

1. COVER PAGE

Workforce Innovation and Opportunity Act
4-Year Regional Planning Unit Plan
and Related Local Plans
Program Years 2017-2020
TWO YEAR MODIFICATION

Local Workforce Development Area(s)

NOVA WDB, SAN BENITO WDB, SAN FRANCISCO WDB, SAN JOSE SILICON VALLEY WIN

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Regional Plan Modification 2018-19 Bay Peninsula RPU

Introduction and stakeholder and community engagement process

North Valley Consortium (NOVA), as the current lead for the Bay Peninsula Regional Planning Unit (BPRPU), is submitting this biennial Strategic Local Plan modification, as required under the Workforce Innovation and Opportunity Act (29 US Code 3123). The plan is laid out in accordance with the guidance and requirements outlined in the California Employment Development Department's Workforce Services Directive 18-01: Regional and Local Plans PY 17-21 – Two Year Modifications.

The BPRPU consists of the Workforce Development Boards (WDB) of San Francisco, NOVA, San Jose Silicon Valley Workforce Investment Network (SJSVWIN) and San Benito County, and covers the geographic area of San Francisco, San Mateo, Santa Clara, and San Benito Counties. The four WDBs worked closely together in coordinating their stakeholder engagement process, developing strategies to strengthen the system of reentry and workforce services for formerly incarcerated and other justice-involved individuals, and planning for the successful deployment of Prison to Employment resources.

Extensive and robust community and stakeholder engagement was conducted as part of the development of this regional plan modification. In addition to the partners listed in the "Directory of Planning Partners" and "Interactive Corrections Map," meeting invitations were sent to close to 4,000 additional stakeholders and partners across the region. Listening sessions open to all partners and members of the general public were held in all four counties both during and after business hours to provide the opportunity for input on the topics required for the local and regional plans. Public meeting notices were posted in the AJCC as well as online and on the CWDB website. After hours sessions included the following: OEWD hosted session in San Francisco (10/3/18); NOVA and SJSVWIN hosted session in San Jose (11/7/18); San Benito hosted session in Hollister (11/8/18); General membership meeting of the San Jose Silicon Valley NAACP in Milpitas (12/11/18). In addition, a day session was hosted by NOVA in San Mateo on 11/7/18. Please see the appendix for comments received in each session.

The BPRPU WDBs also held smaller stakeholder sessions with the planning partners who work most closely with justice involved individuals. These planning partners include members of local Community Corrections Partnerships including County Probation Departments; County Sheriffs; Parole Units and California Department of Corrections and Rehabilitation (CDCR) representatives; community-based organizations that serve justice involved individuals both in custody and post release; and core WIOA partners. No state prisons or CALPIA programs are located within the BPRPU.

In addition, WDB staff from across the region participated in a day long planning session hosted by the San Francisco Foundation and the Bay Area Workforce Funders Collaborative, as part of the Project Signal initiative. One focus of the session was workforce services for formerly incarcerated individuals. Funders and service providers had the opportunity to spend the day in discussion with formerly incarcerated individuals and heard from them their perspectives on

system shortfalls and possible solutions. Please see the appendix for a summary of the Project Signal session.

Assessment of need and population size

The region is home to 3.6 million people, with a total labor force of approximately 2.3 million. Based on information provided by corrections partners and available public data, the number of justice-involved individuals falling under local supervision in the region **totals over 34,000 individuals** (please see appendix for numbers by county).

The most recent data available from the CA Department of Finance, CDCR, and the Board of State and Community Corrections (2014) reflects the numbers of state supervised individuals for the four counties within the BPRPU (includes those in prisons, camps, in-state and out-of-state contract beds, and DMH state hospitals) – **for a total of over 13,000 individuals** (please see appendix for numbers by county).

Thus, the region is home to over 47,000 actively supervised individuals.

The following is the breakdown of these figures by county: San Francisco (23.5%); San Mateo (18.5%); Santa Clara (55.9%); San Benito (2.0%).

Data from the CDCR’s *2017 Outcome Evaluation Report: An Examination of Offenders Released in 2012-13* (updated June 2018) provides the number of individuals released from state custody as well as their one, two, and three-year re-conviction rates. The three-year re-conviction rate for the region based on fiscal year 2012-13 was 44%, close to the statewide average for the same fiscal year of 46.1%. Another CDCR report, *Offender Data Points: Offender Demographics for the 24-month Period Ending December, 2017*, provides the numbers released in 2016 by county of commitment. Please also see the appendix for these data by county, as well as demographic data on justice involved populations by county.

The WIOA funded workforce system has only been able to serve a tiny fraction of those 47,000 individuals. The below table reflects the number of self-identifying WIOA clients in reentry served by the region in the last two years. Please note that the San Francisco and San Benito “Total Enrolled” and “Exited” figures includes both WIOA and non-WIOA funded clients.

WDB	New WIOA Enrollments	Total Enrolled (rollover and new)	Exited	Employed after Exit (within 4 quarters)	
NOVA					
7/1/16-6/30/17	69	102	80	61	76%
7/1/17-6/30/18	68	88	58	31	53%
San Benito					
7/1/16-6/30/17	10	14	6	6	100%
7/1/17-6/30/18	10	17	5	5	100%
San Francisco					
7/1/16-6/30/17	n/a	n/a	n/a	n/a	n/a

7/1/17-6/30/18	50	162	93	93	100%
Work2future					
7/1/16-6/30/17	150	274	119	86	72%
7/1/17-6/30/18	117	331	107	73	68%

Services needed and evidence for why those services are needed

Californians for Safety and Justice's research report, *Repairing the Road to Redemption in California*, found that 76% of individuals with a criminal conviction have experienced barriers to success, including 46% who have experienced difficulty in finding a job and 35% who have experienced difficulty with obtaining an occupational license. Access to gainful employment is strongly correlated with a reduced likelihood that people re-entering society from the criminal justice system will return to crime. Communities with higher employment rates experience lower crime rates and lower rates of recidivism (Schmitt, J., & Warner, K. 2010. *Ex-Offenders and The Labor Market*. Washington: Center for Economic and Policy Research.) However, employers are less likely to hire a candidate with a conviction history. Studies show that an estimated 72% of U.S. employers use background checks to screen their applicants and many are unwilling to hire applicants with convictions. (Duane, M., La Vigne, N., Lynch, M., & Reimal, E. (2017). *Criminal Background Checks: Impact on Employment and Recidivism* (p. v). Urban Institute.)

