



MEMORANDUM

Date: April 29, 2024

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

From: Jan Leshor 
County Administrator

Re: **Pima County One Stop and JobPath, Inc. Supportive Services and Interactions by
Pima County Economic Development with JobPath, Inc. and the Metropolitan
Education Commission**

In follow-up to the discussion at the Board of Supervisors April 16, 2024 meeting regarding Duplication of Pima County Programs and/or Services, Supervisor Dr. Sylvia Lee posed four questions to my office on April 22, 2024:

1. "Can we find out approximately how much of JobPath's ARPA funding will be remaining for next year?"
2. "Can CWD calculate how much is spent per client in the One-Stop going back FY20-FY23 as a comparison?"
3. "We know many of the JobPath clients are also One-Stop clients, how many are dually enrolled going back FY 20 - FY23?"
4. "If the One-Stop could serve above WIOA clients and had some of the JobPath dollars, could they provide the exact services? If not, what's missing? If yes, how will they ramp up to serve the JobPath clients for 24-25?"

Vice-Chair Rex Scott also requested information at the April 16, 2024 Board meeting about relevant discussions and interactions by Pima County Economic Development Department (ECD) with JobPath and the Metropolitan Education Commission (MEC). This memo will address these items as well.

An item has been placed on Board of Supervisors' May 7, 2024, agenda related to non-competitive Outside Agency funding for the Fiscal Year 2024/2025 recommended budget specific to JobPath Inc., MEC and Sun Corridor, Inc.

Responses to Supervisor Dr. Lee's April 22, 2024 Questions

Staff from Pima County's Community and Workforce Development (CWD), Grants Management and Innovation (GMI), and Economic Development departments collaborated to provide information contained in the responses to Dr. Lee's questions below.

1. "Can we find out approximately how much of JobPath's ARPA funding will be remaining for next year?"

The Board of Supervisors approved a \$3,000,000 contract with JobPath Inc. for American Rescue Plan Act (ARPA) funds. This Project (JobPath Assistance to Household/Workforce

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Development) has a remaining balance of \$763,485.16 with a contract scheduled to end on December 31, 2024. The remaining balance must be spent prior to the end of the contract or be subject to a reallocation to support other priority ARPA projects. Below is a more specific breakdown:

Project Name: JobPath Assistance to Household/Workforce Development

ARPA/CSLFRF Budget: \$3,000,000

Pending Invoices: \$252,151.88

ARPA Expense: \$1,984,362.96

Total Spent: \$2,236,514.84

Available Balance: \$763,485.16 for the contract ending December 31, 2024

2. "Can CWD calculate how much is spent per client in the One-Stop going back FY 20 - FY23 as a comparison?"

Below is a chart that outlines the cost per CWD Client:

Fiscal Year	Average CWD Cost Per Workforce Client
2020-21	\$1,235.32
2021-22	\$1,279.49
2022-23	\$1,323.42
2023-24	\$1,625.68

For the requested comparison, JobPath provided the following narrative information and table:

"The funding included in the table below is inclusive of all funding sources for students within Pima County, including City of Tucson, Federal and State grantors, and corporate and individual donors, whose funding JobPath utilizes to leverage Pima County funds.

The time spent providing advice, making referrals, coaching, and providing general wraparound services is a key part of the services provided to students. However,

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please note that "Direct Service" only includes student funds disbursed, while coaching time is charged as payroll.

Year	Number of Pima County Students Served	Total JobPath Pima County Expenses	Total Pima County Expenses per Student	Pima County Direct Services	Pima County Direct Services Per Student
2020- 21	369	\$2,037,413.73	\$5,521.45	\$1,208,884.76	\$3,276.11
2021- 22	670	\$2,325,483.48	\$3,470.87	\$1,253,066.58	\$1,870.25
2022- 23	670	\$2,915,597.50	\$4,351.64	\$1,668,474.97	\$2,490.26

The dip in average funding per student in 2021-22 is due to the fact that much of the year was spent recruiting in order to reach 670 students in Pima County (an increase of 81% year over year) and many of those students started receiving funding towards the end of the fiscal year. Because funding is prorated by quarter, students who enter JobPath later in the year receive proportionately less funding. In 2022-23 JobPath started the year with a majority of its students already recruited, therefore those students received a full year of funding.

In terms of Direct Services costs, in each of the years queried here, the highest individual line items are and continue to be Housing, Transportation, and Tuition."

JobPath has indicated to Pima County that column in the above table labeled "Total JobPath Pima County Expenses" represents the total spending for students in Pima County from all funding sources received by JobPath including the Pima County allocations. The column labeled "Pima County Direct Services" reflects only the portion of money from Pima County spent on students within Pima County.

In addition to the above information given by JobPath, they also provided the following details related to the caseload and services provided to enrollees by JobPath Student Success Coaches:

"During the period queried, JobPath's coaches had caseloads of up to 100. Best practices developed around maintaining JobPath's standards of service to students, however, informed our current target caseload of 80. An average is difficult to pin down because it varies throughout the year depending on where students are in their education. In addition, after program completion, JobPath participants transition to the Workforce Readiness team, so although those students continue receiving support, they are no longer on the Student Success case load. The Workforce Readiness program provides more targeted case management to students preparing

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for certification exams and employment, allowing us to keep caseload numbers lower and giving coaches more time to focus on individual students.”

“Our coaches meet students where the student is at the time that is most convenient to them. That means on campuses, at libraries, or coffee shops near where they live and often outside of business hours. We try to reduce the burden on students as much as possible to accommodate their complicated schedules balancing school, internships, work, kids, etc. We have a policy of replying within 48 hours that our coaches adhere to very seriously because oftentimes students have time sensitive issues. When a student is in crisis, coaches will spend hours talking to them, answering questions, helping them identify resources and problem solve, until the crisis is over.”

