



Board of Supervisors Memorandum

July 6, 2021

Additional \$1 million Grant to JobPath from American Rescue Plan Funding

Background

As you know, the Board of Supervisors tentatively approved a \$1.75 million allocation to JobPath for job training and career advancement for unemployed and underemployed residents of Pima County. In doing so, I asked our staff who oversees JobPath's contract to ask for a number of additional items of information and data. This information is contained in the attached June 21, 2021 memorandum from Economic Development Director John Moffatt.

I have reviewed the material and am very pleased that JobPath has been as forthcoming as they have been with information and has accelerated some of this data to meet our timing request.

In summary, JobPath has been a very successful program in elevating the economic status of County residents who receive and benefit from their training programs. The number of successful graduates and their elevation of income justifies increased investment to achieve at least 1,000 participants per year in JobPath's programs.

To achieve such a milestone, it will require additional funding. We had hoped this funding would come from the City of Tucson since they have the highest number of participants living within their corporate limits in the JobPath program. The City has historically invested in JobPath at approximately one-tenth the investment ratio of Pima County.

JobPath has a new Executive Director who has been extremely cooperative and forthright with the County. I appreciate her directness and the skills she has brought to the position. I believe this investment in JobPath is a worthwhile endeavor. As long as JobPath continues to be successful in graduating unemployed and underemployed individuals, the funding should continue.

Recommendation

I recommend an additional \$1 million of American Rescue Plan funds be allocated to JobPath for the purpose of job training and career development for unemployed and underemployed residents of Pima County for Fiscal Year 2021/22.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Huckelberry", is written over the printed name and title.

C.H. Huckelberry
County Administrator

CHH/anc – June 24, 2021

Attachment


c: Jan Leshner, Chief Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,
Health and Community Services
Dr. John Moffatt, Director, Economic Development Office
Dan Sullivan, Director, Community & Workforce Development
Patrick Cavanaugh, Deputy Director, Economic Development Office



MEMORANDUM

Date: June 21, 2021

To: C.H. Huckelberry
County Administrator

From: John Moffatt, Director 
Economic Development Office

Re: **Reports and Response to your May 6, 2021 Memorandum "JobPath Funding Request of the Board of Supervisors" and FY 2021/2022 Final Evaluation Report**

The Economic Development Office has communicated your requests for information to JobPath executive Director Ana Greif and completed the coordination of her responses and reporting relevant to the Board of Supervisors' tentative approval of an increase in funding for JobPath. Per your direction, this reporting applies to the \$750,000 base budget funding from the County general fund that is proposed for the June 22, 2021 Board of Supervisors meeting; and also applies to the additional \$1 million from the federal American Rescue Plan funding tentatively approved by the Board and which is currently under review by Pima County Grants Management and Innovation.

This memorandum also constitutes the Economic Development Office's final evaluation report for the FY 2021-2022 general fund contract with JobPath.

In your May 6, 2021 memorandum (**attachment 1**) you cited several requests for information that are addressed as follows:

1. JobPath's ramp-up of expansion and staff, increased outreach and recruitment, target wage adjustment to \$16, explanation of the discrepancy in student carry-over versus student graduation and other pertinent information can be found in the June 8, 2021 memorandum from Ms. Greif to me ("*JobPath Funding Request*") is found in **attachment 2**.
2. You requested, if possible, to have JobPath accelerate its contractually required closeout report from July 21, 2021 to June 15, 2021. The draft closeout report was received by the Economic Development Office on June 18, 2021 and is found in **attachment 3**.
3. JobPath is in the process of finalizing its strategic plan that you requested and has yet to present it formally to other stakeholders and the community. Ms. Greif sent the final, yet unformatted, strategic plan (**attachment 4**) to comply with your request.

4. Your request to have a sense of both private sector and public sector funding for JobPath. This private sector funding varies for JobPath as it does for most non-profit organizations. A provision in Pima County's current (and proposed) contract with JobPath provides for a County staff liaison to JobPath's leadership and Board of Directors. Patrick Cavanaugh, Deputy Director of the Economic Development Office, serves as liaison and receives regular reports from monthly JobPath Board meetings. The most recent development report received by Mr. Cavanaugh (May 2021) is found in **attachment 5**.
5. The public sector funding for JobPath is primarily from Pima County with significantly less funding coming from the City of Tucson. In trying to better understand where the JobPath students are actually living, the Economic Development Office worked with JobPath to develop a GIS-based mapping of the geographical location of its current student cohort, to include student locations identified by local government jurisdiction, Pima County Supervisorial Districts, and City of Tucson Council Wards. This data shows a significant disparity in funding and geographic areas of service. This information, along with a May 18, 2021 memorandum from JobPath to you (*"Pima County and City of Tucson funding of JobPath since 2010"*) is contained in **attachment 6**.
6. In essence, Pima County is proposing to provide \$1,750,000 in funding for JobPath in FY2021/2022 while JobPath anticipates receiving \$185,000 from the City of Tucson during that same period. JobPath's geographic survey of its current 2021 student cohort indicates that out of a total of 370 students enrolled in JobPath, 230 live in the City of Tucson, 112 live in unincorporated Pima County, 16 live in Marana, 11 live in Oro Valley, 8 live in Sahuarita, 1 lives in South Tucson and no students were identified by tribal reservation geography.
7. You directed that Pima County's Economic Development Office and the Community and Workforce Development Department should work together to ensure JobPath training programs align with Pima County's workforce development efforts and the Pima County One Stop system. JobPath will continue to coordinate with One Stop through a contractually required liaison and data sharing process. Under the proposed FY 2021/2022 contract with Pima County, additional data sharing would occur using a "Pima County Workforce Development Performance Matrix" shown in **attachment 7**.
8. Additionally, the Economic Development Office has proposed additional data reporting through a monthly reporting matrix (**attachment 8**) that will provide information for improved analysis of JobPath student enrollment by educational program/certificate program and how those programs align with our goals. GMI has also indicated that JobPath has provided excellent grant compliance reporting which will be important in tracking use of this round of incremental grant funding.

Evaluation and Recommendation

In addition to the initial program evaluation memorandum the Economic Development Office provided to you on April 29, 2021 (**attachment 9**) the proposed Pima County contract with JobPath contains new reporting requirements that allow Pima County to have greater visibility as to how their focus on expanding student participation is progressing as well as how well the JobPath programs align with our workforce development goals. While the expansion in participants will be a major challenge, the Economic Development Office has confidence in JobPath's management team's plan to meet their goals as well as address Pima County's goals for workforce development.

JM/PC

Attachments

ATTACHMENT 1



MEMORANDUM

Date: May 6, 2021

To: Dr. John Moffatt, Director
Economic Development Office

From: C.H. Huckelberry
County Administrator

Dan Sullivan, Director
Community and Workforce Development

Re: **JobPath Funding Request of the Board of Supervisors**

The Board of Supervisors tentatively approved an increase in funding to JobPath in the amount of \$1 million. Presently in the base budget, \$750,000 is allocated from the General Fund. This additional \$1 million will be allocated from the American Rescue Plan as I believe JobPath continues to provide employment to those individuals most susceptible to permanent job displacement because of COVID-19. Hence, it is appropriate to provide this additional funding through the American Rescue Plan federal funding.

Please communicate with the JobPath Executive Director regarding the contents of your April 29, 2021 program evaluation memorandum. Given the accelerated implementation of JobPath's program and the premise of the additional funding being provided to increase the throughput of JobPath clients, it is important we have confidence they have the ability to ramp up expansion of staff, support and services to provide this additional throughput of 670 total participants per year.

In addition, as your April 29 memorandum discusses, the contract requires a minimum of 80 percent of the participants obtain a certificate or complete an apprenticeship program and employment with the target wage set at \$14 or more. This target wage should be set at \$16 or more based on wage adjustments for lower paying jobs that are now being implemented throughout various employment sectors, including the County.

Also, please ask JobPath to accelerate their closeout report from July 15, 2021 to June 15, 2021, if possible, this will allow the Board to have the benefit of this report and others prior to acting on the final County budget that will include this additional funding.

In some of material they provided to the Board, on the second page of their proposal listing the participants by fiscal year, carryover and graduates, I understand some of these programs are two year programs. If one were to simply by year to year review the list of participants, carryovers and graduates, it could be inferred that the graduation rate is only approximately one-third. I do not believe this is correct, but the table could imply this. Please ask JobPath to provide additional information to determine exactly how many participants graduate from the program once they enter, no matter the length of their training or education program.

Dr. Moffatt and Mr. Sullivan

Re: JobPath Funding Request of the Board of Supervisors

May 6, 2021

Page 2

JobPath indicated they are developing a three-year strategic plan beginning July 1, 2021. Do we know where they are in this process? I would appreciate a copy of the plan, if completed, before the Board approves this additional allocation at final budget adoption. Other key stakeholders have been mentioned in these discussions such as Pima Community College, Pima Interfaith Council, employers and other organizations. I have always believed job training and expansion should be a shared responsibility. In this particular case, I wholeheartedly agree with their main purpose, which is to assist primarily underemployed individuals to achieve long-term career development and income growth. Therefore, it would also be important in your final report to include other financial participants in the support of JobPath, whether it be private businesses or the City of Tucson. Historically, the City of Tucson and Pima County have been equal partners as we started the contributions to JobPath. I believe this partnership support has diverged significantly over the years and should be revisited with the City as additional funding could be made on planned expansion such that JobPath could eventually serve 1,000 participants per year entering the program. Which under a steady state entry, a significant number of those individuals would graduate from the program with significantly improved employment skills and income.

Finally, since I have addressed this memorandum to both the Economic Development Office as well as Community and Workforce Development, it is important training programs as well as educational contractors be closely coordinated with the present job market and demand to ensure we are providing the correct job training activities to ensure employability of participants post-training activities.

If possible, I would like to have a new funding agreement with JobPath, which provides \$1.75 million in funding, completed and scheduled for Board action for the June 22, 2021 meeting.

CHH/anc

Attachment

c: The Honorable Chair and Members, Pima County Board of Supervisors
Jan Leshner, Chief Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,
Health and Community Services
Ana Greif, Executive Director, JobPath
Bruce Dusenberry, Vice-President Internal Affairs, JobPath

ATTACHMENT 2



Changing Paths. Changing Lives.

616 N. Country Club Road Suite 110
Tucson, Arizona 85716
Phone: 520-324-0402 | Website: jobpath.net

Date: June 8, 2021

To: Dr. John Moffatt, Director
Pima County Economic Development Office

From: Ana Greif, CEO
JobPath, Inc.

Re: JobPath Funding Request

In response to the information requested by County Administrator Huckelberry in his May 6th memorandum, JobPath has compiled the responses outlined below. JobPath is committed to meeting the needs and expectations of the Pima County Economic Development Office and would be happy to provide any further clarification or additional information if needed.

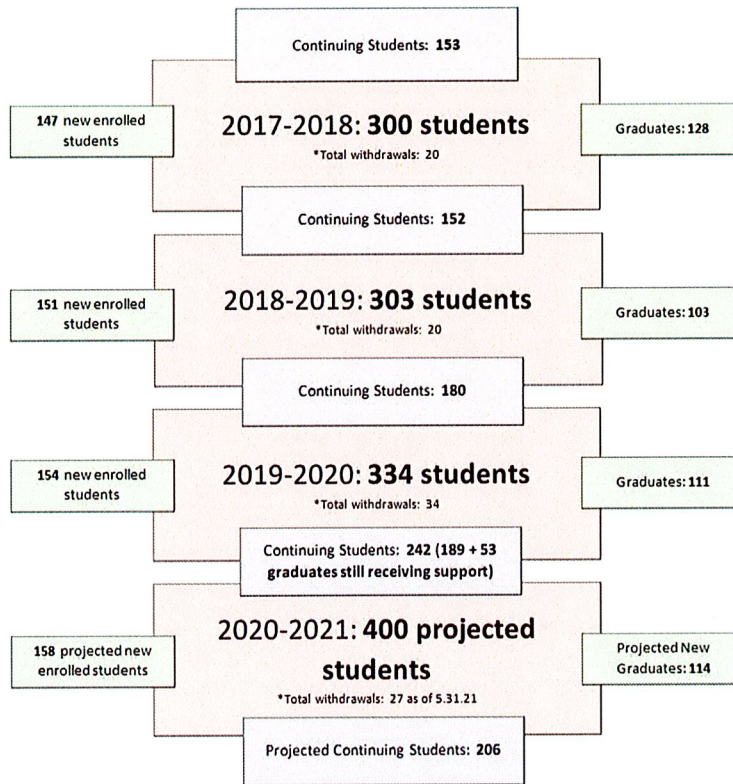
Please see Attachment A for a detailed growth plan that JobPath is already in the process of implementing to ensure we have the capacity to fully operationalize the \$1.75M requested and serve at least 670 students in the next fiscal year.

As requested, JobPath will update the target hourly wage for employment from \$14 to \$16 or more.

JobPath will submit a preliminary 2021 “close-out” report that will include data up to June 1st by the 15th of June 2021. It is important to note however, some students may still be completing their final certification exams and/or state boards at that time, so the data provided will include projections. Another report will be provided on *July 15th*, which will include all final data.

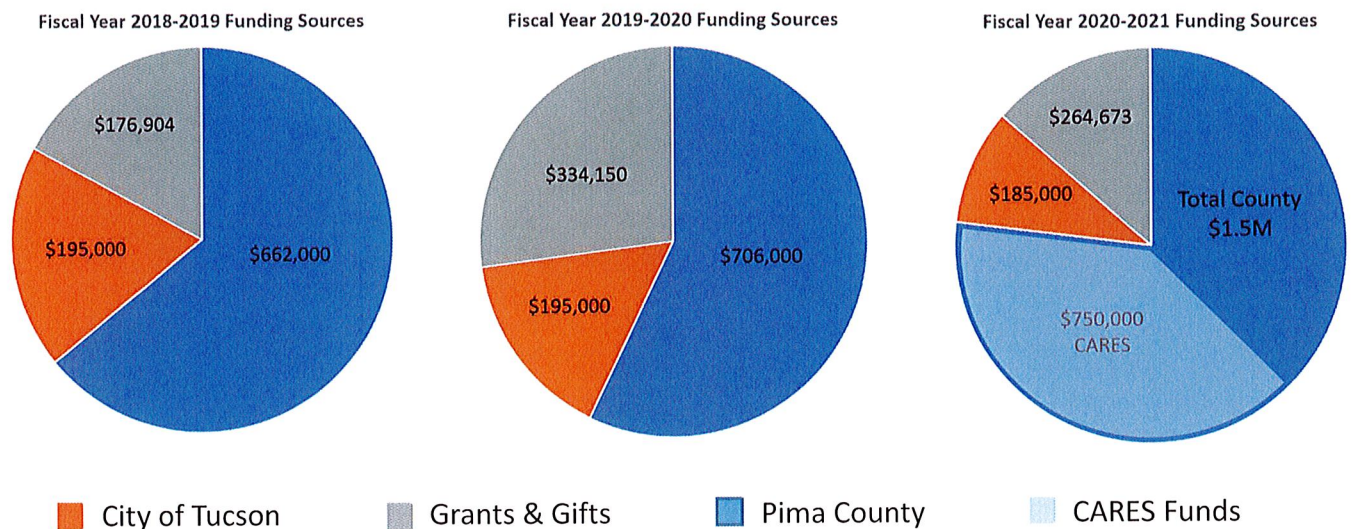
To clarify the graduation rate and participation numbers included in the funding proposal, please review the image below that breaks down enrollment and student retention numbers between 2017-2021. This image includes the number of continuing students, newly enrolled students, and graduates for each fiscal year, in addition to the total number of students served. The graph shows that out of the 763 students enrolled between 2017 and 2021, excluding the 206 students that remain in the program, 456 have graduated (82%).