Input from stakeholders as well as formerly incarcerated (FI) individuals themselves was consistent with these research findings on barriers for individuals in reentry. Based on research, stakeholder input, and the unique challenges of life in the San Francisco Bay Area, the following list identifies needed supports to ensure success for this population:

Resources specific to challenges of reentry – FI individuals often need supportive services in order to be successful in job training and initial employment. Furthermore, information about resources for incarcerated individuals is limited. Resource directories on paper become outdated very quickly and there are few resources to be found online for those who are internet-savvy.

Job training leading to living wage income and career growth potential - Many career tracks are out of reach due to criminal records. Low wages make survival in the Bay Area, with its high cost of living, untenable. The situation leads to a return to criminal activity or homelessness. Manual labor may seem like the only career path available, which is difficult for disabled or elderly people in reentry. For those who are incarcerated, pre-release training can provide them with a head start in finding a sustainable career pathway.

On-the-job training and receptive employers- FI individuals need the opportunity to prove themselves to employers. Many employers are wary of hiring FI individuals regardless of their actual skills sets. OJT offers best chance to develop a portfolio of accomplishment to help overcome stigma.

Guidance with continuity – FI individuals need continuous, trusted relationships with case workers who can help navigate critical systems. Assistance should start at incarceration and continue all the way through to reentry and employment.

Supportive community - Without trusted family and friends and other forms of community, FI individuals have trouble with reentry, especially after long sentences. Isolation can lead to limited opportunities as well as feelings of depression and hopelessness. FI individuals also need to hear success stories so that they know success is possible.

The BPRPU's vision is a system that helps and supports FI individuals obtain careers that give them an opportunity to make a livable wage and advance in their careers through viable career pathway training and education programs. The three overarching goals of the BPRPU are: 1) an integrated and well-coordinated system of service providers resulting in seamless referrals to appropriate services; 2) a holistic menu of supportive services needed to ensure clients' success in job training and placement; 3) a culture of continuous improvement and learning, so that the BPRPU can make adjustments and identify best practices to be shared throughout the region. The three main strategies that will be adopted are: 1) in-custody job training and education whenever possible; 2) a focus on smooth connections between in-custody to post-release services; 3) an emphasis on data sharing and communication to ensure a systemic rather than piecemeal approach. Tactics for actualizing these strategies will be described in further detail in the P2E Implementation Grant application.

Regional Alignment of Services

The BPRPU WDBs are currently working with and have a robust history of working with Probation, Parole, and community-based organizations (CBOs) to provide services to justice-involved individuals, including pre- and post-release. Below is an overview of current efforts and partnerships already underway that serve justice-involved individuals and improve their employment outcomes -many of them coordinated with Probation and Sheriff Departments, both in-custody and post-release.

As part of this regional planning process, the BPRPU developed a Google map of reentry resources. This map helps to address the concern raised by stakeholders about a lack of information regarding resources for FI individuals. Containing several thousand entries across the greater San Francisco Bay Area and beyond, the map incorporates local county reentry guides as well as the information from the state's "Interactive Corrections Map." Searchable by topic, the map is a new resource to staff, partners, and justice involved individuals.

<https://tinyurl.com/y9bq9w5v>

Current Programming

Reentry Specialized Access Point: America Works (San Francisco)

San Francisco's Office of Economic and Workforce Development (OEWD) builds partnerships with non-profit, community-based organizations to offer the Specialized Access Point (SAP) program, which provides workforce development services customized to the needs and assets of a special population. OEWD's Reentry SAP is America Works, a national organization established in 1984 and committed to workforce development for justice-involved job seekers. OEWD has contracted with San Francisco America Works since 2017. The Reentry SAP provides services including, but not limited to: counseling and coaching, job readiness training and workshops, interview preparation, referral to expungement and other services, and employment assistance customized to meet the needs of justice-involved job seekers, especially those newly re-entering the workforce. The Reentry SAP delivers services in partnership with the San Francisco County Adult Probation Department through the Community Assessment and Service Center, where their offices are co-located for coordinated service delivery.

Reentry Resource Center (Santa Clara)

The Reentry Resource Center (RRC) offers services to formerly incarcerated Santa Clara County residents, supporting reentry efforts and building a safer community. The programs offered through the RRC include AB109 Intake and Assessment; Alternative Custody Programs; the Parole Program which offers comprehensive service delivery and intensive case management for parole clients; and the Faith-Based Resource Centers. A comprehensive list of services is available which includes substance treatment referrals, expungement, counseling, housing assistance, a medical clinic and healthcare coverage, referrals to mental health services, peer mentoring, a computer literacy lab, and transitional case management. Clients are also referred to broader community services, including education, employment, and vocational training.

Five Keys Schools and Programs (San Francisco, Santa Clara)

OEWD's Job Readiness Services (JRS) provider for justice-involved individuals is Five Keys Schools and Programs, established in 2003 and located at multiple sites and jails in San Francisco. OEWD has contracted with Five Keys since 2012. Five Keys offers workforce development, JRS, and barrier remediation services at many of its sites, including basic computer skills and GED classes to currently incarcerated individuals. Additionally, Five Keys acts as an important connector within the larger reentry system, cross-referring clients to wraparound and workforce services, including to the Reentry SAP and OEWD Sector Academies for industry-specific training and employment opportunities. Five Keys is a valuable workforce partner due to its strong relationships with wraparound non-profits and commitment to co-locating services within community-based organizations. The organization works closely with the San Francisco Sheriff's Department and San Francisco County Adult Probation Department.

A Memorandum of Understanding was signed effective July 1, 2018 by the County of Santa Clara, the Five Keys Charter School, the City of San Jose /work2future, and NOVA. This MOU covers the collaboration between the agencies to deliver educational services inside the County Jail and to connect to Workforce Development for a continuation of services post-release with a goal of reduced recidivism. 5 Keys is providing the curriculum and instructors for the educational component. All parties will collaborate to address the viability of other in-demand training that could be provided pre-release and devise a strategy for a seamless transition into marketable skills training and career navigation post-release.

JobTrain (San Mateo County)

JobTrain, a non-profit community-based organization and subcontractor for NOVA, has a relationship with the County Sheriff's Department going back more than a decade. One of the first work furlough programs in the state in 2006, the program allowed inmates to leave the jail each day to attend a training program on site at JobTrain. In 2010, JobTrain began delivering Culinary Arts training inside the jail that can continue and be enhanced upon release. In 2012, the new Maple Street Correctional Facility included a complete commercial kitchen in order to expand the number of inmates trained as well as the curriculum. In 2015, Work Readiness, Success Coaching, and Substance Abuse Counseling training were added. Today, they share a Vocational and Career Navigator with 5 Keys Charter Schools that connects pre- and post-release services.

