qualified candidates for any available position.

### **2.4 Implement a 2-Generation approach to supporting adult learners that fosters multigenerational success**

JobPath is participating in a 2-Gen collaboration led by Social Venture Partners (SVP) Tucson. The 2Gen initiative was developed by the Aspen Institute and provides guidance on supporting low-income parents and children in order to break the poverty cycle. The organizations in the collaboration currently include Interfaith Community Services, Make Way for Books, Girl Scouts of Southern Arizona, Boys to Men, and JobPath.

This network is building a referral system by which each of the five participating organizations can more fully serve their constituents, maximizing resources and impact, while not duplicating efforts or going outside of their scope.

The key to 2Gens success is linked to the combination of educational opportunities and the development of social capital. Teaching parents how to build social capital and learning how to build relationships is another key component that allows participants to access resources and learn how to navigate systems needed to succeed. Children's health and long-term success is tied to their parents' educational attainment, which makes supporting parent learners persist and complete their degrees of study invaluable to breaking the poverty cycle.

Under the leadership of SVP JobPath is working collaboratively to increase the support services available to our participants with children and support access to vital resources like food banks and child care and enrichment opportunities in addition to the services JobPath already provides.



## 2.5 Expand access to community resources through partnerships and robust referral processes

Coaches introduce students via email to the referral source whenever possible. After referring students, coaches check in at least monthly with both the student and the referral source. If necessary, coaches will intervene in the event that either the student is confused about the referral source's process or the referral source is confused about the student's situation.

For example, a common referral source for JobPath students is Philanthropic Educational Organization (PEO). With the student's permission, JobPath will pass the student's information

along to PEO, and PEO will then reach out to the student to start the application process. The point of contact at PEO will maintain communication with the referring coach to ensure they have accurate information on the student. After the student is successfully enrolled with the referral source, coaches maintain communication on the student's status.

JobPath is currently in the process of creating a data sharing process with PEO that will include a release of information, so student documents may be securely sent directly to PEO. This creates a streamlined continuity of care, so students are able to focus on their goal of finishing school and obtaining a career in a high-wage, in-demand field.

### **3. Workforce Advocacy**

The final component of JobPath's work ensures JobPath participants are prepared to enter a career that is fulfilling where they will earn a family sustaining income, and where they will be treated fairly. Not all employers are knowledgeable about the best workforce practices, but JobPath can help inform and encourage employers to create better policies. To this end, the strategic plan includes three workforce advocacy oriented goals:

3.1	Advocate for the removal of workforce barriers by participating in community planning and strategy discussions to drive equity and justice.	Not started
3.2	Collaborate with local employers to promote an equitable workforce development strategy that focuses on upskilling and career advancement	In process
3.3	Align with emergent workforce development practices that facilitate rapid upskilling such as micro credentials, industry recognized credentials, adult basic education, etc.	In process

**Advocate for the removal of workforce barriers by participating in community planning and strategy discussions to drive equity and justice.**

In the past year, JobPath has become more involved in local economic and workforce development efforts. As indicated previously, the participation projections for fiscal year 2020-2021 were based on previous years' data, which were not as accurate as needed for budgeting purposes. Moving forward, JobPath will collaborate with local economic development leaders to ensure projections are aligned with both educational institution capacity and local workforce demand. These discussions will provide JobPath opportunities to advocate for the needs of low-income adults seeking to enter the workforce, and inform policy so that barriers to education are lessened or removed.

**Collaborate with local employers to promote an equitable workforce development strategy that focuses on upskilling and career advancement**

JobPath has begun to develop relationships with key employers in the areas of highest participant enrollment, particularly in healthcare and aviation. JobPath has demonstrated to employers that its participants who have received coaching and soft-skills training will be valuable employees and should be paid accordingly. Those employers have agreed to increase pay for new hires. Additionally, JobPath is working with the Center for the Future of Arizona on an initiative to assess the viability of Certified Nurse Assistants (CNA) accessing additional training and higher paying positions. Similarly, JobPath is working with Pima Community College's Automotive Technology Program and those employers on an innovative program that will allow students to complete their automotive certifications while working with JobPath's support. The program will result in quicker advancement for those participants.

**Align with emergent workforce development practices that facilitate rapid upskilling such as micro credentials, industry recognized credentials, adult basic education, etc.**

JobPath's deepening relationship with Pima Community College has provided multiple opportunities to advance the completion of this goal. As previously noted, JobPath now serves PCC's Adult Basic Education iBest students who are pursuing their HSE while receiving a technical education. JobPath is also working to establish a process for supporting PCC's FastTrack micro credential program. However, not all FastTrack programs lead to a livable wage, currently at least \$16 per hour. JobPath vets each program to ensure there is evidence that participants completing a short-term program will achieve an income increase. Currently the only program fulfilling this criteria is Information Technology.