Students enrolled	763
Continuing	<u>206</u>
Subtotal	557 (100% of students that have exited)
Withdrawn	101 (18%)
Graduated	456 (82%)



JobPath is in the process of finalizing the 2021-2023 strategic plan. The plan will be approved by JobPath’s Board of Directors at a special meeting on June 9th and will be forwarded to the County immediately after.

The charts below illustrate JobPath’s funding sources since 2018. Pima County has historically been, and continues to be, JobPath’s primary source of funding. JobPath has seen year to year fluctuations in funding from both the City of Tucson and private gifts and grants with a decline in both during Fiscal Year 2020-2021, in large part due to COVID-19 priority shifts.



Finally, JobPath will continue to observe labor market needs in Pima County and adjust the programs and occupations we support accordingly. Currently, the data used in making these decisions includes Industry demand based on EMSI data on job openings, WIB priorities, local investment initiatives, entry level wage and availability of quality educational programs. JobPath is committed to supporting students so they complete their education while also contributing to the health of our local workforce and business community. To this end, JobPath has created a new position, the Workforce Readiness Manager, whose job it will be to engage directly with employers and ensure that students transition seamlessly from their program of study into a high paying job.

Attachment A

JobPath 2021-2022 Growth Plan

Accomplishing the level of organizational growth proposed to Pima County and required by our residents that have suffered job loss during the Covid-19 pandemic requires significant planning. The following document details actions that JobPath will undertake to ensure the requested increase in funding is effectively operationalized and the capacity to serve at least 670 students in the next fiscal year is realized. The growth plan includes increased outreach and recruitment efforts, changes to the program, and additional staffing.

Outreach and Recruitment

JobPath's 2021-2023 strategic plan primarily focuses on growth and the expansion of both the academic programs and participant populations we serve. The key methods that JobPath has identified for boosting enrollment include streamlining and automating financial processes to allow staff to focus on our students; recruitment; and relationship building with industry partners, other community-based organizations, and educational providers. We have developed an active recruitment process that is already increasing our enrollment numbers and we've created a process for evaluating new academic programs and institutions from which we can recruit. We are currently expecting to retain 206 currently enrolled participants for the upcoming academic year.

The following recruitment goals are based on the quarterly recruitment patterns from the 2019, 2020, and 2021 cohorts, with an estimated 206 students continuing from 2021:

Continuing 206

Q1 – 230

Q2 – 46

Q3 – 94

Q4 – 94

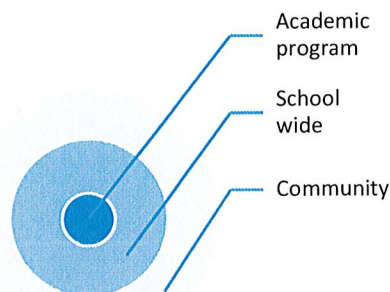
Total – 670 participants

The recruitment above will be accomplished through a strategy of improved messaging and branding, partnerships and referrals, and increasing supported programs. All of this will be guided and informed by data and executed with discipline to ensure healthy growth for both students and staff.

JobPath has established a relationship with Cirrus Visual to provide high quality marketing materials to aid in recruitment. Additionally, JobPath is collaborating with Pima Community College and the Gordley Group to co-market programs in the Applied Technology Division to the community.

Academic program marketing entails leveraging already existing structures such as orientations and resources such as advisors and faculty to promote JobPath to already enrolled and prospective students.

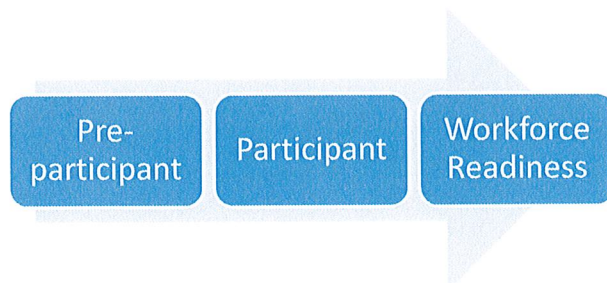
School wide marketing will mostly focus on Pima Community College and will entail developing processes to reach eligible students. This includes working with Pima Community College's Strategy Analytics and Research (STAR) Division to proactively identify at risk students and reach out directly to assist in keeping them on track. This strategy also will include strategic placement of JobPath marketing materials such as posters and flyers, and embedding JobPath into electronic messages sent to students.



Community marketing entails reaching prospective students that have either been displaced or low wage earners to present a holistic approach to engaging in education. This message will include support from PCC's Adult Basic Education for College and Career (ABECC) program, scholarships and financial aid, and JobPath support. The message will be distributed through Pima County's various public communication channels, elected official newsletters, Pima County Interfaith Council (PCIC) member religious communities, and other organizational partners that serve families and children of low-income households.

Program Enhancement

To increase JobPath's capacity to serve the proposed number of students, several initiatives are needed. First, the services provided will transition from one program that lasts the duration of students' engagement with JobPath, to three that are tailored to student needs at various stages in their academic journey.



Pre-participant phase: Students receive guidance on how to complete their application to JobPath. Students that don't yet meet JobPath criteria, because they have not started their program of study or they are completing pre-requisite courses, will receive informational emails and newsletters and can participate in open meetings and workshops. The goal is to support students and maintain engagement with them until they can become participants. The Recruitment and Outreach Manager oversees this program and will have the support of a recruitment specialist.

Participant phase: Students who are fully eligible will receive coaching and financial support as their situation requires. Participants will receive the benefits pre-participants receive as well as peer-to-peer

mentoring and participation in the Workforce 101 series, financial literacy education, and other targeted activities. This program is led by the Student Success Manager and a team of student success coaches. The team will grow from the current two coaches to a total of five.

Workforce readiness phase: Students who are in their last semester of study require less coaching as they transition to job search mode. These students transition from their assigned coach to the Workforce Readiness team that will support them in their job search. This program is led by the Workforce Readiness Manager who also oversees engagement with employers.

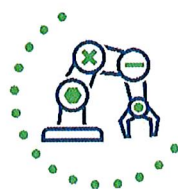
Additionally, JobPath is currently reviewing new programs at Pima Community College and other institutions to add to our education partners list. The programs that we have identified are in alignment with WIB priorities and include Logistics, Information Technology, and Automotive bringing the total number of occupations supported to 19. JobPath is committed to ensuring that we support programs that align with local industries and the County's economic development goals and will continually monitor and adjust as needed.

Currently Supported Programs



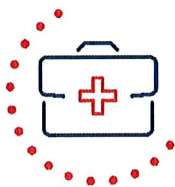
Information Technology **Participant Total**

<i>Computer Aided Drafting/ Design</i>	--
<i>Computer Information Systems</i>	8
<i>Cybersecurity (Future)</i>	<i>Future</i>



Applied Technology **Participant Total**

<i>Automated Industrial Technology</i>	7
<i>Automotive Technology</i>	<i>New</i>
<i>Aviation Technology</i>	39
<i>Building & Construction</i>	5
<i>Logistics & Supply Chain Management</i>	<i>Future</i>
<i>Machine Tool Technology</i>	4
<i>Welding & Fabrication</i>	8
<i>Truck Driver Training</i>	2
<i>Engineering for transfer</i>	5
<i>Electrician Apprenticeship</i>	9

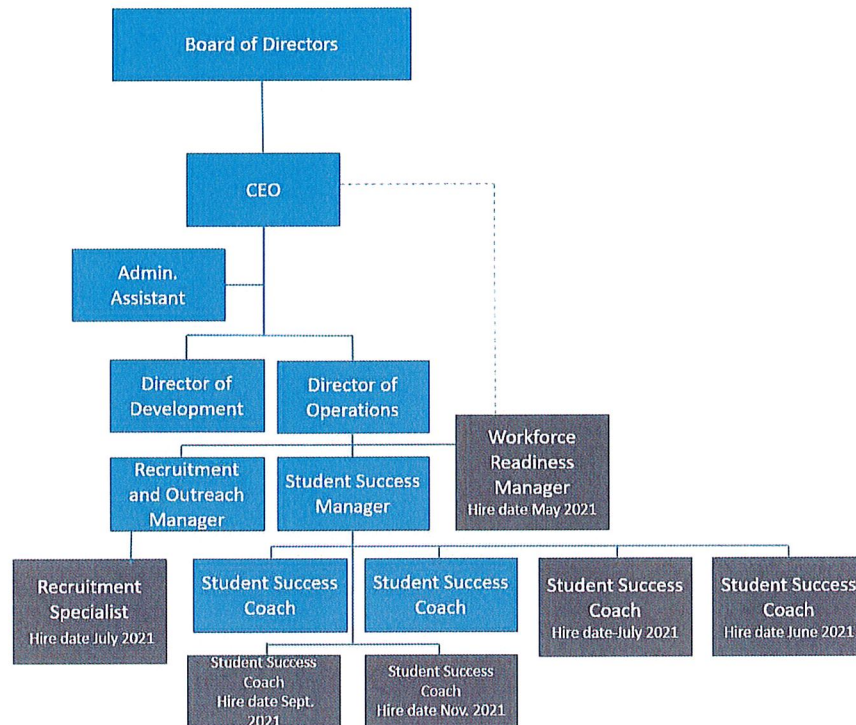


<i>Health Professions</i>	<i>Participant Total</i>
<i>Clinical Research Coordinator</i>	--
<i>Dental Assisting</i>	13
<i>Dental Hygiene</i>	43
<i>Licensed Practical Nursing</i>	56
<i>Medical Laboratory Technology</i>	4
<i>Clinical Research Coordinator</i>	1
<i>Radiologic Technology</i>	17
<i>Registered Nursing</i>	93
<i>Registered Nursing (LPN Transition)</i>	4
<i>Registered Nursing Concurrent Enrollment</i>	30
<i>Respiratory Therapy</i>	17
<i>RN Pre-requisites</i>	10
<i>Surgical Technology</i>	3

Increased Staffing and Infrastructure

As part of the strategic planning process, we have also updated our organizational chart and identified a hiring timeline for four new Student Success Coaches (six coaches total) that will be needed to support our new participants, in addition to hiring a Recruitment Specialist, and a Workforce Readiness Manager.

The Workforce Readiness Manager will develop a new program to support JobPath participants in developing their career readiness and soft skills. This person will also develop relationships with industry partners and ensure JobPath program outcomes are aligned with industry needs. The organization chart provided below outlines the projected organizational structure and hiring timelines for new staff.



The staff growth described above will require an investment to reconfigure JobPath’s current office space. Although additional space is not needed, shifting walls to create more, although smaller, offices will allow for the appropriate privacy needed for coaches working with students.

Implementation Timeline

The timeline below illustrates the implementation of the changes described by fiscal year quarter in 2021-2022.

Q1	Q2	Q3	Q4
Develop and launch new marketing	Continued intensive marketing		
Hire Workforce Readiness Manager, Recruitment Specialist, and one Student Success Coach	Hire 2 Student Success Coaches		
Office reconfiguration			
Develop and launch Pre-participant Program		Develop and launch Workforce Readiness Program	Continued work supporting student job placements

ATTACHMENT 3



Changing Paths. Changing Lives.

616 N. Country Club Road Suite 110

Tucson, Arizona 85716

Phone: 520-324-0402 | Website: jobpath.net

DRAFT:

JobPath Pima County Fiscal Year 2020/2021

Annual Report of Activities and Successes

Note- all data is accurate as on 5/31/21. JobPath has continued to recruit and enroll participants throughout June 2021, so student totals and demographics are subject to change based on new students. An updated/final report will be provided in July 2021.

Overview:

This year, three hundred and seventy-eight (378) participants from Pima County were enrolled in JobPath for sponsorship in short-term education and job training primarily at Pima Community College (PCC).

Three hundred and seventy-eight (378) participants were enrolled in training during this contract period:

Aviation-39

Nursing/Healthcare-274

Trades/Trucking-35

STEM/Other-16

One hundred and fourteen (114) participants completed training during this contract year.

Average wage of those who are employed to date: \$ 21.59

Average pre-training wage was \$ 8.79

Average post-training increase to date is \$ 12.80

Two hundred and six (206) JobPath participants have carried-over to the fiscal year 2021-2022.

Personalized Coaching and Case Management:

JobPath staff provided wrap-around case management, financial assistance, peer support group facilitation, individual counseling and supportive services for the participants.

Direct financial assistance for participant's college related expenses (tuition, books, tools, exams, emergencies) accounts for 45% of the JobPath budget.

Retention/Graduation:

We are proud to report that the JobPath retention/graduation rate for this contract is 89%.

JobPath 2020/2021 Participant Demographics:

- **100%** of the JobPath participants for this contract are from households labeled “low”, “very low” or “extremely low” poverty levels per HUD guidelines as determined by pre-training average wages.
- **Average age:** 31
- **Gender:** Female – 228
Male – 106
- **Female head of Household:** 125 of 228 (54%)
- **Male Head of Household:** 64 of 106 (60%)
- **Ethnicity:** African American – 33
Caucasian/White – 105
Asian – 12
Native American – 6
Multi-ethnic – 66
Hispanic/Latino – 153
Middle eastern- 4
- **First Generation College Students:** 190 of 378 (50%)
- **County Districts:**
District 1: 63
District 2: 88
District 3: 68
District 4: 66
District 5: 91
- **Military (Active/Retired):** 18 of 378 (4%)

JobPath Collaborations: 183

We are very proud of our active community partnerships. JobPath collaborates with many community partners including: Pima Community College; Pima Community College Foundation; PCC Adult Ed; Pima County One Stop/AZ@work; HPOG HOPES; Pima County Library; Literacy Connects; Tucson Urban League; Interfaith Community Services; Goodwill; YWCA; Head Start; United Way; Pima County Interfaith Council; U of A; Aviation, Engineering and Healthcare employers; Community Food Bank; the Diaper Bank of

Southern Arizona; Youth on the Rise; the Family Support Alliance; Youth on their Own; TUSD; San Miguel High School; Tucson Hispanic Chamber of Commerce; Tucson Metro Chamber of Commerce; Oro Valley Chamber of Commerce and area churches. JobPath staff are actively involved in Pima Community College Program Advisory Boards with other community providers and employers.