Service Connect Program (San Mateo County)

The County of San Mateo Probation, Sheriff, Health, Behavioral Health, and Human Services Agencies operate the Service Connect Program to assist justice-involved clients access employment, vocational training, medical treatment, mental health treatment, substance abuse treatment and other supports. Clients qualify under the AB109 requirements and may have a split, straight sentence, or formal supervision via probation. We operate as a multi-disciplinary team and report results to the Criminal Justice Coordinating Counsel.

Community Transition Center (San Benito County)

The San Benito County Community Transition Center (CTC) is the embodiment of a strategic partnership forged by state, county, and community-based entities. The San Benito County Probation Department oversees the CTC facility, where individuals released from custody and/or on probation or parole will receive services, referrals, and peer support to assist them to become productive members of the community. The services provided include custodial alternative supervision, probation risk/needs assessment, behavioral health services, cognitive behavior therapy, health care coverage and public benefits assistance, education, employment, vocational training, faith-based collaborative, housing (also known as a “sober living environment,” or SLE), and food assistance.

While justice involved individuals are still in custody, education and in-custody staff provide them with an array of services including adult education, career and technical education, behavioral health, child support and reentry planning. A pre-release transition plan coordination is completed for every inmate. After release, coordination with the Community & Transitional Center takes place where reentry individuals received the necessary services to adequately transition them back to society. With the support of staff and partners, it is the goal that individuals will obtain meaningful long-term employment at a living wage and transition them successfully out of court supervision.

Outreach Services: Adult, Young Adult, and Sector Academy Programming

OEWD program managers conduct outreach in jail and prison facilities, including to San Quentin State Prison, Santa Rita County Jail, and several San Francisco County Jails. Outreach efforts include representation at semi-annual, prison-to-employment job fairs with individualized referral to appropriate programming, as well as quarterly orientations on OEWD’s Sector Academy programming. OEWD’s Sector Academies provide industry-specific training and employment opportunities in construction, hospitality, health care, and information and communication technology. Outreach in prisons and jails includes an emphasis on OEWD’s CityBuild Construction Training Academy.

Programming Currently in Development

Sector Academy: Construction

OEWD’s CityBuild Construction Academy is in the process of developing a Reentry Construction Training Program in partnership with the San Francisco Sheriff’s Department and will be ready to roll out a pilot in the near future. The pilot will provide currently incarcerated individuals with a tailored transitional job training and placement program inside two San Francisco County jails. This program will serve up to 20 participants in each cycle and will include the opportunity to earn industry-recognized certifications such as OSHA 10, First Aid,

CPR, Confined Space, and HAZWOPER. With these skills and certifications, individuals will be eligible for direct access into union apprenticeship programs immediately upon reentry.

Sector Academy: Introduction to Culinary

From their Hospitality Sector Academy, OEWD is in the process of creating an Introduction to Culinary pilot program for implementation in jails and prisons. The program will include exploration of career pathways within the food services industry, introductory courses on culinary technique, and delivery of industry-recognized credentials (i.e. ServSafe) to achieve gainful employment upon reentry. OEWD has cultivated strong industry partnerships with the Golden Gate Restaurant Association to support reentry hiring.

Sector Career Exploration and Career Pathways Program

OEWD is also developing the Career Exploration and Career Pathways (CECP) pilot program to help incarcerated individuals with career planning. Building on current outreach efforts, CECP is a structured prison-to-employment program offered in prisons and jails to provide an overview of San Francisco's growth sectors and accompanying programming in construction, health care, hospitality, and information and communication technology. Through both classroom instruction and demonstrations from OEWD's employer partners, participants will gain a better understanding of entry-level occupations, industry-recognized training programs, and career pathways for these growth sectors.

Services for Incarcerated Youth (work2future)

work2future is partnering with the Santa Clara Probation Department to serve incarcerated youth. Currently County of Santa Clara has two detention facilities for youth ages 15.5-18 years of age. Juvenile Hall has 390 beds and James Ranch Youth Correctional Facility has 96 beds, with both facilities normally at capacity. At Juvenile Hall, youth can participate in career planning and also have access to services including but not limited to substance abuse treatment, anger management, mental health treatment and counseling, and gang intervention refusal skills. work2future is exploring the expansion of services at Juvenile Hall to include vocational training, and to begin offering career planning services at James Ranch Youth Correctional Facility.

Coordination with Partners

Each of the WDBs in the region plans to continue meeting with their local partners regarding services for justice-involved individuals and the Prison to Employment Initiative. Within the region, the CWDB is not currently funding any Forward Focus, Workforce Accelerator, or High Roads Partnerships projects targeting justice-involved individuals. Given the huge geography covered by the Bay Peninsula RPU, locally driven meetings are the most sensible approach to sustained partner engagement.

OEWD, the San Francisco Sheriff's Office, the San Francisco Adult Probation Department, and the California Department of Corrections San Francisco Office have developed a four-pronged approach to reentry workforce development services involving in-custody training, system referral and coordination, data sharing, and policy recommendations. As a demonstration of commitment to the Prison to Employment Initiative, as well as the reentry requirements of EDD

Directive 18-01, these key partners are in the process of negotiating a partnership agreement reflecting shared priorities and continued engagement for service design and delivery.

NOVA and work2future also share an MOU with the Santa Clara County Sheriff and Five Keys Charter School, regarding the coordination of in-custody educational services and job search assistance post-release. Please see the appendix for this MOU as well as letters of support from the Santa Clara Office of Reentry Services, San Benito Probation Department, San Mateo County CDCR, Santa Clara Adult Probation, Santa Clara Juvenile Probation, Santa Clara Sheriff, and JobTrain.

As part of the new round of regional training funds, the BPRPU will address any staff development needs in order to ensure that staff are well equipped to serve FI individuals. Training topics may include motivational interviewing techniques; enhanced awareness of community resources; and better understanding between Probation, Parole, and workforce system partners on how their respective systems work and how to make effective referrals.

Supportive Services and Continuum of Care

As described earlier, the vast majority of FI individuals face a number of barriers to their success, including substance use, mental health issues, poverty, homelessness and the lack of stable housing, lack of transportation, limited educational attainment and limited work history – in addition to the stigma of their conviction records. The BPRPU is committed to assisting those with the greatest barriers to employment and working with a broad coalition of agencies and partners to ensure that clients are able to access comprehensive wrap around services, some of which are detailed above. Each of the four counties has implemented some steps to ensure a continuum of care from in-custody to post-release. The P2E implementation and supportive services grants will help the region to further strengthen that infrastructure and system of services. Depending on the award amount, the region anticipates that P2E funding will increase the number of individuals able to access vocational training while in custody; the number earning industry recognized certificates; the number accessing apprenticeship programs; the number taking part in job readiness activities; and the number accessing vocational and education programs post-release.