3. “We know many of the JobPath clients are also One-Stop clients, how many are dually enrolled going back FY 20 - FY23?”

In both the JobPath contracts administered by GMI (ARPA funding) and Economic Development (General Fund), the scope of work (sections 6.3 and 6.4) requires the following of JobPath and the County:

6.3. County and Subrecipient will develop a cross-referral system to improve and accurately document participant information and referrals from one party’s program to the other.

6.4. Subrecipient must, in Subrecipient’s Release of Information form completed by JobPath program participants, add County’s ARIZONA@WORK/Pima County One Stop as an authorized recipient of information.

CWD has verifiable co-enrollment data that is reported to federal funders and goes back to FY 2014/2015 and is provided in the chart below for context. These data are housed in CWD’s case management system. Of note, co-enrollments have decreased since FY 2017/2018.

Fiscal Year	JobPath Co-Enrollments – CWD Data
2014-15	398
2015-16	354
2016-17	405
2017-18	470
2018-19	404
2019-20	439
2020-21	283
2021-22	217
2022-23	97

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JobPath provided its own data for the most-recent four years, which differs from CWD's. JobPath noted it utilizes several different sources to track co-enrollment including student self-attestation. The following is a narrative response and table from JobPath:

"Jobpath and Arizona@Work/the Pima County One Stop (PCOS) co-enroll participants for a variety of reasons including the need for additional financial support and tuition assistance, a need for more robust case management, and when applicants that do not meet enrollment requirements, both organizations will refer participants.

Co-enrollment data is reported through a variety of mechanisms including student attestation, communication with the County and other providers, as well as coach referrals. JobPath works with CWD and several other partners to cross-check this data and manage our co-enrolled participants. Part of this strategy involves regular meetings with County staff and review of individual student data. We are currently working with the County to refine our data and ensure all co-enrolled participants are accounted for and that they are receiving the best services possible."

	2019-2020	2020-2021	2021-2022	2022-2023
Total JP students in Pima County	317	369	670	670
Dually enrolled students	222	264	288	378

The chart below prepared by CWD represents a comparison between CWD's co-enrollment data and JobPath's provided co-enrollment data.

Fiscal Year	JobPath Co-Enrollments – CWD Data	JobPath Co-Enrollments – JobPath Data
2014-15	398	Data not provided
2015-16	354	Data not provided
2016-17	405	Data not provided
2017-18	470	Data not provided
2018-19	404	Data not provided
2019-20	439	222
2020-21	283	264
2021-22	217	288
2022-23	97	378

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4. "If the One-Stop could serve above WIOA clients and had some of the JobPath dollars, could they provide the exact services? If not, what's missing? If yes, how will they ramp up to serve the JobPath clients for 24-25?"

Within existing funding, CWD is largely constrained by Workforce Innovation and Opportunity Act (WIOA) income eligibility guidelines and service limitations. With additional funding, CWD services could be expanded both for clients whose household income is below a recognized low-income threshold that may somewhat exceed WIOA limitations or for necessary supportive services that cannot be covered by WIOA. These services would still be governed by CWD supportive-service policies (which could be revised to some degree to accommodate new funding). Such services would include (but are not limited to) rent and utility assistance, transportation, tools, uniforms/work attire, and licensure/examination fees.

Eligible clients in need of childcare would be referred to the PEEPs program, and clients who need help with an eviction would be referred to the Emergency Eviction Legal Services (EELS) program. Current CWD policy specifically prohibits certain supportive-service expenditures, including payment of a variety of taxes, fines, and fees, child-support obligations, and legal fees. Case managers would be required to document eligibility, including that no alternative resource can cover the expenditure; obtain approval from leadership; and document proof of expenditure in the case file.

Responses to Vice-Chair Scott's April 16, 2024, Questions

Engagement between Economic Development and JobPath has primarily focused on JobPath's efforts to diversify funding including pursuits at the State level, the distribution of ARPA and General Fund sources across JobPath students, dual enrollment of students between JobPath and CWD and primary employers in the region employing JobPath graduates.

The overarching topics of regular meetings and ad-hoc calls are further summarized as follows:

- Pima County Grants Management and Innovation invoices/budget impact for JobPath
- Diversification of funding/revenue stream and strategy for post-ARPA funding
- JobPath general budget, capacity, staffing and programming
- Existing contract compliance and students served/certified/degreed based on JobPath reports
- Local job sector priorities and projections/JobPath support costs
- Assistance to JobPath in forecasting career fields and local demand
- JobPath/Pima County Community and Workforce Development collaboration
- Preliminary discussions on future contract requirements, reporting, metrics, etc.

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Engagement between Economic Development and the MEC has primarily focused on the MEC's efforts to modernize, create efficiencies, diversity overall funding, and operations and utilization of physical space.

The overarching topics of regular meetings and ad-hoc calls are further summarized as follows:

- Budget
- Reengagement of MEC with City of Tucson
- Fundraising and funding stream diversification
- Suggested updates to programs to enhance and increase engagement
- Function and relevance of the Regional College Career Access Center (RCCAC)
- Pima County Contract scope and metrics
- Potential organizational partnerships

I trust that the answers provided will give the Board of Supervisors the information necessary to determine the future funding and internal support for these two Outside Agencies.

JKL/anc

c: Carmine DeBonis, Jr., Deputy County Administrator
Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical Officer
Steve Holmes, Deputy County Administrator
Melissa Manriquez, Clerk of the Board of Supervisors
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Daniel Sullivan, Director, Community & Workforce Development
Heath Vescovi-Chiordi, Director, Economic Development Department