JobPath Outcomes and Economic Impact:

Pending Economic Impact Report

2020-2021 JobPath Graduate Satisfaction Survey Report Summary

"Did JobPath services help you reach your goals? If yes, please describe how."

100% of the JobPath participants who took the exit survey stated that JobPath services helped them reach their goals.

Did JobPath services help you reach your goals? If yes, please describe how.

- Yes, I was able to graduate without house bills not being paid.
- Yes, the support with tutoring and the financial aspect helped
- Yes, I was able to graduate with the support from my counselor
- Yes, it helped get my car fixed. I was able to get to school.
- Yes, my books my uniforms my gas cards and having Kyle to talk to when times were hard
- Yes! I cannot say enough how much the support from JobPath helped me through my years in my program. I gained emotional support from peers and counselors, and having the financial aid was immeasurably life changing. Not having to stress over financial concerns allowed me to focus on my schooling and my children
- Yes, through financial assistance through reimbursements I was able to have my kids in daycare so I could go to class, the gas cards really helped me get back and forth to school and clinical, financial assistance so I could retake a class, and allowed me to get necessary school supplies.
- Yes! I was able to complete my program without the worry of not being able to pay my car payment. Tremendous help!
- Yes! They helped me with financial burdens that could've held me back from completing my schooling in time. Plus, they gave me a laptop that allowed me to continue online classes.

"My overall experience with JobPath has been positive."

100% strongly agreed

"I would recommend JobPath to my friends and family."

100% strongly agreed

Please list the major opportunities and benefits provided by JobPath

- Pre-paid gas cards
- Emotional and moral support
- Financial Assistance with tuition, books, uniforms, tools, testing fees, childcare, transportation, rent, utilities, tools
- Career advice
- Assistance with applying for Scholarships
- Mentoring, guidance and counseling
- Coordination with Pima County Arizona@Work, HPOG and other resources



Changing Paths. Changing Lives.

616 N. Country Club Road Suite 110
Tucson, Arizona 85716
Phone: 520-324-0402 | Website: jobpath.net

DRAFT:

**JobPath Pima County Fiscal Year 2020/2021
Annual Report of Activities and Successes**

Note- all data is accurate as on 6/1/21. JobPath has continued to recruit and enroll participants throughout June 2021, so student totals and demographics are subject to change based on new students. An updated/final report will be provided in July 2021.

Overview:

This year, three hundred and seventy-eight (378) participants from Pima County were enrolled in JobPath for sponsorship in short-term education and job training primarily at Pima Community College (PCC).

Three hundred and seventy-eight (378) participants were enrolled in training during this contract period:

Program	Participant total
Automated Industrial Technician	7
Aviation Technology	39
Building & Construction	5
Machine Tool Technology	4
Welding & Fabrication	8
Truck Driver Training	2
Information Technology	8
Engineering for transfer	5
Electrician Apprenticeship	9
Dental Assisting	13
Dental Hygiene	43
Licensed Practical Nursing	56
Medical Laboratory Technology	4
Clinical Research Coordinator	1
Radiologic Technology	17
Registered Nursing	93
Registered Nursing (LPN Transition)	4
Registered Nursing Concurrent Enrollment	30
Respiratory Therapy	17
RN Pre-requisites	10
Surgical Technology	3

One hundred and fourteen (114) participants completed training during this contract year.

JobPath Incorporated

Pima County TB
July 2020 - May 2021

	TOTAL
Revenue	
4275 Government Funds	
4112 Pima County	645,798.75
Total 4275 Government Funds	645,798.75
Total Revenue	\$645,798.75
GROSS PROFIT	\$645,798.75
Expenditures	
6200 Occupancy	
6201 Janitorial	2,361.89
6211 Rent	33,022.92
6221 Utilities	5,151.12
6224 Security	523.73
Total 6200 Occupancy	41,059.66
6300 Payroll Expense	
6311 Salaries/Wages	179,050.02
6321 Payroll Taxes	18,078.17
6331 Employee Benefits	23,583.72
Total 6300 Payroll Expense	220,711.91
6450 Printing & Publications	
6451 Printing	3,529.96
Total 6450 Printing & Publications	3,529.96
6500 Professional Services	
6511 Accounting/Audit Services	42,816.75
6513 HR Services	2,302.51
6521 Computer Related Services	6,339.51
6544 Communications/Cell Phones	389.10
6561 Other Professional Services	261.52
6561-1 Study Prof Services	349.00
Total 6561 Other Professional Services	610.52
6582 Website Services	2.02
6591 Account Management Fees	35.17
Total 6500 Professional Services	52,495.58
6571 Insurance Expense	
6572 Workmans Comp	3,975.23
6573 D&O Insurance	2,477.38
6574 General Liability	5,138.58
Total 6571 Insurance Expense	11,591.19
6600 Office/Program Supplies	36.94

JobPath Incorporated

Pima County TB
July 2020 - May 2021

	TOTAL
6900 Other Expenses	
6940 Website Hosting	7.99
Total 6900 Other Expenses	7.99
7100 Direct Services	
7105 Books	7,667.43
7110 Certification/Exams	18,693.73
7115 Supplies	1,370.18
7116 Technology	6,032.85
7120 Tools/Instruments	14,133.40
7130 Tuition	104,060.85
7135 Uniforms	3,708.50
7155 Childcare	2,780.98
7158 Emergency Distribution	1,707.99
7160 Gas cards	27,255.00
7165 Housing	55,953.52
7170 Transportation	48,129.86
7175 Utilities	21,898.89
7180 Other Direct Services	2,971.60
Total 7100 Direct Services	316,364.78
Total Expenditures	\$645,798.01
NET OPERATING REVENUE	\$0.74
NET REVENUE	\$0.74

ATTACHMENT 4



Strategic Plan 2021-2024

Accelerating Growth

--DRAFT--

Strategic Planning Committee

Ana Greif

JobPath
Chief Executive Officer

Jessica Normoyle

JobPath
Director of Operations

Christine Hill

JobPath
Director of Development

Britta Homelvig

JobPath
Lead Student Success Coach

Cat Merrill

Board President
Director of Program
Ruda-Cardinal, Inc.

Rev. Steve Springer

Vice President of Governance
Pastor
Dove of Peace Lutheran Church

Bruce Dusenberry

Vice President of Internal Affairs
Former President (Retired)
Horizon Moving Systems

Greg Wilson

Vice President of External Affairs
Dean of Applied Technology
Pima Community College

Ana Chavarin

Senior Organizer
Pima County Interfaith Council

Lori Bryant

Social Venture Partners
Chief Opportunity Officer
Intent Plus Consulting

Marc Rofles

Social Venture Partners
President
2Propel, LLC.

JobPath History and Background

JobPath was founded by Pima County Interfaith Council (PCIC) in 1998. In the mid 1990's PCIC knocked on 10,000 doors in our community to better understand the challenges Pima County residents faced. They learned that many adults were working multiple minimum wage jobs and yet still unable to support their families. In addition, they learned that local employers struggled to find skilled employees to meet their workforce needs.

JobPath was created to address this workforce development gap. PCIC and other community leaders advocated for local government funding to help meet an urgent community need for skilled workers through education and job training programs that would lead to in-demand, high-wage careers. Initially, Pima County and the City of Tucson were JobPath's **only** sources of funding.

JobPath supports the success of low-income adults through two-year or less degree and certificate programs. JobPath offers wrap-around case management services and financial aid for both school and non-school related expenses (childcare, car repairs, minor emergencies).

Current context

Local Economic Development Efforts

JobPath works collaboratively with educational providers, other non-profits, and industry partners to bolster the economic and workforce development efforts of Pima County and the City of Tucson. Between 2014 and 2019, JobPath graduates generated \$14.6 million dollars in increased wages and tax revenue, and \$1.9 million in decreased public assistance costs.

Pima County and the City of Tucson provide nearly 80% of JobPath's budget. With JobPath's average return on investment nearly 3:1, local government stakeholders understand the value of our partnership.

CEO Transition

During the COVID-19 pandemic, JobPath experienced a change in executive leadership. After an extensive nationwide search, the JobPath board of directors hired Ana Greif in the new role of CEO in September 2020. Ms. Greif came to JobPath from Pima Community College's Workforce Development Division where her work focused on building relationship with employers and creating opportunities for students. She will leverage this experience to grow the JobPath program and serve more students and increase the impact JobPath has on our participants, their families, and our community.

Covid-19 Impact

Due to regional shut downs and restrictions, Covid-19 has had detrimental effects on our local economy with layoffs and modified working conditions. The McKinsey Global Institute states 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.

Because of changes to the labor market, many workers won't have jobs to return to and will need to reskill in order to reenter the workforce. Yet, the American Rescue Plan and other COVID mitigation attempts do not include funds to support retraining, leaving displaced, financially devastated individuals to cover the costs for their training.

JobPath's mission has never been more important as we work collaboratively with the City of Tucson's and Pima County's economic recovery efforts.

Need for JobPath Growth

The COVID 19 economic recovery efforts require JobPath to mature as an organization. With improved policies, processes, and procedures, JobPath is poised and prepared to grow quickly and efficiently in order to support more participants and tackle the current extraordinary workforce development challenges of our community.

JobPath's Strategic Plan for Accelerating Growth

JobPath's mission is to improve the economic status of underserved adults by removing barriers to educational achievement, so they can lead healthier and more prosperous lives.

We believe that when there is equal access to economic opportunity a thriving community follows - one in which everyone has the power of choice: choice of job prospects, choice to purchase a home, and choice to save for the future!

JobPath's strategy for accelerating growth is based on three core initiatives: increased impact, holistic support, and workforce advocacy. Each of these initiatives is linked to an organizational goal and sub-goals to drive their success.

Strategic Initiative 1 - Increased Impact

Goal: Increase JobPath's reach to more eligible Pima County residents to serve 1,000 participants annually by 2024

In order to accomplish the goal of serving 1,000 per year, JobPath needs to scale its operations and expand its capacity. This requires reassessing staffing and roles, leveraging technology, and streamlining processes.

Strategies:

- Expand benefits to more eligible residents, advancing equitable access to educational and employment opportunities
- Increase and diversify funding sources
- Create agile and scalable internal operations including leveraging technology
- Foster a culture that values every member of the JobPath team and celebrates diversity
- Partner with education providers that align with JobPath's mission
- Improve branding, marketing, and outreach efforts
- Build strong community relationships to expand recruitment through referrals

Strategic Initiative 2 - Holistic Support

Goal: Support participants in building the skills required for long term career advancement, addressing needs and obligations beyond those of education.

JobPath participants juggle employment and family responsibilities on top of those of their education. JobPath will strengthen its already successful program by focusing on participants'

long-term career success, recognizing the needs outside of their school life directly impact their ability fully participate in their education.

- Utilize best practices and proven methodologies in developing programs that support adult students' educational journey
- Embed the values of Inclusion, Diversity, Equity, Access, and Justice in all programs and services
- Prepare students for long term career success and economic opportunity
 - ✓ Cultivate social capital building skills
 - ✓ Teach financial literacy
 - ✓ Engage in career preparation
- Implement a 2-Generation approach to supporting adult learners that fosters multigenerational success
- Expand access to community resources through partnerships and robust referral processes

Strategic Initiative 3 - Workforce Advocacy

Goal: Engage in community workforce development efforts to identify and leverage employment opportunities for JobPath participants while continuing to address the County's workforce needs.

JobPath is at the nexus of employers' hiring needs and skilled workers' employment search. JobPath will seek out opportunities to participate in workforce development conversations and initiatives, gaining a deeper understanding of local strategy and employer needs.

- Advocate for the removal of workforce barriers through participation in community planning and strategy discussions to drive equity and justice
- Collaborate with local employers to promote an equitable workforce development strategy that focuses on upskilling and career advancement
- Align with emergent workforce development practices that facilitate rapid upskilling such as:
 - ✓ Micro credentials
 - ✓ Industry recognized credentials
 - ✓ Adult basic education, etc.

Appendix A

Methodology

JobPath assembled a committee consisting of key staff, board members, and members of partner organizations. The process consisted of three phases described in detail below:

1. Benchmarking with similar organizations
2. Collecting stakeholder feedback
3. Conducting a gap analysis

After these phases were completed, the committee met virtually to assess the gap analysis and develop the overall strategic initiatives, goals, and individual strategies. Upon approval of these, the JobPath team will attend an all-staff retreat to develop departmental, programmatic, and individual goals in order to operationalize this strategic plan.

Benchmarking

In order to evaluate JobPath's service model and cultivate a better understanding of the models used by our partner organizations, JobPath completed an extensive benchmarking exercise. JobPath identified several key partners in the non-profit sector that either did similar work as JobPath or were of a similar size and organization. We also contacted the County to identify any additional organizations that they felt should be included in the benchmarking exercise.

Each of the participating organizations was provided a list of benchmarking questions about its structure, operations, funding, and services. Each was asked to provide written feedback or meet to discuss their answers.

The response rate was 50% with two organizations choosing the meeting option and reviewed all 8 questions with JobPath staff. The data we've received from our benchmarking conversations has proven valuable for both relationship building and the development of new programs.

Stakeholder Feedback

Because of Covid-19 safety protocol, in person meetings were not possible so stakeholder meetings were held virtually in small groups or one-on-one. Stakeholder feedback was collected from:

- JobPath Board of Directors
- Pima County Interfaith
- Pima County
- City of Tucson
- Pima Community College

- Social Venture Partners
- JobPath students and alumni
- JobPath staff
- Employers
- Chambers of commerce
- Other workforce/education organizations

JobPath staff and Board of Directors met separately to discuss pressing issues such as JobPath's mission, target population, outreach and recruiting efforts, and organizational priorities. Meetings with community leaders representing the organizations listed above provided additional guidance as to social and workforce development needs in Pima County and how JobPath can help address them.

Gap Analysis

JobPath has provided case management, financial assistance, and peer-to-peer support since its founding in 1998. These key services have supported more than 600 graduates and helped 80% of those graduates find employment. However, after the committee reviewed the information gathered in the benchmarking and stakeholder analysis, we uncovered a number of gaps impacting JobPath's ability to scale its services to more participants.

Key findings included a clear alignment between the staff, Board of Directors, and community stakeholder in their perceptions of what JobPath's priorities should be. The strategic planning exercise also uncovered a need for a more intentional focus on recruitment and outreach in order to reach the levels of growth stakeholders would like to see, as well as a stronger approach to preparing students for employment and helping them find their post training job. The committee also identified a need for more efficient operations that better leverage technology. Finally, relationships with both industry partners and educational partners will be key to achieving our goals.