Building off best practices identified by current service providers, key partners will establish linkage from jail-based job centers to post-release job centers, such as the San Francisco Community Assessment Service Center (CASC) and the American Job Center of California (AJCC). By connecting in-custody and post-release service providers to the CASC and the workforce system, the programs that serve re-entering individuals will be able to connect participants to the broader system of workforce services including sector pathways. This will allow clients to build upon the skills and employment gains that they gained while incarcerated or in treatment post-release.

Continuation of care is a key element of system linkage, and includes transition planning in advance of release, establishing client relationships with post-release service providers while in-custody, developing referral systems that allow “warm hand-offs” from in-custody to post-release service providers, ongoing case management and strategic sequencing of delivery of services, and ongoing communication and coordination amongst service providers.

Regional Sector Pathways and the Role of Employers

As described previously, a number of in-custody training programs are currently offered or are under development that would directly link individuals to regional sector pathways and in-demand occupations. Information about priority sectors and occupations will continue to be provided to partners through a number of venues – the regional business services team (developed under the Regional Plan Implementation grant); regional Slingshot efforts; local advisory and steering committees; and labor market analyses and reports.

The regional business services team will be a key component of employer engagement related to the P2E Initiative. Having already worked on common messaging to businesses throughout the region, the group will also be able to strategize ways to inform employers about tax credits, bonding, community resources and the benefits of hiring those in reentry. Business services staff regularly come into contact with the business community through the Employer Advisory Council, Chambers of Commerce, economic development organizations, and human resources professional associations.

The BPRPU currently works with a number of employers who are amenable to coaching and hiring the re-entry population following a successful training period. Partner employers will be engaged to hire program participants who have limited work history. They will continue to provide inclusive job-related skills training while guiding participants from entry level positions to career opportunities with self-sufficient wages and benefits. “Earn and Learn” opportunities include on-the-job training placements with industries and employers driving regional employment, resulting in full-time employment. Staff in each local area have a list of employers that they know are “FI Friendly” – those businesses, however, do not always want to advertise this fact. As such, those lists will remain internal resources only to be shared with staff who work to place job seekers.

Data Collection and Outcomes

All clients benefiting from the P2E Initiative will be enrolled in CalJobs for data collection purposes. In addition to that, the region will explore ways in which to better track client progress and share information with relevant partners. Partners expect that data sharing will shorten clients’ time in workforce development and other services by limiting repetition in service delivery.

For example, the San Francisco Sheriff’s Department will identify a small, jail-based cohort with which to develop business processes for tracking clients at multiple touch points and for sharing client information—with appropriate confidentiality disclosures—among partners. Members of the pilot cohort will be tracked as they move from custody to probation and after referral to the workforce system for services. As clients move through the respective systems, partners will share information about the services accessed and relevant case notes, ultimately identifying the clients’ pathways through various services and the number of agency hand-offs required. Through this data collection, partners can identify whether tracking leads to improved client outcomes, pinpoint areas for system improvement, develop replicable business processes, and establish system efficiencies. The results of this pilot project will be shared for potential best practices throughout the region.

NOVA is currently working with a stakeholder group that is exploring ways to enhance information sharing and referrals between partners. In addition, NOVA is negotiating to join CommunityPro, the platform used by Adult Education Programs for sharing customer information. Any resulting best practices from those efforts will also be shared throughout the region.

Multi-Craft Core Curriculum (MC3) Pre-Apprenticeship Partnerships

NOVA and work2future participate in the Multi-Craft Core Curriculum Construction Trades Introduction and Orientation Projects (TIP and TOP) pre-apprenticeship collaborative initiative, in partnership with the Santa Clara and San Benito Counties Building & Construction Trades Council and the San Mateo County Building & Construction Trades Council, funded in part through Proposition 39. NOVA holds a seat on the board for both projects, provides feedback on program delivery, approach, and placement strategies. In addition, NOVA advises on industry trends and hiring/employment projections in targeted career pathways in the construction industry. NOVA has provided career navigation skills to the TOP participants and has done WIOA eligibility and tracking for TIP participants. work2future's MC3' training in Santa Clara County is conducted by Working Partnerships USA, with Trades-qualified instructors utilizing nationally recognized Multi-Craft Core Curriculum. The partners include: Building Trades Council and industry-operated Joint Apprenticeship Training Center; San Jose Evergreen Community College District. work2future has conducted outreach to eligible participants, ensured that they received skills remediation training and assessments, provided case management, supportive, and retention services, and conducted post data collection and reporting.

San Benito shares an MOU with Monterey County for their Prop 39 Round II Grant, to implement an energy efficiency focused “earn-and-learn” MC3 training and placement program targeted disadvantaged and disconnected job seekers, specifically returning veterans, women, at risk youth ages 18-25. The grant was conducted in partnership with the Monterey/Santa Cruz Counties Building and Construction Trades Council for the provision of the MC3 curriculum. San Benito conducted outreach to eligible participants, ensured that they received skills remediation training and assessments, provided case management, supportive, and retention services, and conducted post testing and data collection and reporting.

San Francisco's City Build Academy leveraged the MC3 to provide hands-on training and instruction in the 26 building trades through an 18-week Pre-Apprenticeship training in partnership with City College of San Francisco's Evans Center. The program partners with labor and employers to link clients to a sustainable wage career pathway in the construction sector. Labor partners include the Bay Area Plastering Industry Joint Apprenticeship Training Committee, Carpenters' Training Committee of Northern California, Cement Mason Pre-Apprenticeship Training Program, Ironworkers Apprenticeship Training, and Northern California Laborer's Training Center.

Regional Coordination and Alignment Indicators - Self-Assessment

Please see appendix for the regional self-assessment on the coordination and alignment indicators.

APPENDIX:

1. Documentation of stakeholder outreach (attachment)
2. San Francisco Foundation Project Signal report (attachment)
3. Data on population size and need (see below)
4. MOUs and letters of support (attachment)
5. Regional self-assessment on the coordination and alignment indicators (see below)

#3: Data on population size and need

Local supervision numbers by county

County	Probation	Local Jail	PRCS	Juvenile	TOTAL
San Francisco	5,800	1,255	1,284	576	8,915
San Mateo	4,411	1,008	774	277	6,470
Santa Clara	7,626	3,495	5,982	926	18,029
San Benito	511	124	47	42	724
TOTAL	18,348	5,882	8,087	1,821	34,138

State level supervision numbers by county

County	CDCR population	Sentenced population	Non-sentenced population	Total per County
San Francisco	953	188	1,063	2,204
San Mateo	1,264	346	742	2,352
Santa Clara	4,237	1,251	2,955	8,443
San Benito	121	38	86	245
TOTAL	6,575	1,823	4,846	13,244

Numbers released from state custody and 3-year re-conviction rates, by county

County	2012-13 # released	3-year number returned	3-year conviction rate	2016 releases
San Francisco	300	97	32.3%	335
San Mateo	280	118	42.1%	274
Santa Clara	932	449	48.2%	839
San Benito	38	18	47.4%	248
TOTAL	1,550	682	44.0%	1,476

Current demographic information was not available for all sub populations or for all counties.