ATTACHMENT 5

Individual Donations

CATEGORY	YTD ACTUAL	BUDGETED	OVER/(UNDER)
Board	\$8,384.00	\$6,500.00	\$1,884.00
Individual Donations	\$60,902.00	\$36,250.00	\$24,652.00
			\$0.00
Total Individual Giving	\$69,286.00	\$42,750.00	\$26,536.00

Private & Corporate Foundations

CATEGORY	YTD ACTUAL	BUDGETED	OVER/(UNDER)
Private & Corp Foundations		\$243,750.00	(\$243,750.00)
List of Received:			
Herrick Foundation	\$25,000.00		\$25,000.00
Marshall Foundation	\$25,000.00		\$25,000.00
CFSA CORE	\$30,000.00		\$30,000.00
Bess Spiva Timmons Foundation	\$1,000.00		\$1,000.00
Walton/Hamra Fund	\$1,000.00		\$1,000.00
CFSA/Somos Uno	\$20,000.00		\$20,000.00
Phil & Carol Lyons Foundation	\$5,000.00		\$5,000.00
Jewish Community Foundation	\$3,500.00		\$3,500.00
Connie Hillman Foundation	\$50,628.00		\$50,628.00
Marshall Foundation	\$25,500.00		\$25,500.00
National Philanthropic Trust	\$1,500.00		\$1,500.00
PICOR Charitable Trust	\$3,000.00		\$3,000.00
Total Foundation Giving	\$191,128.00	\$243,750.00	(\$52,622.00)

Organizations

NAME	YTD ACTUAL	BUDGETED	OVER/(UNDER)
Organizations		\$23,500.00	(\$23,500.00)
List of Received:			
St. Mark's United Methodist Church	\$3,000.00		\$3,000.00
Summit Ridge Community Church	\$208.00		\$208.00
Summit Ridge Community Church	\$208.00		\$208.00
Tucson Federal Credit Union	\$700.00		\$700.00
SVP	\$1,000.00		\$1,000.00
U of A Tech Park	\$100.00		\$100.00
Mobile Meals of Southern AZ	\$500.00		\$500.00
			\$0.00
Total Organization Giving	\$5,716.00	\$23,500.00	(\$17,784.00)

Corporate

NAME	YTD ACTUAL	BUDGETED	OVER/(UNDER)
Corporate Gift Including Sponsorships		\$45,050.00	(\$45,050.00)
List of Received:			
Fry's/Kroger	\$71.00		\$71.00

CATEGORY	YTD ACTUAL	BUDGETED	OVER/(UNDER)
Tucson Electric Power	\$30,000.00		\$30,000.00
Caterpillar (Employer Match)	\$205.00		\$205.00
Amazon Smile	\$49.00		\$49.00
			\$0.00
Total Corporate Giving	\$30,325.00	\$45,050.00	(\$14,725.00)

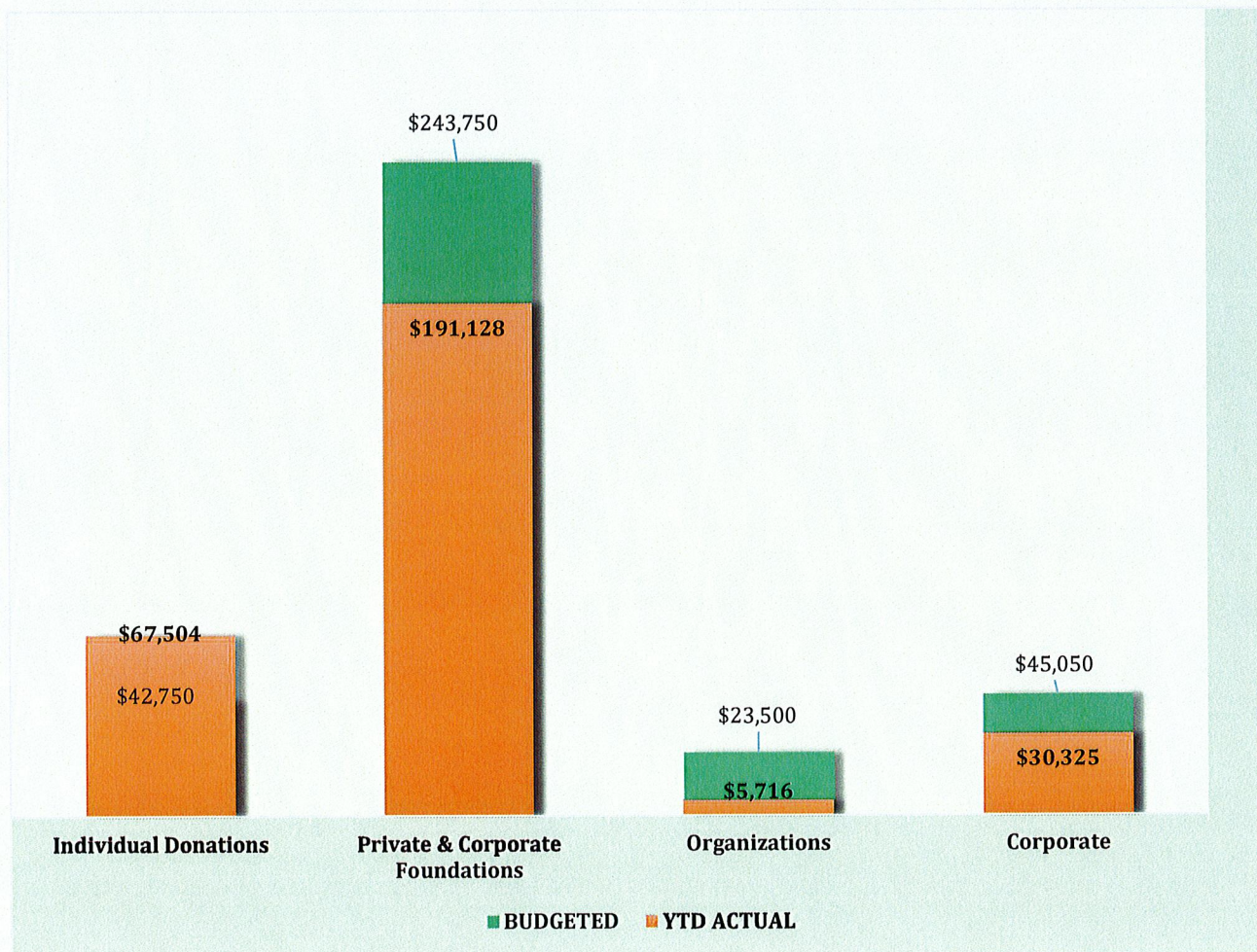
Other

NAME	YTD ACTUAL	BUDGETED	OVER/(UNDER)
City of Tucson	\$138,938.00	\$185,000.00	(\$46,062.00)
	\$138,938.00	\$185,000.00	(\$46,062.00)

As of 30-Apr-21

FY21 Revenue Development Progress

CATEGORY	YTD ACTUAL	BUDGETED	OVER/(UNDER)	% TO GOAL
Individual Donations	\$67,504	\$42,750	\$24,754	157.9%
Private & Corporate Foundations	\$191,128	\$243,750	(\$52,622)	78.4%
Organizations	\$5,716	\$23,500	(\$17,784)	24.3%
Corporate	\$30,325	\$45,050	(\$14,725)	67.3%
Total Fundraising	\$294,673	\$355,050	(\$60,377)	83.0%



As of 30-Apr-21

ATTACHMENT 6



Chuck Huckleberry, County Administrator
County Administrator's Office
Pima County Governmental Center
130 W. Congress Street, Floor 10
Tucson, AZ 85701-8171

Tuesday, May 18, 2021

Re: Pima County and City of Tucson Funding of JobPath Since 2010

Dear Mr. Huckleberry,

In response to your May 7th memo regarding JobPath's funding history, we reviewed all funding received from Pima County and the City of Tucson between 2010 and 2022 (projected) and identified minor discrepancies from the totals provided in years 2011/12 and 2012/13. The table below shows the City & County's funding of JobPath from 2010-2022 (projected) as shown in our records.

Fiscal Year (FY)	City of Tucson	County
2010/11	\$159,127	\$371,130
2011/12	\$158,647	\$374,323
2012/13	\$190,149	\$431,473
2013/14	\$194,137	\$431,473
2014/15	\$192,635	\$431,473
2015/16	\$185,000	\$422,845
2016/17	\$183,200	\$500,000
2017/18	\$173,200	\$600,000
2018/19	\$195,000	\$622,000
2019/20	\$195,000	\$706,000
2020/21	\$185,000	\$1,500,000(including CARES)
2021/22	\$185,000 (proposed)	\$1,750,000 (proposed)






Please let me know if you have any questions or would like additional information.
Thank you,

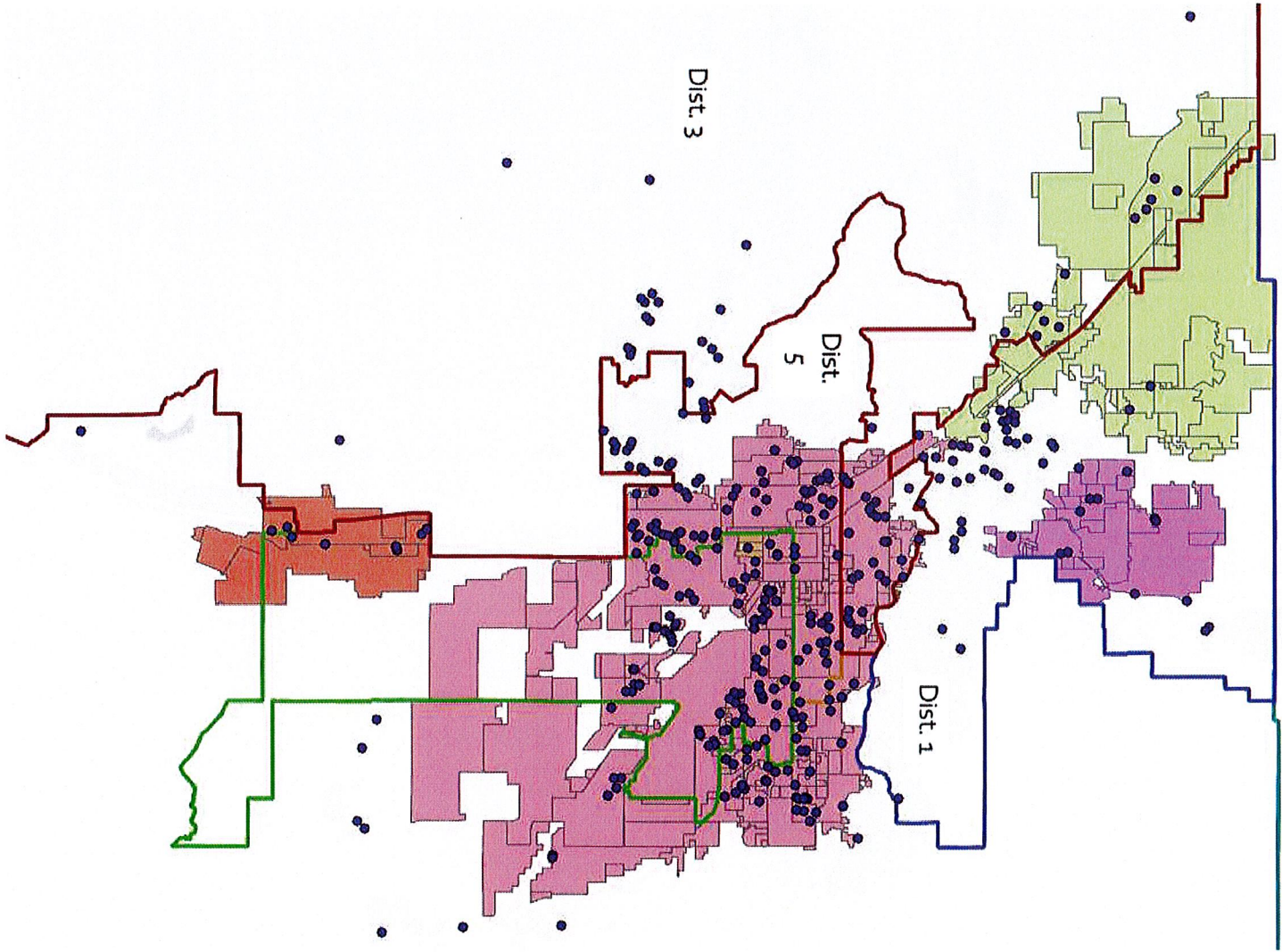
A handwritten signature in black ink, appearing to read 'AG', with a stylized, flowing script.

Ana Greif
Chief Executive Officer
JobPath, Inc.

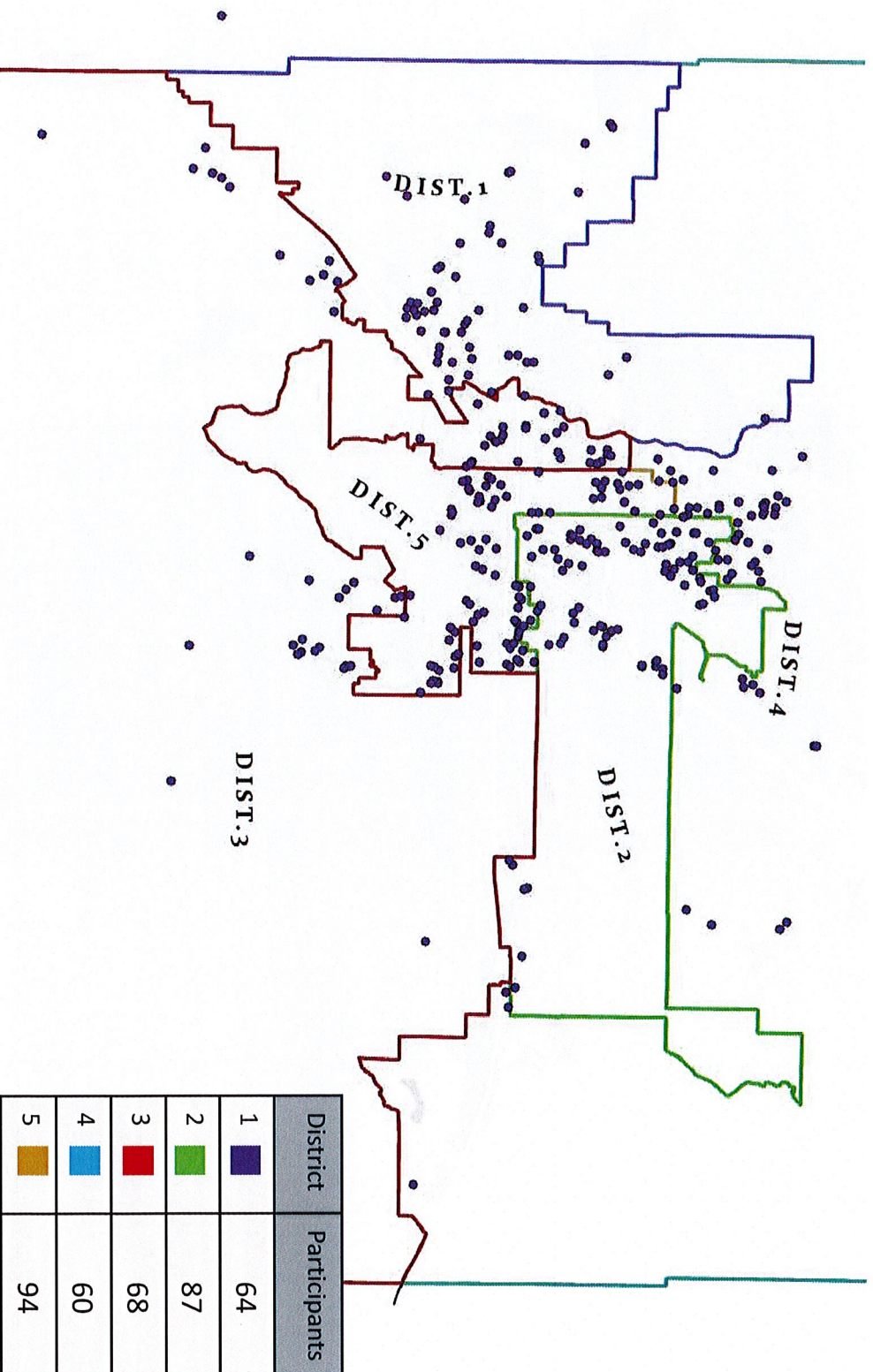
Cc: Jan Leshser, Chief Deputy County Administrator
Dr. John Moffatt, Director, Economic Development Office
Patrick Cavanaugh, Deputy Director, Economic Development Office
Daniel Sullivan, Director, Community and Workforce Development
Cat Merrill, President, JobPath Board of Directors
Bruce Dusenberry, Vice President of Internal Relations, JobPath Board of Directors
Jessica Normoyle, Director of Operations, JobPath

JobPath participants by Township

	Township	Participants
	Marana	16
	Oro Valley	11
	Sahuarita	8
	South Tucson	1
	Tucson	230
	Unincorporated	112

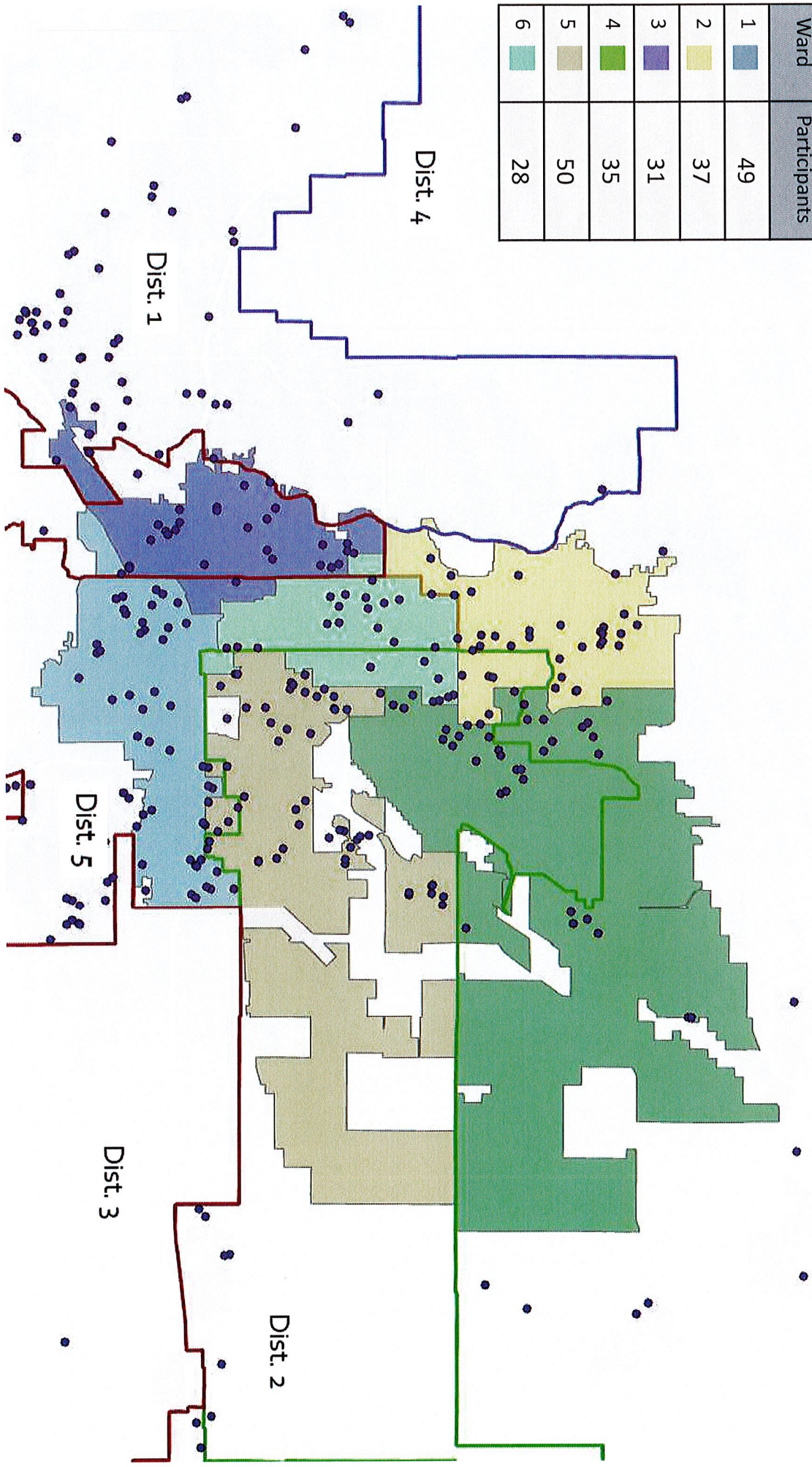


JobPath participants by Pima County District

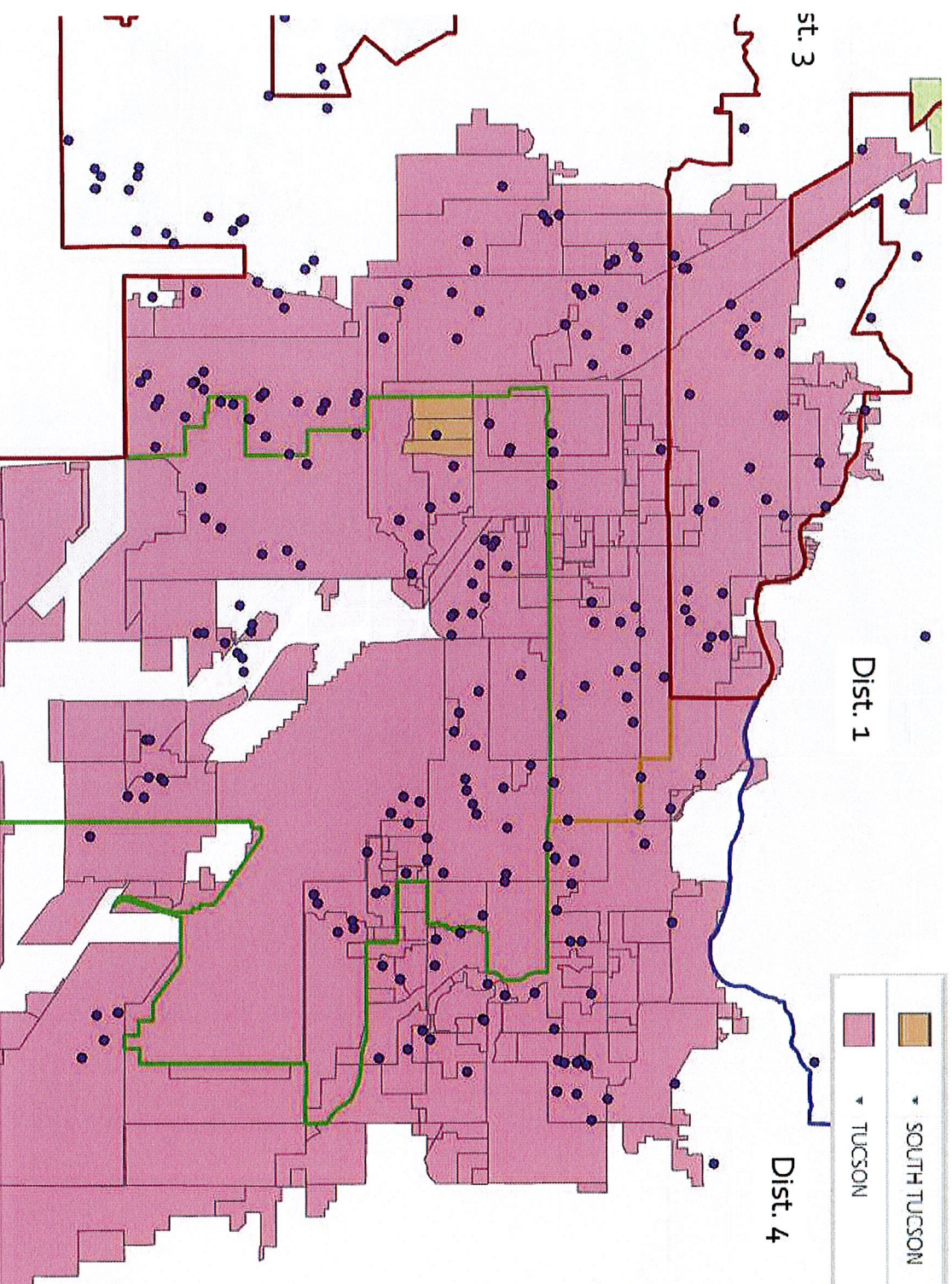


JobPath participants by City of Tucson Wards

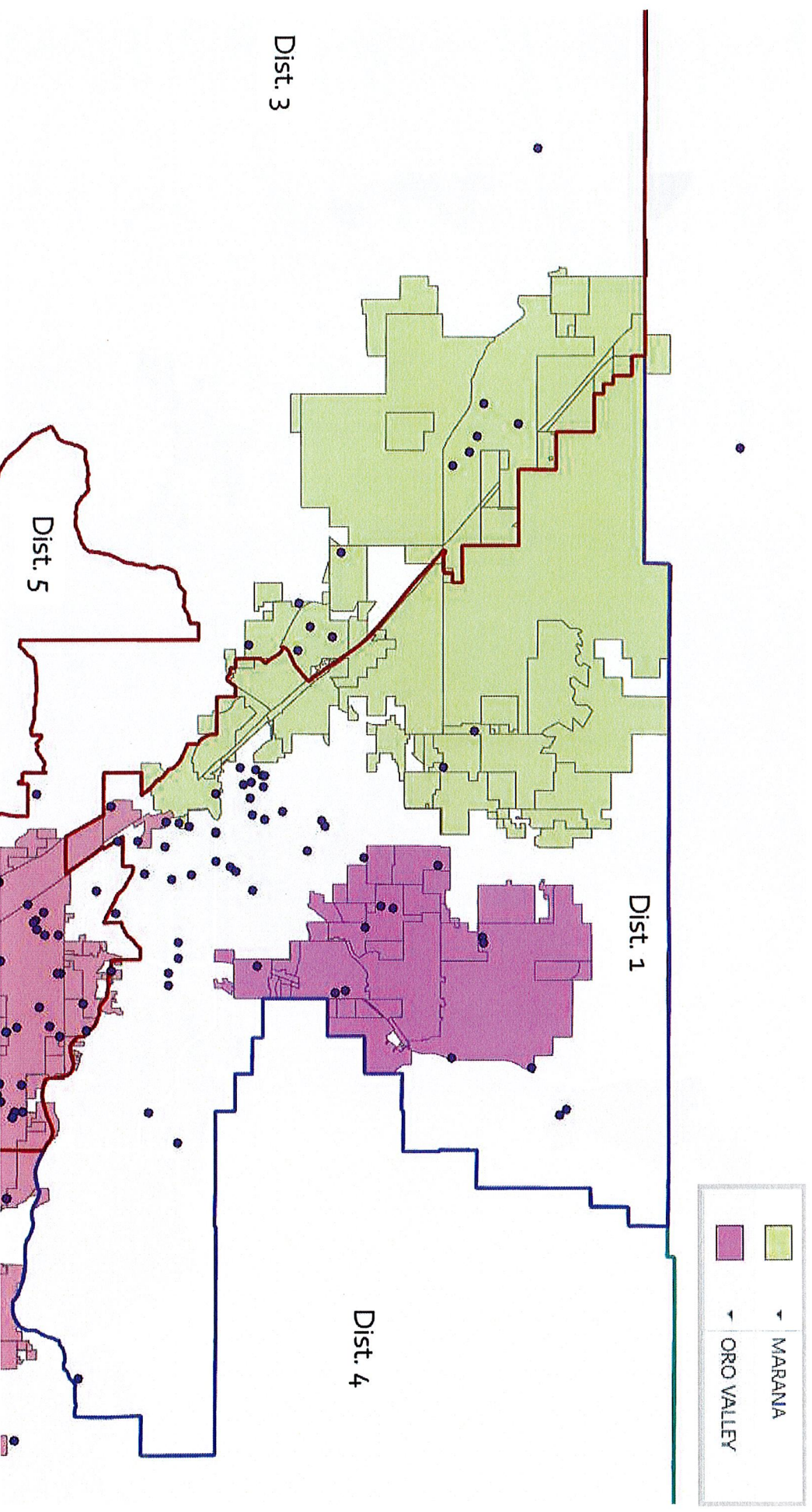
Ward	Participants
1	49
2	37
3	31
4	35
5	50
6	28