The below is the November demographics for individuals on state parole in San Mateo County: Males – 95.7%; Females – 4.3%; under age 30 – 35%; 31-40 years of age – 34%; 41-50 years of age 13%; over age 51 – 18%. In addition, the racial/ethnic make up of this population is 26% White, 19% African American, 39% Latino, and 16% Other.

The following is demographic data for Santa Clara County Probation: Males- 80.2%; Females – 20.8%; Average age for males - 35.9 yrs. Median age for males - 33.8 yrs. Average age for females – 34.5 yrs. Median age for females – 32.5. In addition, the racial/ethnic make-up of the male population is 25.5 % White, 11.9% African American, 51.0 % Latino, 7.0% Asian, 3.7% Other. Female population: 33.1% White, 12.8% African American, 43.5% Latino, 6.7% Asian, 3.9% Other.

The following is demographic data for San Francisco Adult Probation:

Males- 89%; Females – 11%; Age distribution is 18-25 years old 9%, 26-35 years old 23%, 36-45 years old 22%, 46-55 years old 28%, 56-65 years old 13%, 66 and over 4%; Racial/ethnic make-up is White – 49%, African American - 30%, Latino – 12%, Asian – 3%, Other – 5%.

#5: Regional self-assessment on the coordination and alignment indicators

	Score
Demand Driven Skills Attainment Indicators	
Indicator A: Region has a team that jointly convenes industry	Learning/ Experimenting
Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in the region	Learning/ Experimenting
Indicator C: Region has a process to communicate industry workforce needs to supply-side partners	Learning/ Experimenting
Indicator D: Region has policies supporting equity and strives to improve job quality	Learning/ Experimenting
Upward Mobility and Equity Indicators	
Indicator E: Region has shared target populations of emphasis	Learning/ Experimenting
Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs	Learning/ Experimenting
Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes	No progress at this time
System Alignment Indicators	
Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes	Learning/ Experimenting
Indicator I: Regional decision-making in formalized structures	No progress at this time
Indicator J: Regional organization and evaluation of performance	Learning/ Experimenting

Demand Driven Skills Attainment Indicators: The BPRPU is utilizing its RPI grant to convene a regional business services team and to explore areas of potential collaboration through a Healthcare Taskforce. The BPRPU has also received a new Slingshot grant to advance tech apprenticeships. Through these efforts, there is some joint convening of industry, although not across the entire region. The region has a great deal of overlap between WDB's with regards to sectors and occupations of focus but has not established, nor does it have plans to establish, one regional list.

Upward Mobility and Equity Indicators: The region does share some target populations of emphasis, although this is more determined by WIOA regulations and state initiatives than program focus specific to the region– for example, justice involved individuals for the Prison to Employment Initiative. The region does not share common case management strategies.

System Alignment Indicators: For a variety of logistical reasons, the region has determined that NOVA is the best current fiscal lead for efficiently deploying regional grants and sub contracts. The region does not have nor does it desire formal regional governance infrastructure. The

region does not have a process to jointly evaluate performance, with the exception of tracking regional grant outcomes.

Attachment to NOVA Two-Year Local Plan Modification Stakeholder Engagement and Community Outreach Efforts

The Bay-Peninsula RPU Regional Organizer, Racy Ming, notified the designated CWDB contacts on October 18, 2018 about NOVA's two scheduled public listening sessions, which were held as follows:

Wednesday, November 7, 2018 — 5:00 p.m. to 6:00 p.m.
One-Stop Career Center
1601 Foxworthy Avenue
San Jose, CA 95118

Thursday, November 29, 2018 — 10:00 a.m. to 11:00 a.m.
JobTrain
1200 O'Brien Drive
Menlo Park, CA 94025

An email was sent on October 22, 2018 to invite almost 200 required partners in each category and other stakeholders to attend at least one of the meetings to provide input to the local and regional plans. For those partners with no email addresses available, notices were sent via mail. (See attached distribution list.) Notices were also posted on the NOVA website and in the job centers.

In addition, NOVA staff met with representatives from each of the local and regional plan categories, as identified below, to discuss partnership and provide input for the Plan.

A. Corrections-Workforce Partnership

Agency	Name	Mtg Date
CA Dept of Corrections & Rehabilitation (SM County)	Gregory Weber	11/20/18
CA Dept of Corrections & Rehabilitation (SC County)	Erik Valeriano Leopoldo Trejo Michael Wanzanried Steven Van Bebber	11/30/18

B. New Partnerships with CalFresh

Agency	Name	Mtg Date
San Mateo County Dept of Social Services (CalFresh)	Deanna Abrahamian Dawn Sparks Jennifer Rogers	11/19/18
Santa Clara County Dept of Social Services (CalFresh)	Rafaela Perez Margareta Hodzic	11/15/18

C. Child Support Workforce System Partnership

Agency	Name	Mtg Date
San Mateo County Dept of Child Support Services	Kim Cagno Rita Cortes	11/1/18
Santa Clara County Dept of Child Support Services	Ignacio Guerrero Regina Martin	11/29/18

D. Updated Competitive Integrated Employment Partnership

Agency	Name	Mtg Date
CA Dept of Rehabililtation (SF District)	Theresa Woo	11/19/18
CA Dept of Rehabililtation (SJ District)	Linda Labit Donna Hezel	11/6/18