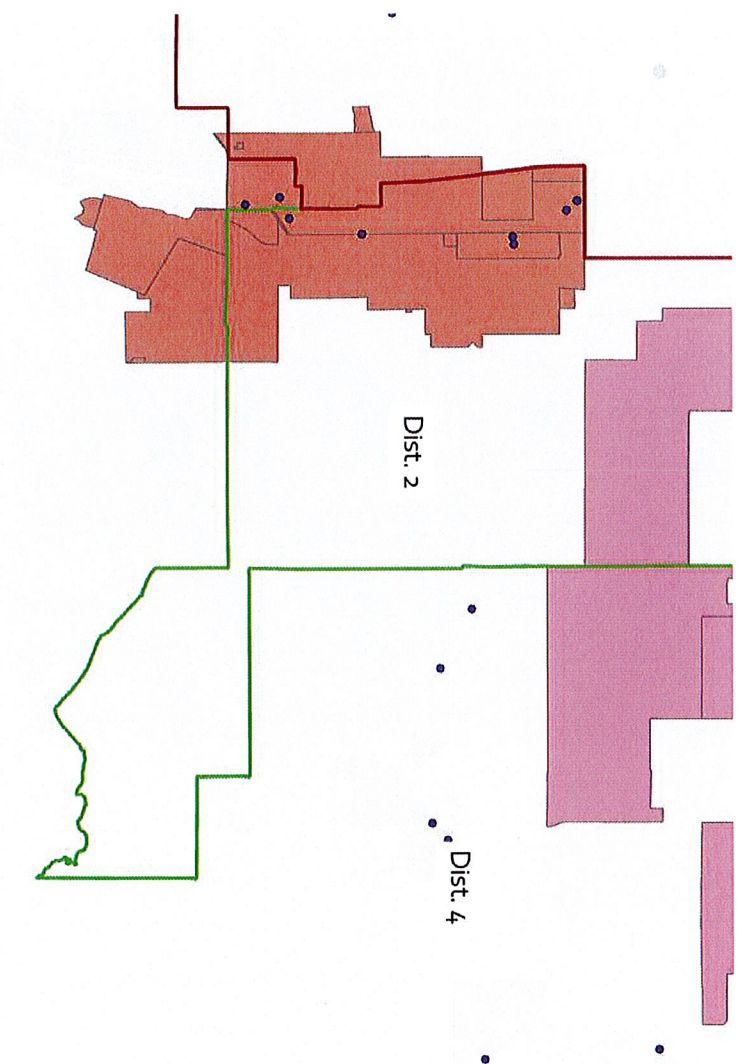
JobPath participants in Tucson and South Tucson





JobPath participants in Marana and Oro Valley

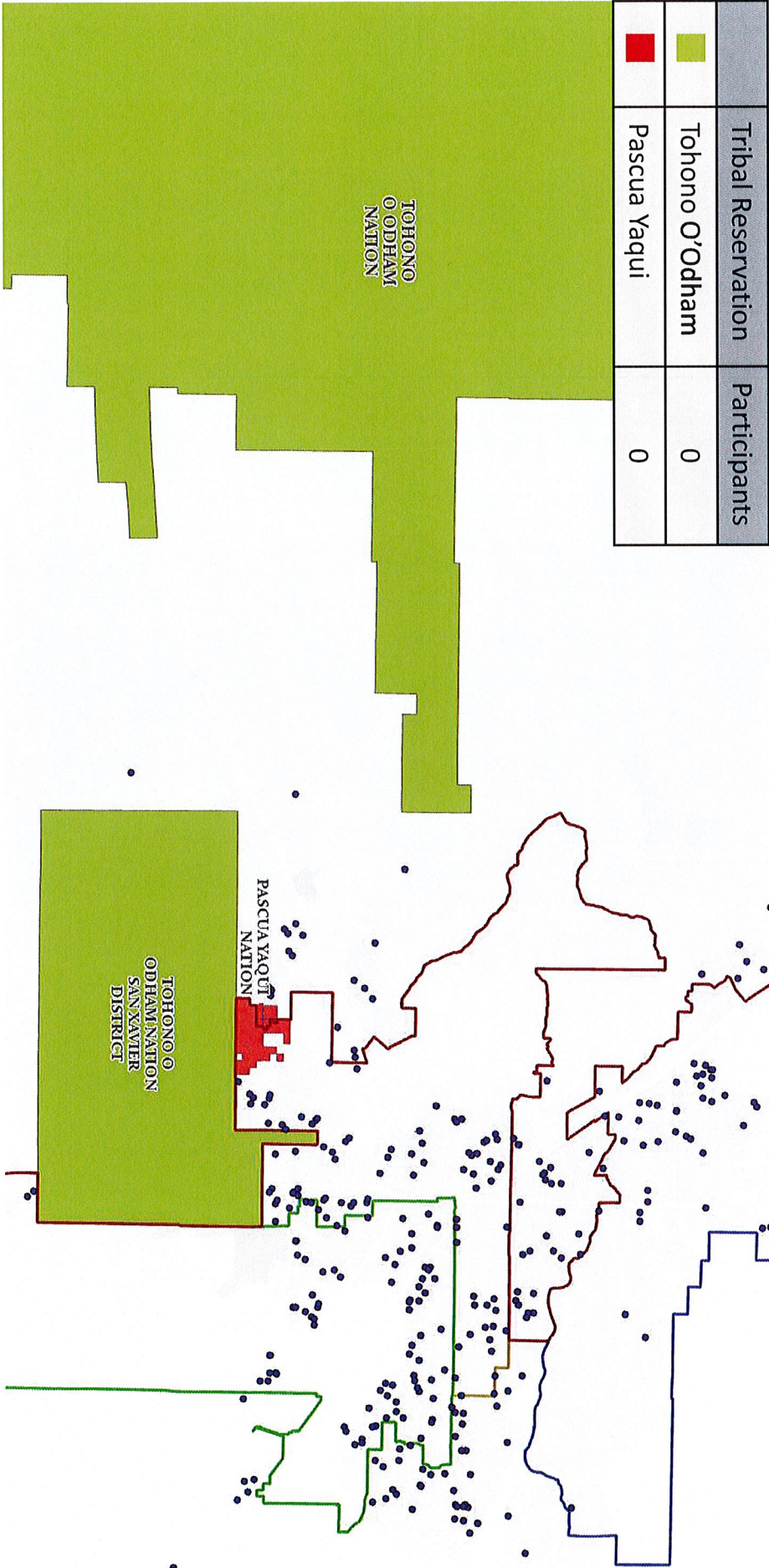


JobPath participants in Sahuarita



JobPath participants by Tribal Reservation

Tribal Reservation	Participants
 Tohono O'Odham	0
 Pascua Yaqui	0



ATTACHMENT 7

Pima County Workforce Development Performance Matrix			
		Cohort Period	Program Year to Date
Employed, in education, or in Occupation Skills Training currently			
Employed, in education, or in Occupation Skills Training 2nd quarter after exit			
Employed, in education, or in Occupation Skills Training 4th quarter after exit			
Median Wage			
Credential			
Measurable Skills Gain			

ATTACHMENT 8

JobPath Monthly Reporting Matrix for

Supported Programs	Enrolled		Completed Program/Certified		Placed Into Employment		Exited Program		Average Wage	
	Count	%	Count	%	Count	%	Count	%	Amount/Hr	% of Goal
Information Technology										
Computer Aided Drafting/Design		#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!
Computer Information Systems		#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!
Cybersecurity		#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!
Subtotal Information Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!	\$ -	0
Applied Technology										
Automated Industrial Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Automotive Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Aviation Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Building & Construction		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Logistics & Supply Chain Management		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Machine Tool Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Welding & Fabrication		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Truck Driver Training		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Engineering for Transfer		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Electrician Apprenticeship		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Subtotal Applied Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!	\$ -	0
Health Professions										
Clinical Research Coordinator		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Dental Assisting		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Dental Hygiene		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Licensed Practical Nurse		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Medical Laboratory Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Radiologic Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Registered Nursing		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Registered Nursing (LPN Transition)		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Registered Nursing Concurrent Enrollment		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Respiratory Therapy		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
RN Pre-requisites		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Surgical Technology		#VALUE!		#VALUE!		#VALUE!		#VALUE!		0
Subtotal Health Professions		#VALUE!		#VALUE!		#VALUE!		#VALUE!	\$ -	0
Other Programs		#VALUE!		#VALUE!		#VALUE!		#VALUE!		#VALUE!
Grand Total All Programs	#VALUE!		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Number of students co-enrolled with AZ@WORK		#VALUE!								
# of Students placed in WIB industry targets		#VALUE!								

ATTACHMENT 9



MEMORANDUM

Date: April 29, 2021

To: C.H. Huckelberry
County Administrator

From: John Moffatt, Director
Economic Development Office

A handwritten signature in black ink, appearing to read "J. Moffatt", is written over the printed name and title of the sender.

Re: JobPath Program Evaluation

You directed the Economic Development Office to provide you an updated evaluation of the JobPath programming in advance of the May 4, 2021 Board of Supervisor's meeting in which a request to increase the current Pima County contracted funding to the organization is expected to be considered by the Board.

It is important to note that the FY 2020/2021 contract period evaluated in this report occurred during the COVID-19 pandemic emergency which affected JobPath's ability to consistently meet and counsel its participants, increased demand for JobPath support services, periodically reduced the organization's staffing levels, lessened the amount of employment opportunities for participants and disrupted classes at Pima Community College where many JobPath participants are sponsored. JobPath has remained in compliance with its contract with Pima County during this period, but the pandemic most certainly affected some of the performance-based outcomes measured in the contract.

In the third and most recent amendment to the existing contract (attachment 1), Pima County provided funding for FY 2020/2021 of \$750,000 and this amendment terminates on June 30, 2021. The anticipated incremental increase being requested of Pima County by JobPath is \$1,000,000 for a total contract amount of \$1,750,000 in FY2021/2022. It should be noted that that JobPath was also allocated an additional \$750,000 by Pima County in federal CARES Act funding during FY 2020/2021 which was overseen by Grants Management and Innovation and was intended to mitigate some of the organizational disruption that has occurred since the pandemic outbreak and provide additional direct support services to JobPath participants.

Under the terms of the current general fund contract overseen by the Economic Development Office, JobPath is required to provide its Preliminary Financial Closeout Report no later than July 15, 2021. This report, which includes an end-of-year performance summary, has not been received by Pima County yet. In addition to monthly invoices that detail JobPath expenditures subject to payment, the Economic Development Office also receives the contractually required Monthly Summary Reports. These reports provide information for each month of the fiscal year that include:

- The total number of JobPath participants served
- The number of participants that have completed JobPath programming

C.H. Huckelberry, County Administrator

Re: **JobPath Program Evaluation**

April 29, 2021

Page 2

- The number of participants that have exited JobPath programming
- The number of participants placed into employment
- The number of participants placed into Workforce Investment Board targeted industries
- The average wage of participants placed by JobPath into employment

The March 2021 Monthly Summary Report is presented as attachment 2. The FY 2020/2021 contract amendment requires JobPath to enroll, sponsor and provide career counseling to a minimum of 255 eligible adults. The Summary Report indicates that JobPath has met and exceeded this contract requirement every month during the contract period between July 1, 2020 and March 30, 2021, with the highest number of participants served (349) occurring in March 2021 and the lowest number of participants served (264) occurring in July 2020. During the same period, a total of 49 participants completed the JobPath programming, 45 participants exited the programing and 18 participants were directly placed into employment positions by JobPath.

The contract also requires a minimum of 80 percent of the participants that obtain a certificate or complete an apprenticeship during the program year will gain employment with a target wage at placement set at \$14 or more. The March 2021 Monthly Summary Report indicates JobPath met and exceeded this requirement with the highest average wage (\$27.88) occurring in November and December 2020 and the lowest average wage (\$15.00) occurring in September and October 2020.

Other outcome and benchmark provisions of the contract -such as the requirement that 40 to 45 percent of the participants will obtain certification, successfully complete and apprenticeship or complete a two-year degree program - will be reported in the Closeout Report that is required to be provided to Pima County no later than July 15, 2021.

Additionally, and as required under terms of the current amended contract, an Economic Development Office staff member serves as a liaison to the JobPath Board of Directors and JobPath staff. Patrick Cavanaugh, Deputy Director of the Economic Development Office, attends monthly meetings of the JobPath Board of Directors and is provided JobPath's financial statements and organizational performance reports as part of these meetings. JobPath's communications with the Economic Development Office and internal documents also provide opportunity for evaluation of key metrics.

In the JobPath funding increase request (attachment 3) scheduled for Board of Supervisors consideration May 4, 2021, JobPath proposes to provide financial and counseling support to an additional 315 participants for a total number of 670 participants served. The Year to Date Participants Served internal document (attachment 4) provided by JobPath indicates the month-to-month increases in participants in JobPath's fiscal year 2020 and 2021 reflect an average of around 15 participants, with some monthly increases as small as seven participants served. The addition of 315 participants in one year forecasted in the proposal

C.H. Huckelberry, County Administrator
Re: **JobPath Program Evaluation**
April 29, 2021
Page 3

will require an extensive expansion of staff, support and services by JobPath. An additional internal JobPath document provided to Pima County showing total monthly cost per active participant (attachment 5) and the existing capacity for counselor staffing. JobPath has been able to meet the terms and benchmarks required under its existing contract and is rapidly approaching 400 participants served, but the Economic Development Office would strongly urge development of a proposed budget by JobPath showing the allocation of all indirect and direct costs required to facilitate the proposed growth to 670 total participants per year. The Pima County Economic Development Office would also underscore the fact that a new Chief Executive Officer for JobPath, Ana Greif, was hired on September 2, 2020. In her short period of time at JobPath, Ms. Greif has launched an extensive strategic planning process and made other operational changes that will likely have a positive effect on the organization's ability to accommodate rapid expansion.

An additional contract provision in the current amendment requires various levels of coordination and information sharing between JobPath and the staff of the Pima County One Stop. Pima County One Stop staff were consulted for this report and were asked to provide the department's evaluation and perspective. One Stop staff would request that in future contracts more data be captured by JobPath that would allow for greater workforce development opportunities for both organizations. Under the current terms of the contract, JobPath is required to participate in a cross-referral system to improve and accurately document participant information between JobPath and the One Stop. One Stop would like to build upon this and provide more detailed information regarding the number of JobPath participants that are employed, in school or are receiving occupational skills training. Additional information regarding median wages, credentials obtained and the measurable skill gains of JobPath would also facilitate better workforce development data for Pima County. One Stop staff submitted a proposed matrix (attachment 6) for consideration in future contract development with JobPath.

Please let us know if you require any additional information.

JM/PC

Attachments

ATTACHMENT 1

Contract / Award Information

Document Type: _____ Department Code: _____ Contract Number (i.e., 15-123): _____
Commencement Date: _____ Termination Date: _____ Prior Contract Number (Synergen/CMS): _____
☐ Expense Amount: \$* _____ ☐ Revenue Amount: \$ _____

***Funding Source(s) required:**

Funding from General Fund? ☐ Yes ☐ No If Yes \$ _____ % _____

Contract is fully or partially funded with Federal Funds? ☐ Yes ☐ No

If Yes, is the Contract to a vendor or subrecipient?

Were insurance or indemnity clauses modified? ☐ Yes ☐ No

If Yes, attach Risk's approval.

Vendor is using a Social Security Number? ☐ Yes ☐ No

If Yes, attach the required form per Administrative Procedure 22-10.

Amendment / Revised Award Information

Document Type: CT Department Code: ED Contract Number (i.e., 15-123): 18*004
Amendment No.: 3 AMS Version No.: 5
Commencement Date: 7-01-2020 New Termination Date: 6-30-2021
Prior Contract No. (Synergen/CMS): _____
☒ Expense or ☐ Revenue ☒ Increase ☐ Decrease Amount This Amendment: \$ 750,000.00

Is there revenue included? ☐ Yes ☒ No If Yes \$ _____

***Funding Source(s) required:** General Fund

Funding from General Fund? ☒ Yes ☐ No If Yes \$ 750,000.00 % 100

Grant/Amendment Information (for grants acceptance and awards) ☐ Award ☐ Amendment

Document Type: _____ Department Code: _____ Grant Number (i.e., 15-123): _____
Commencement Date: _____ Termination Date: _____ Amendment Number: _____
☐ Match Amount: \$ _____ ☐ Revenue Amount: \$ _____

***All Funding Source(s) required:**

*Match funding from General Fund? ☐ Yes ☐ No If Yes \$ _____ % _____

*Match funding from other sources? ☐ Yes ☐ No If Yes \$ _____ % _____

***Funding Source:** _____

***If Federal funds are received, is funding coming directly from the Federal government or passed through other organization(s)?**

Contact: John Moffatt

Department: Economic Development Office

Telephone: (520) 724-4444

Department Director Signature/Date: John Moffatt 8/26/2020

Deputy County Administrator Signature/Date: _____

County Administrator Signature/Date: C. R. Ricketts 8/26/20

(Required for Board Agenda/Addendum Items)

Pima County Department of Economic Development

Project: Workforce Development Services

Contractor: Job Path, Inc.

Contract No.: CT-ED-18-004

Contract Amendment No.: 03

Orig. Contract Term: 07/01/2017 - 06/30/2018
Termination Date Prior Amendment: 06/30/2020
Termination Date This Amendment: 06/30/2021

Orig. Amount:	\$600,000.00
Prior Amendments Amount:	\$1,968,000.00
This Amendment Amount:	\$750,000.00
Revised Total Amount:	\$2,718,000.00

CONTRACT AMENDMENT

The parties agree to amend the above-referenced contract as follows:

1. Background and Purpose.

1.1. Background. On July 1, 2017, County and Contractor entered into the above referenced agreement to provide workforce development services.

1.2. Purpose. County requires continuing services. Contractor will continue to provide career counseling and case management for individuals seeking employment or advancement in targeted industries identified by the Workforce Investment Board ("WIB")

2. Term. The County is exercising the last extension option to renew the contract for one additional year commencing on July 1, 2020 and terminating on June 30, 2021. If the commencement date is before the Effective Date of this amendment, the parties will, for all purposes, deem the amendment to have been in effect as of the commencement date.

3. Maximum Payment Amount. The maximum amount the County will spend under this Contract, as set forth in Section 3.1, is increased by \$750,000.00. County's total payments to Contractor under this contract, including any sales taxes, will not exceed \$2,718,000.00.

4. Scope of Services. The parties have revised the Scope of Services as described in the attached **Exhibit A** (5 pages).

All other provisions of the Contract not specifically changed by this Amendment remain in effect and are binding upon the parties.

PIMA COUNTY



Chairman, Board of Supervisors

SEP 01 2020

Date

CONTRACTOR



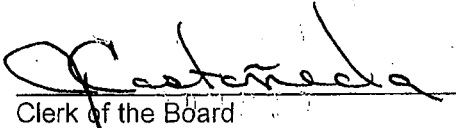
Authorized Officer Signature

Catherine Merrill Board President
Printed Name and Title

25aug2020

Date

ATTEST

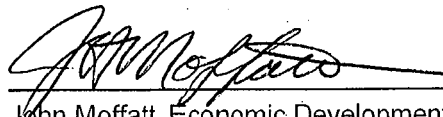


Clerk of the Board

SEP 01 2020

Date

APPROVED AS TO CONTENT



John Moffatt, Economic Development Director

8-25-2020

Date

APPROVED AS TO FORM



Print DCA Name
Regina Nassen

August 25, 2020

Date

EXHIBIT A (5 pages)

SCOPE OF WORK **Commencement Date: July 1, 2020**

1.0 PROGRAM OVERVIEW.

- 1.1. Contractor will provide career counseling and case management for individuals seeking employment or advancement in targeted industries identified by the Workforce Investment Board ("WIB").
- 1.2. Unless otherwise specified herein, participation in programs and activities financially assisted in whole or in part by this Contract shall be open to citizens of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and parolees, and other individuals authorized by the U.S. Attorney General to work in the United States.

2.0 PROGRAM GOALS.

- 2.1. Prepare participants for current- and projected-demand occupations that offer adequate wages for self-sufficiency or that have a clear career path leading to self-sufficiency wages.
- 2.2. Assist in the economic development of Pima County by helping to develop a trained and productive labor force that meets employer needs.
- 2.3. Coordinate workforce efforts with the Pima County ARIZONA@WORK Career Center (formerly the Pima County One Stop), mandated partners, and other contractors.

3.0 PROGRAM ACTIVITIES.

3.1. General Provisions:

- 3.1.1. No activities performed under this Contract may displace a currently employed worker. Displacement includes not only firing or layoff, but also partial displacement such as a reduction in hours of non-overtime work or a reduction of employment benefits. **Contract will prohibit displacement in all subcontracts.**
- 3.1.2. If involved in participant job placement activities with the Pima County ARIZONA@WORK Career Center ("Pima County ARIZONA@WORK"), Contractor must ensure that participants are not placed for employment:
 - 3.1.2.1. On the construction, operation, or maintenance of any facility used or to be used for sectarian instruction or as a place for religious worship;
 - 3.1.2.2. In activities that are not covered under the Occupational Safety and Health Act of 1970, participants are not required or permitted to work, be trained, or receive services in buildings or surroundings under which working conditions are unsanitary, hazardous or dangerous to the participants' health or safety.
- 3.1.3. If involved in participant job placement activities with the Pima County ARIZONA@WORK, Contractor must ensure that any participant employed or trained for inherently dangerous occupations (e.g. fire or law enforcement) is

assigned to entities that consistently follow reasonable safety practices.

3.2. Grievances: Contractor will:

3.2.1. Have and follow a written grievance process to provide all applicants and participants with the opportunity for a fair hearing to redress grievances arising from the delivery of contracted services, including, but not limited to:

- 3.2.1.1. Ineligibility determination;
- 3.2.1.2. Reduction in services;
- 3.2.1.3. Suspension or termination from program participations; or
- 3.2.1.4. Quality of service.

3.2.2. Ensure that all applicants and participants are advised of their right to present any grievances to County or to the State.

3.3. General Requirements. Contractor will:

3.3.1. Provide career counseling and case management ("sponsorship") to help individuals gain skills and competencies needed to obtain, or advance in, career ladder employment in WIB targeted industries. Individuals may be unemployed or employed while receiving services.

3.3.2. Enter relevant participant data into County required database(s) within twenty-four (24) hours of a participant's activities.

3.3.3. Maintain a file on each participant that includes:

- 3.3.3.1. Intake demographic details;
- 3.3.3.2. Grievance and information release forms signed by the participant;
- 3.3.3.3. Copies of employment authorization documents consistent with employer-required I-9 documentation;
- 3.3.3.4. A record of all employment and training activity changes;
- 3.3.3.5. A record of enrollment in training programs or courses;
- 3.3.3.6. Copies of training credentials;
- 3.3.3.7. A record of supportive service referrals; and
- 3.3.3.8. Exit, employment and follow-up information.

3.3.4. Maintain a list of all applicants and the reason(s) for selection or non-selection.

3.3.5. Provide career counseling and sponsorship to participants pursuing degrees, certifications or apprenticeships in high-demand career fields.

3.3.6. Conduct outreach to unemployed and underemployed members of low-income households in Pima County. Outreach must include:

- 3.3.6.1. Introductions to JobPath programs and services;
- 3.3.6.2. Information on local employment and training programs; and
- 3.3.6.3. Assistance in completing applications for JobPath sponsorship.

3.3.7. Ensure that participants enroll in a degree program, a certification program or an apprenticeship program in a career area where there is a demand for skilled workers. Participants may receive assistance for tuition, books, fees, transportation, childcare and emergencies. Need for assistance will be determined on a case-by-

case basis.

3.3.8. Ensure that participants meet bi-monthly in peer-support sessions with the career counselor and with other participants in their education or job training area.

3.3.9. Before program completion, provide job placement assistance.

3.3.10. Track each participant's job success for two years after placement and maintain a record of post-program activities. Contractor may request assistance from Pima County ARIZONA@WORK for post-program wage information.

3.4. Career Counselor duties. Contractor will assign a Career Counselor to each participant. Each Career Counselor will:

3.4.1. Determine applicant's eligibility. In order to participate in the JobPath program pursuant to this Contract an applicant must:

3.4.1.1. Be at least 18 years of age;

3.4.1.2. Have resided in the State of Arizona for at least one year prior to applying for the JobPath program and be a resident of Pima County at the time of enrollment in the JobPath program;

3.4.1.3. Provide proof of eligibility to work in the United States; and

3.4.1.4. Be willing to commit to long-term training.

3.4.2. Enroll eligible applicants in JobPath.

3.4.3. Develop an individualized long-term financial plan and an education and training plan with the participant.

3.4.4. Work closely with instructors, tutors, and financial aid staff to effectively advocate for and properly advise the participant.

3.4.5. Meet with each assigned participant as requested by the participant or as Career Counselor determines warranted for participant success.

3.4.6. Refer participants to other available community resources and services including, but not limited to: food bank; transitional housing; and childcare.

4.0 OUTCOMES.

4.1. Enroll and provide career counseling and sponsorship to a minimum of 255 eligible adults from July 1 through June 30 (FY).

4.2. 40 – 45% of participants (approximately 80) will:

4.2.1. Obtain a certification;

4.2.2. Successfully complete an apprenticeship; or

4.2.3. Complete one year of a 2-year college degree program.

4.3. 80% of the participants that obtain a certification or complete an apprenticeship during the program year will obtain employment. The target wage at placement is \$14.00 per hour or more.

4.4. 80% of the participants completing the first year of a college degree program will enroll and complete the second year.

5.0 **BUDGET.**

5.1. Contractor will be paid on a Cost Reimbursement basis as follows:

Budget Line Items	Amount allocated for July 1, 2017 through June 30, 2018	Amount allocated for July 1, 2018 through June 30, 2019	Amount allocated for July 1, 2019 through June 30, 2020	Amount allocated for July 1, 2020 through June 30, 2021
Operating Budget				
Personnel (No overtime)	\$229,848.00	\$248,161.00	\$293,190.00	\$240,305.00
Travel	\$0.00	\$8,500.00	0.00	\$0.00
Maintenance and operations	\$60,652.00	\$52,369.00	\$58,590.00	\$62,607.00
Outside and professional services	\$49,500.00	\$49,070.00	\$21,900.00	\$65,307.00
Total Operating Budget	\$340,000.00	\$358,100.00	\$373,680.00	\$368,219.00
OTHER ALLOCATIONS				
Direct services	\$260,000.00	\$303,900.00	\$332,320.00	\$381,781
Total Budget	\$600,000.00	\$662,000.00	\$706,000.00	\$750,000.00

Staff overtime is not authorized under this Contract and will not be reimbursed.

In the event that an end of year budget modification is necessary, the request to modify must be submitted forty-five (45) days prior the termination date of the Contract and approved prior to implementation.

6.0 **REPORTS.**

Monthly Reports. No later than the fifth (5th) working day of the month for the preceding month's activities, Contractor will provide:

6.1.1. Summary Report include, at a minimum:

- 6.1.1.1. Number served;
- 6.1.1.2. Number placed;
- 6.1.1.3. Number placed into WIB targeted industries;
- 6.1.1.4. Number completed;
- 6.1.1.5. Number exited; and
- 6.1.1.6. Average wage at placement.
- 6.1.1.7. Number co-enrolled by Contractor and County's ARIZONA@WORK/Pima County One Stop.

6.1.2. Financial Closeout Reports. Contractor will complete and submit the following:

- 6.1.2.1. Preliminary Financial Closeout Report, no later than July 15 of the contract year. County may require that this report be provided sooner.
- 6.1.2.2. Final Financial Closeout Report, on forms provided by County, within thirty (30) days after the end of the Extended Term. County reserves the right to require this report at a different time.

6.1.2.3. Other records and reports requested by the Director or designee of the CSET Department.

7.0 COLLABORATION.

- 7.1. County and Contractor will: each designate and maintain a liaison to review Contractor's monthly reports, maximize communications and address the resolution of program participant and interagency issues. The liaisons must meet at least quarterly.
- 7.2. The designated County liaison will attend Contractor's Board of Directors' meetings to ensure accurate communications between Contractor's Board and County Administration. The County liaison will be available to provide guidance on County's priorities in workforce development and economic development data to Contractor's Board.
- 7.3. County and Contractor will develop a cross-referral system to improve and accurately document participant information and referrals from one party's program to the other.
- 7.4. Contractor must, in Contractor'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 .

END OF EXHIBIT A

ATTACHMENT 2

CT-ED-18-004

Minimum of 255 eligible adults

ATTACHMENT 3

DR. MATT HEINZ
Supervisor
District 2




33 N Stone Ave., 11th Floor
Tucson, AZ 85701
(520) 724-2702
district2@pima.gov

Pima County Board of Supervisors

Memorandum

To: Julie Castañeda

From: Matt Heinz 

Date: April 21, 2021

RE: BOS Agenda 05/04/21 – JobPath Funding Request

Discussion/Action: Directing the County Administrator and county staff to allocate \$1.75M in the FY22 General Fund Budget to JobPath, per enclosed proposal.

JobPath
Request for Increased Investment from Pima County, FY22

JobPath invites Pima County to increase your investment in our mission in Fiscal Year 2022 in order to positively impact more families during a time of extraordinary need.

JobPath will play a vital role in Pima County's economic recovery by supporting the reskilling efforts of adults who were displaced from the workforce due to COVID-19. As community colleges across the country faced declining enrollment this past year, JobPath's unique approach to supporting students led to a **90% retention rate during fiscal year 2020-2021**, and 140 graduates who will be fulfilling employers' workforce needs upon graduation in May.

The return on investment for every dollar spent on JobPath is 297% based on increased tax revenues generated and a reduction in public assistance expenditures once JobPath participants attain the average \$42,200 increase in salary¹ compared to their earnings before attaining their degree or certification. In order to address the increased reskilling need brought on by the extraordinarily high number of displaced workers who lost their retail, food service, or tourism jobs due to the Covid-19 pandemic, JobPath is requesting an increase of one million dollars to our current annual Pima County appropriation of \$750,000. This increased funding will enable JobPath to provide both financial and counseling support to an additional 315 students (for an anticipated total of about 670 students served in FY22), producing 283 additional graduates and 240 job placements within three months of graduation, while the county sees a 3x1 return on this investment.