E. English Language Learners, the Foreign Born, and Refugees

Agency	Name	Mtg Date
ALLIES	Ilse Pollet	11/27/18

Category	Agency	First Name	Last Name
Disabilities-CIS	CA Department of Rehabilitation (SJ District)	Donna	Hezel
Disabilities-CIS	CA Department of Rehabilitation (SJ District)	Linda	Labit
Disabilities-CIS	CA Department of Rehabilitation (SF District)	Theresa	Woo
Disabilities-CIS	Golden Gate Regional Center	Eric	Zigman
Disabilities-CIS	Golden Gate Regional Center	Sean	Galvin
Disabilities-CIS	San Andreas Regional Center	Javier	Zaldivar
Disabilities-CIS	San Andreas Regional Center	Ann	Sieber
Disabilities-CIS	Center for Independence	Donna	Reed
Disabilities-CIS	Center for Independence	Alex	Manieri
Disabilities-CIS	Silicon Valley Independent Living Center office		
Disabilities-CIS	Silicon Valley Independent Living Center	Christine	Fitzgerald
Disabilities-CIS	Administration for Community Living	David	Ishida
CalWorks	County of Santa Clara Social Services Agency	Sheila	Peralta
CalWorks	County of Santa Clara Social Services Agency	Rafaela	Perez
CalWorks	County of San Mateo Human Services Agency	Nicole	Pollock
CalFresh	County of San Mateo	Deanna	Abrahamian
CalFresh	County of San Mateo	Dawn	Sparks
CalFresh	County of San Mateo	Jennifer	Rogers
CalFresh	County of San Mateo	Brenda	Gutierrez
CalFresh	County of Santa Clara	Rafaela	Perez
CalFresh	County of Santa Clara	Margaret	Hodzic
CalFresh	County of Santa Clara	Roseann	Berthron
CalFresh E&T-CBOs	Jewish Vocational Services	Abby	Snay
CalFresh E&T-CBOs	Goodwill of Silicon Valley	Trish	Dorsey
CalFresh E&T-CBOs	Catholic Charities	Gregory	Kepferle
CalFresh E&T-CBOs	Catholic Charities of SF, Marin and San Mateo	Jilma	Meneses
CalFresh E&T-CBOs	Sacred Heart Community Service	Poncho	Guevara
CalFresh E&T-CBOs	Silicon Valley Children's Fund	Elise	Cutini
CalFresh E&T-CBOs	Silicon Valley Children's Fund	John	Hogan
CalFresh E&T-CBOs	Working Partnerships USA	Derecka	Mehrens
CalFresh E&T-CBOs	Working Partnerships USA	Louise	Auerhahn
CalFresh E&T-CBOs	Downtown Streets Team	Elfreda	Strydom
Local Child Support (LCSAs)	SMC Dept. of Child Support Services	Rita	Cortes
Local Child Support (LCSAs)	SMC Dept of Child Support Services	Kim	Cagno
Local Child Support (LCSAs)	SCC Dept. of Child Support Services	Ignacio J.	Guerrero
Local Child Support (LCSAs)	SCC Dept. of Child Support Services	Regina	Martin
ELL-Foreign Born-Refugees	ALLIES	Ilse	Pollet
ELL-Foreign Born-Refugees	ALLIES	Ursula	Bischoff
ELL-Foreign Born-Refugees	Catholic Charities-SF office		
ELL-Foreign Born-Refugees	Catholic Charities-SJ	Stephen	Hicken
ELL-Foreign Born-Refugees	Catholic Charities-SJ	Theresa	Samuel-Boko
ELL-Foreign Born-Refugees	Catholic Charities-SJ office		
ELL-Foreign Born-Refugees	Upwardly Global	Mary	Voelbel
ELL-Foreign Born-Refugees	Family Alliance for Counseling Tools and Resolution (factr)	Karita	Hummer
ELL-Foreign Born-Refugees	International Rescue Committee	Karen	Ferguson
ELL-Foreign Born-Refugees	Jewish Family Services Silicon Valley	Mindy	Berkowitz
ELL-Foreign Born-Refugees	Jewish Family Services Silicon Valley	Azita	Eshagh
ELL-Foreign Born-Refugees	SIREN	Maricela	Gutierrez
ELL-Foreign Born-Refugees	Next Door Solutions to Domestic Violence	Esther	Peralez-Dieckmann
ELL-Foreign Born-Refugees	PARS Equality Center	Bitá	Daryabari
ELL-Foreign Born-Refugees	Vietnamese Voluntary Foundation (VIVO)	Quyen	Mai
ELL-Foreign Born-Refugees	API Equality Northern California	Sammie Ablaza	Wills
ELL-Foreign Born-Refugees	API Equality Northern California	Audrey	Kuo
ELL-Foreign Born-Refugees	API Equality Northern California	Doreena	Wong
ELL-Foreign Born-Refugees	API Equality Northern California	Marshall	Wong
ELL-Foreign Born-Refugees	Chinese American Citizens Alliance office		
ELL-Foreign Born-Refugees	Jewish Vocational Services office		
ELL-Foreign Born-Refugees	Chinese for Affirmative Action	Cynthia	Choi
ELL-Foreign Born-Refugees	Chinese for Affirmative Action	Vicent	Pan
ELL-Foreign Born-Refugees	International Institute of the Bay Area	Ellen	Dumesnil
ELL-Foreign Born-Refugees	International Institute of the Bay Area	Sam	Bianco
ELL-Foreign Born-Refugees	California Immigrant Policy Center office		
ELL-Foreign Born-Refugees	Community Legal Services in East Palo Alto office		
ELL-Foreign Born-Refugees	Immigrant Legal Resource Center	Eric	Cohen
ELL-Foreign Born-Refugees	Lawyer's Committee for Civil Rights of SF Bay Area	Monika Kalra	Varma
ELL-Foreign Born-Refugees	Asian Pacific Islander Legal Outreach office		
ELL-Foreign Born-Refugees	Jewish Family and Children's Services of SF	Anita	Freidman
ELL-Foreign Born-Refugees	Jewish Family and Children's Services of SF	Gayle	Zahler
ELL-Foreign Born-Refugees	Kids in Need of Defense office		
ELL-Foreign Born-Refugees	OneJustice	Julia	Wilson
ELL-Foreign Born-Refugees	Asian Law Alliance	Richard	Konda
ELL-Foreign Born-Refugees	Asian Law Alliance	Lena	Tran
Re-Entry Organizations	CA Dept. of Corrections and Rehabilitation (CDCR)	Gregory	Weber
Re-Entry Organizations	CDCR	Erik	Valeriano
Re-Entry Organizations	CDCR	Leopoldo	Trejo
Re-Entry Organizations	CDCR	Michael	Wanzenried
Re-Entry Organizations	CDCR	Steven	Van Bebber
Re-Entry Organizations	Palm Avenue Detox office		
Re-Entry Organizations	Retraining the Village	Halley	Crumb
Re-Entry Organizations	Horizon South office		
Re-Entry Organizations	Center for Employment Opportunities	Crystal	Talitonu-Naea
Re-Entry Organizations	Center for Employment Opportunities	Julia	Root
Re-Entry Organizations	Countywide Alcohol and Drug Services (CDCR) office		
Re-Entry Organizations	San Mateo County Probation-Admin Office	Bonnie	MacAskill
Re-Entry Organizations	San Mateo County Probation-South SF office		
Re-Entry Organizations	San Mateo County Probation-- Redwood City office		
Re-Entry Organizations	San Mateo County Probation- East Palo Alto office		
Re-Entry Organizations	Santa Clara County Probation	Nick	Birchard
Re-Entry Organizations	Santa Clara County Probation	Jermaine	Hardy
Re-Entry Organizations	Santa Clara County Office of Reentry Services	Gladys	Cabagbag
Re-Entry Organizations	ACCE Institute office		
Re-Entry Organizations	ACLU Northern California office		
Re-Entry Organizations	Center on Juvenile and Criminal Justice office		
Re-Entry Organizations	CA Coalition for Women Prisoners office		
Re-Entry Organizations	HealthRight 360 (CDCR) office		
Re-Entry Organizations	Legal Services for Prisoners with Children office		
Re-Entry Organizations	Parole Unit-Redwood City office		
Re-Entry Organizations	Parole Unit-San Jose	Javier	Aguirre
Additional-MC3	SCC & SB Building and Construction Trades Council	David	Bini
Additional-Strong Initiative	Bay Area Community College Consortium	Rock	Pfotenhauer
Migrant & Farmworkers Prog. & CSBG	Center for Employment and Training	Hermelinda	Sapien
Migrant & Farmworkers Prog. & CSBG	Center for Employment and Training	Mary Jane	Smith
Migrant & Farmworkers Prog. & CSBG	Center for Employment and Training	Yvette	Avilla
Migrant & Farmworkers Prog. & CSBG	Center for Employment and Training	Vernice	Dominguez