Fiscal Year	Pima County Funding Received
2016-2017	\$ 500,000
2017-2018	\$ 600,000
2018-2019	\$ 622,000
2019-2020	\$ 706,000
2020-2021	\$ 750,000 + \$750,000 ²
2021-2022	\$1,750,000 requested

The programs JobPath supports are aligned with the industry priorities that Pima County, City of Tucson, PCC, the University of Arizona, and various economic development entities have established for this region including manufacturing, IT, and healthcare. This alignment leverages existing initiatives and investments, maximizing the impact JobPath has on our community's

¹ Applied Economics, Economic Impact Study, 2019, <https://www.jobpath.net/how-to-help/investors-corner.html>

² In September 2020, JobPath received an additional \$750,000 in CARES Act funding from Pima County to help mitigate the devastating effects of COVID-19 on the students we serve. The funds helped ensure students persisted in their program of study in spite of additional financial hardships to their households.

workforce needs. Since the 2015/2016 fiscal year, 80% of JobPath students successfully have found employment in their field of study. The 2019/2020 fiscal year shows a COVID related drop in employment, with a rebound expected in 2021. JobPath has extended the support window for these participants and is working to modify services to foster employer relationships and better support our participants' employment efforts.

Fiscal year	Participant Total	Withdrawal Total	Carryover Total	Graduates Total	Percent Employed
2015/16	222	28	110	84	85%
2016/17	265	18	153	94	90%
2017/18	300	20	171	109	86%
2018/19	303	21	180	102	82%
2019/20	334	36	195	103	73%
2020/2021 (to date)	356	26	190	140	
2021/2022 (anticipated at \$1.75M funding)	670				

Under the leadership of a new CEO, JobPath has revised and updated its recruitment processes and programmatic offerings to prepare for a large increase in the number of students served. Additionally, JobPath is developing a 3-year strategic plan to be enacted July 1st, that focuses on collaborative outreach and recruitment efforts with key stakeholders at the County, Pima Community College (PCC), Pima County Interfaith Council (PCIC), employers and other key organizations. We are confident in our ability to operationalize an increased investment from Pima County to serve many more students and ultimately create an even greater return on investment.

About JobPath

JobPath was founded by Pima County Interfaith Council (PCIC) in 1998. In the mid 1990's PCIC knocked on 10,000 doors in our community to better understand the challenges Pima County residents faced. They learned that many adults were working multiple minimum wage jobs and yet still were unable to support their families. In addition, they learned that local employers struggled to find skilled employees to meet their workforce needs.

JobPath was created to address this workforce development gap. PCIC, members from the business community, and other community leaders advocated for local government funding to help meet an urgent community need for skilled workers through education and job training

programs that would lead to in-demand, high-wage careers. Initially, Pima County and the City of Tucson were JobPath's only sources of funding.

Our mission is to support the success of low-income adults through two-year-or-less degree and certificate programs that lead to high-wage, in-demand careers in healthcare, applied technology, and IT fields. Each of our students has a unique story and unique needs, so we meet students where they are financially and emotionally by providing a holistic support package that includes wrap-around case management services and financial assistance for both school and non-school related expenses (childcare, car repairs, minor emergencies). The funding each student receives is based on their financial need and the cost of their program of study. Below are several student success stories that highlight the impact of our approach.

Student Success Stories

Martin S.

Martin's mom was pregnant with him when she came to the U.S. from Mexico in hopes of escaping poverty and creating a better life for him. Martin had to go to work after graduating from Tucson High to help support his family. College was out of the question. He says of putting college on hold, "I knew that it was just another hurdle for me to overcome, and my time would come soon." When Martin finally enrolled at Pima, he continued to work full-time as an elementary school monitor so he could contribute to his family's expenses, but it wasn't enough to also pay his college expenses. He didn't want to have to choose between helping his family and going to school. He needed help.

Luckily, he was connected to JobPath. During Martin's one-year program, JobPath provided him with \$1,600 in financial assistance and helped Martin get scholarships. These funds provided him with a computer and paid for internet service so he could do his homework. He was able to get to his classes because JobPath also helped him with car insurance and gas.

Martin graduated from Pima's *Get into Energy* program. He was one of only four in his class to be selected for the internship program at Tucson Electric Power. Eventually, he was hired as a full-time field technician with TEP.

Martin is very grateful for his family's support but he also recognizes the support of his community. He says, "thank you to everyone who supports JobPath so that hard-working students like me have the opportunity to go to college and get our dream jobs," and adds, "If you can dream it, you can achieve it! JobPath is there to help!"

Astrid N.

After working as a CNA, Astrid knew she could do more and began taking nursing pre-requisite classes. She was scared to apply to nursing school, because she feared failure more than

anything. She had no idea how she would manage two jobs and school with no support system. Nonetheless, she applied and was accepted.

The program is rigorous, and Astrid had quit one of her jobs to focus on her studies. Then came COVID-19. Astrid lost her other job and struggled to find work. "After this, I was in survival mode for a long time," she says.

Astrid learned about JobPath as a member of the Student Nurses Association at Pima. "When I found JobPath in the summer of 2020, I could not believe how great it was because for the first time in a long time, I was not in survival mode" she says. Since Astrid has enrolled with JobPath during the summer of 2020, JobPath has provided her with \$3,600 in financial assistance, including CARES Act funding received from Pima County.

Through CARES Act funding, JobPath helped Astrid with rent, auto insurance payments, and even helped with costly car repairs. Astrid remains awestruck by the level of support from her community.

Astrid will graduate in May 2022 as a Registered Nurse. She hopes to work in a Critical Care Unit so that she can work directly with patients who are in the most need.

Rudy S.

Rudy was working at Bombardier as an apprentice but could do very little work as a mechanic without his licenses, so he went back to school at the age of 27 - the first in his family to go to college.

It was far from easy going to school and continuing to work to support his young family. He worked 45 hours per week and was in school for 40 hours. "Thankfully," he says, "I had JobPath."

Job Path provided Rudy with essential case management, supportive services that included providing him with baby food from our pantry, and \$3,500 in financial assistance over the course of his 19-month program that covered car repairs, rent, textbooks, testing fees, and uniforms. We also connected him to Arconic Foundation, which gave him a grant to cover costly tools needed for his program.

Rudy adds that "JobPath helped me through the hardships of being a full-time student and a full-time father to my two wonderful boys. For that, I cannot thank JobPath enough."

Rudy graduated from the Pima Aviation Technology Center with his Airframe and PowerPlant Mechanic License and Associates in Applied Science in 2016. He's now an A&P mechanic at Bombardier Aerospace and loves what he does.

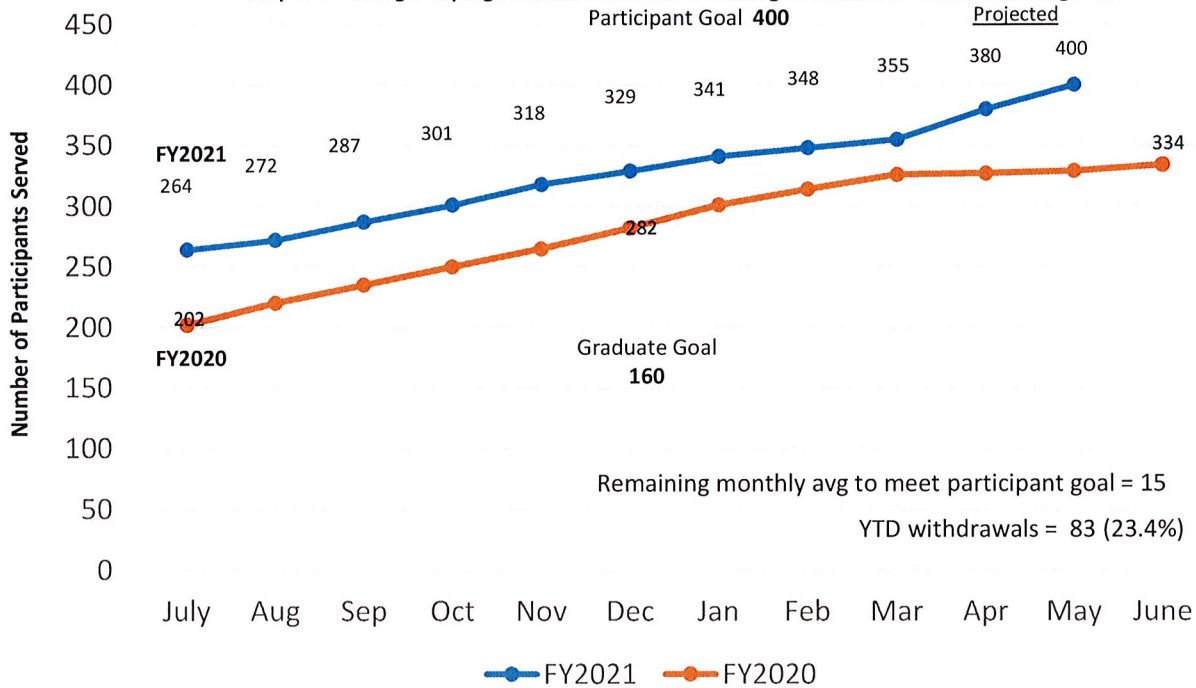
ATTACHMENT 4



Year-To-Date Participants Served through Mar 2021

(cumulative YTD: active participants + those completed + withdrawals)

Purpose: Oversight of programmatic execution of annual goal on mission effectiveness & growth



Participant Additions:

FY21 Goal = 400 Total Participants
(186 carried over from FY19-20)

Achieving # Graduates Goal:

FY20 Goal = 160

One Month	Prior 3-Months	Expected Year End

Avg monthly per budget = 15
Actual monthly YTD = 18

Projected FY21 grads based on YTD participants = 147

Internal Affairs Committee Notes:

Recruitment efforts are underway to reach the 400 student goal.

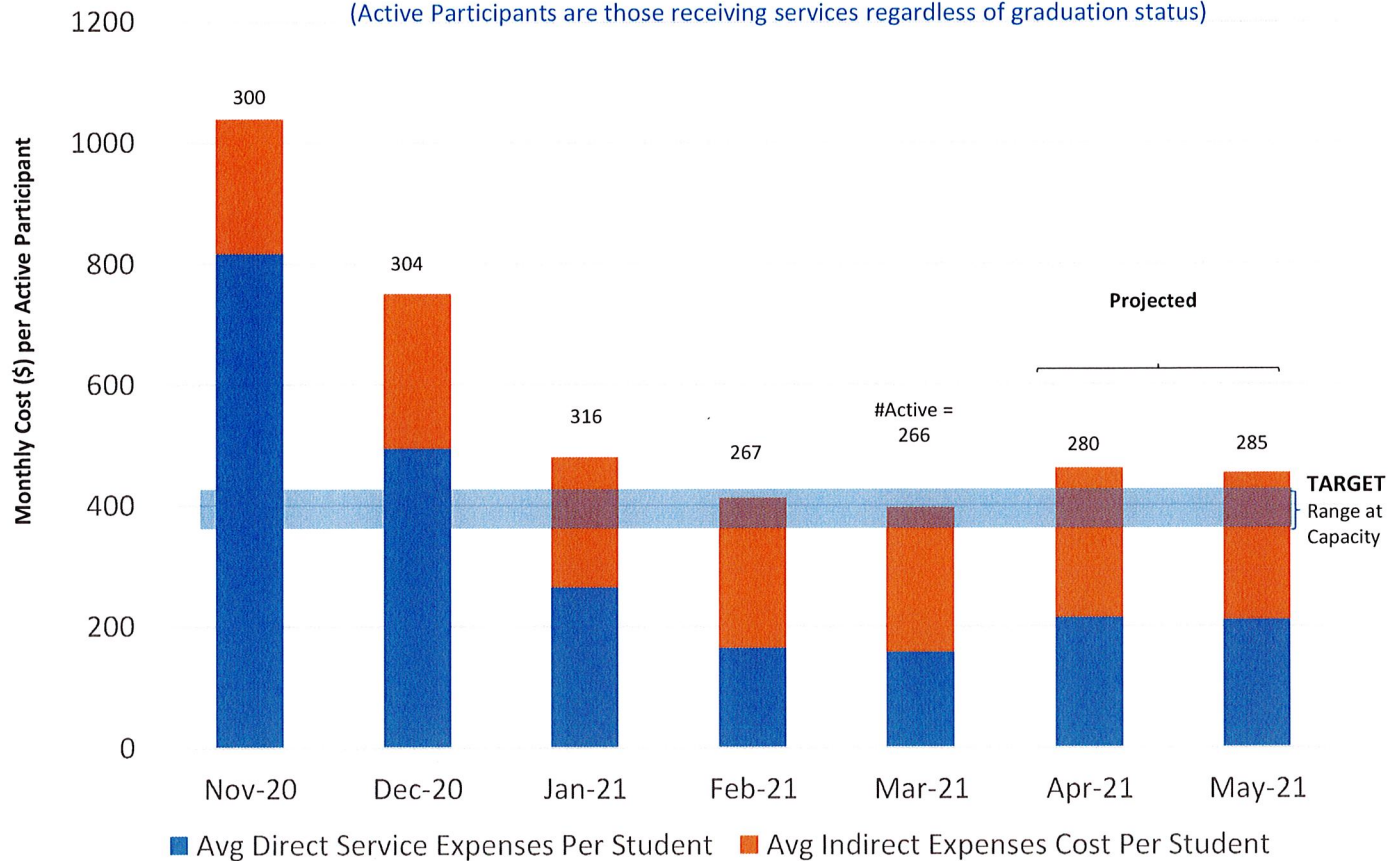
ATTACHMENT 5



Purpose: Oversight of efficient execution of mission

Total Monthly Cost per Active Participant through March 31st

(Active Participants are those receiving services regardless of graduation status)



JobPath Capacity = 240 Active Participants
(80/counselor)

Currently at 90% of Capacity

Trend in Cost per Active Participant:

Three Month	Six Months	Twelve Months
→	→	→

Internal Affairs Committee Notes: March 31, 2021

Cost per participant dipped because we currently only have three counselors on staff.

ATTACHMENT 6

Pima County Workforce Development Performance Matrix			
		Cohort Period (reporting Period) Program Year to Date	
Employed, in education, or in Occupation Skills Training currently			
Employed, in education, or in Occupation Skills Training 2nd quarter after exit			
Employed, in education, or in Occupation Skills Training 4th quarter after exit			
Median Wage			
Credential			
Measurable Skills Gain			