Attachment Stakeholder Engagement Strategy

The Office of Economic and Workforce Development (OEWD) contracts with over 50 community-based organizations (CBOs) for the provision of workforce development services. The majority of these CBOs receive funding from multiple City sources in service of the special populations outlined in EDD Directive 18-01. OEWD employs ten program officers to remain in constant communications with these CBOs and engage in ongoing needs assessment for priority populations. These program officers engage with their assigned CBOs ad hoc and convene partners in formal meetings at least quarterly.

OEWD convenes many of the mandated partners—including core program partners, AEBG Consortium, Community College Consortium, the County Department of Social Services (SFHSA), Department of Rehabilitation, community-based organizations, and employers—on a bimonthly or quarterly schedule in an effort to coordinate service provision and braid resources. OEWD continued these existing convening efforts, and included additional, off-cycle convenings in service of the WIOA Plan Update.

In addition to a number of general public meetings with agenda items for specialized populations and a noticed, ongoing public comment period for planning efforts, OEWD hosted multiple non-public meetings with key stakeholders for priority populations. These meetings remain ongoing to develop partnerships and programs which serve key populations outlined by EDD Directive 18-01. All local and regional WIOA-specific meetings and outreach efforts are outlined in the “Documentation of Outreach Efforts” table found below.

Documentation of Outreach Efforts

Date	Event	Attendees
8/24/18	Five Keys Charter Schools and Programs Meeting	Discussion of Prison to Employment Initiative and program development with: Five Keys Charter Schools and Programs, OEWD, and Goodwill AJCC Program Officer.
8/29/18	San Francisco Sheriff's Office Meeting	Discussion of Prison to Employment Initiative, partnership, and program development with: San Francisco Sheriff's Office and OEWD.
9/10/18	San Francisco Sheriff's Office Meeting	Discussion of Prison to Employment Initiative, partnership, and program development with: San Francisco Sheriff's Office and OEWD.
9/12/18	WIOA One Stop Operator Quarterly Meeting	Workforce stakeholder engagement agenda item for discussion with: Social Policy Research Associates One Stop Operator; SFHSA CalFresh; SFHSA CalWORKs; EDD; Higher Ed Consortium; Adult Education Consortium; DOR; Goodwill AJCC; OEWD Workforce Development Board; Regional Organizer.
9/13/18	Workforce Investment of San Francisco Presentation and Public Comment	Workforce stakeholder engagement agenda item for discussion with: Hotel Council, Nibbi Brothers, Sutter Health, Jawbone, Luminalt, SPUR, EDD, Recology, City and County of San Francisco Board of Supervisors, Marriott Hotels, SEIU-UHW, 1984 Ventures, Rubecon, KSR Strategy Group, City College of San Francisco, Salesforce, Golden Gate Restaurant Association, San Francisco State University, Bay Area Video Coalition, Self-Help for the Elderly, SFHSA, Larkin Street Youth Services, Success Center, Positive Resource Center, Young Community

		Developers, Five Keys, Jewish Vocational Services, Bay Area Community Resources, RAMS Hire-Ability, Swords to Plowshares, HealthRight360, Bank of America, Mission Hiring Hall, San Francisco Board of Supervisors, Manpower Group, Department of Rehabilitation, Enterprise for Youth, OEWD Workforce Development Board, and Regional Organizer.
9/18/18	After Hours Community Meeting Notice	Posting at OEWD front desk, OEWD website, Goodwill AJCC, San Francisco Main Public Library. Listing on CWDB website. Posting process is consistent with local government requirements.
9/11/18	Human Services Agency Bi-Monthly Meeting	CalFresh recipients, English language learners, the foreign born, and refugees stakeholder engagement agenda item for discussion and notice with: San Francisco Human Services Agency, CalFresh representative, CalWORKs representative, OEWD.
9/12 – 9/19/18	After Hours Community Meeting Notice	Email, phone, and other web-based outreach to all CWDB-mandated partners and all OEWD providers. Organizations were contacted twice at a minimum, and thrice if listed as a CWDB-mandated planning partner: regional organizer, regional training coordinator, local workforce development boards (NOVA, San Jose/Silicon Valley), San Benito, San Francisco Adult Education Consortium, Bay Area Community College Consortium, Bay Area Community College Consortium, Department of Rehabilitation, Golden Gate Regional Center, Independent Living Resource Center, California Foundation for Independent Living Centers, San Francisco County Human Services Agency – CalWORKS, San Francisco County Human Services Agency – CalFresh, Jewish Vocational Services, Richmond Area Multi-Services, San Francisco Clean City Partnership, YES Larkin Street Youth and Arriba Juntos, ESL Vocational Immersion at Arriba Juntos, Community Jobs Programs at Young Community Developers and Arriba Juntos, Self-Help Light Job Duty Provider, Bayview Legal Aid, African Advocacy Network, LEN Business and Language Institute, Upwardly Global, ALLIES, API Equality, Chinese American Citizens Alliance, Jewish Family and Children’s Services, Brightline Defense, Chinese for Affirmative Action, International Institute of the Bay Area, Catholic Charities, California Immigrant Policy Center, Center of Gender and Refugee Studies at UC Hastings College of the Law, Immigrant Legal Resource Center, Lawyers’ Committee for Civil Rights, Asian Pacific Islander Legal, Asian American Bar Association listserv, Vietnamese American Bar Association listserv, Central American Resource Center of San Francisco, Dolores Street Community Services, Kids in Need of Legal Defense, La Raza Centro Legal, OneJustice, Pangea Legal Services, San Francisco Labor Council AFL-CIO, Bay Area Legal Aid, Aids Legal Referral Panel, Office of Refugee Resettlement, Office of Civic Engagement and Immigrant Affairs, Legal Services for Children, Legal Services for Prisoners with Children, Insight Garden Program, Center on Juvenile and Criminal Justice, Cameo House, Delancey Street Foundation, ACLU Northern California, Mission Street Sobering Center, ACCE Institute, California Coalition for Women Prisoners, OneJustice, HealthRight 360, California Department of Corrections and Rehabilitation – San

		<p>Francisco Parole, San Francisco County Adult Probation Department, San Francisco Child Support Agency, Mission Neighborhood Center, Tides Center, America Works, Bay Area Community Resources – CHALK, YMCA – Bayview, Central City Hospitality House, Charity Cultural Services Center, Chinese for Affirmative Action, Chinese Progressive Association, City College of San Francisco, Collective Impact, Mo’Magic, Community Housing Partnership, Community Youth Center, Compass Family Services, Enterprise for Youth, Episcopal Community Services, Equality and Inclusion in Hospitality, Homebridge, Larkin Street Youth Services, Manpower, Mission Hiring Hall, Mujeres Unidas y Activas, Positive Resource Center, San Francisco Conservation Corps, San Francisco LGBT Community Center, San Francisco Sheriff’s Department, 5 Keys Charter School, Success Center San Francisco, Swords to Plowshares, The Arc of San Francisco, Toolworks, YMCA – Urban Services, Vietnamese Youth Development Center.</p>
9/19/18 to 9/21/18	OEWD Program Officers Training and Comment	<p>Workforce stakeholder engagement through individual meetings with OEWD staff on local and regional WIOA planning process and objectives, including notice of after-hours public meeting. Staff oversee over 50 workforce development providers and represent the front-line for the agency. Opportunity for front-line staff to provide comment on planning activities and highlight issues for plan development.</p>
9/19/18	OEWD Staff Notice and Comment	<p>Notice to approximately 55 OEWD front-line staff. Opportunity for front-line staff to provide comment on planning activities and highlight issues for plan development.</p>
10/1/18	After Hours Community Meeting Notice	<p>Notice to over 3,000 workforce stakeholders through email distribution list. Stakeholders include service providers, employers, grantees, foundations, workforce development professionals, and community members.</p>
10/3/18	Department of Child Support Services Meeting	<p>Payment delinquent non-custodial parent and reentry stakeholder engagement with Director of Department of Child Support Services to align on mission and goals for partnership. Provided background on Local WIOA planning process.</p>
10/3/18 5:30 p.m. to 7:30 p.m.	After Hours Community Meeting	<p>After hours community meeting with workforce partners and providers serving reentry population, non-custodial parents, CalFresh recipients, individuals with intellectual or developmental disability, English language learners, the foreign born, and refugees: Goodwill, AJCC, Five Keys, Faces SF, OEWD, Mission Economic Development Agency, Stanford Graduate School of Education, LCP Tracker, Young Community Developers, Brightline Legal Defense, New Door Ventures, Lighthouse for the Blind, Support Disability Action, Mission Language Vocational School, San Francisco Community Living, Golden Gate Regional Center, Jewish Vocational Services, Arriba Juntos, City College of San Francisco, Self-Help for the Elderly, St. Vincent De Paul – San Francisco, and Regional Organizer.</p>

10/5/18 to 11/2/18	Planning Process Electronic Public Comment	Notice to all mandated planning partners and core program partners to provide input on the planning process via email. E-mail comment available until November 2, 2018.
10/15/18	Department of Rehabilitation Planning Meeting	Individuals with intellectual or developmental disability in competitive integrated employment stakeholder engagement meeting. Meeting with DOR, OEWD, Regional Organizer, and Goodwill AJCC Program Officer to discuss partnership, program development, and CIE engagement strategy.
10/18/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with: San Francisco Sheriff's Department, San Francisco Adult Probation Department, Office of Economic and Workforce Development, and Regional Organizer.
11/13/18	Human Services Agency Bi- Monthly Meeting	CalFresh recipients, English language learners, the foreign born, and refugees stakeholder engagement agenda item for discussion and notice with: San Francisco Human Services Agency, CalFresh representative, CalWORKs representative, OEWD.
11/30/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with: San Francisco Sheriff's Department, San Francisco Adult Probation Department, Office of Economic and Workforce Development, California Department of Corrections and Rehabilitation, Five Keys Charter Schools and Programs, Goodwill AJCC, Geo Reentry Group, and Regional Organizer.
11/30/18	DOR Local Partnership Agreement Meeting #1	Individuals with intellectual or developmental disability in competitive integrated employment stakeholder engagement and participation in Department of Rehabilitation CIE Local Partnership Agreement Planning process with: DOR, The Arc of San Francisco, Faces SF, Independent Living Resource Center San Francisco, Toolworks, Jewish Vocational Services, Positive Resource Center, City College of San Francisco, Goodwill, San Francisco State University, San Francisco Unified School District, Golden Gate Regional Center.
12/3/18	Reentry Council Retreat	Reentry stakeholder engagement through participation in Reentry Council Retreat and strategic planning activities with: San Francisco District Attorney; San Francisco Public Defender; San Francisco Adult Probation; San Francisco Police Department; San Francisco Sheriff's Department; San Francisco Mayor's Office; San Francisco Department of Public Health; San Francisco Board of Supervisors; California Department of Corrections and Rehabilitation; Office of Economic and Workforce Development; San Francisco Juvenile Probation; Department of Child Support Services; Department of Homelessness and Supportive Housing; San Francisco Human Services Agency; Superior Court of California; Department of Children, Youth & Their Families; U.S. Probation Office, Northern District of California.
12/3/18	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Castro) in partnership with the Mayor's

		Office of Housing and Community Development and the San Francisco Planning Department.
12/4/18	WIOA One Stop Operator Quarterly Meeting	Workforce stakeholder engagement agenda item for discussion with: Social Policy Research Associates One Stop Operator; SFHSA CalFresh; SFHSA CalWORKs; EDD; Higher Ed Consortium; Adult Education Consortium; DOR; Goodwill AJCC; OEWD Workforce Development Board.
12/5/18	Workforce Investment of San Francisco Presentation and Public Comment	Workforce stakeholder engagement agenda item for discussion with: Hotel Council, Operating Engineers Local 3, 1984 Ventures, City College of San Francisco, SFHSA, Salesforce, Local 261, Luminalt, Department of Rehabilitation, Webcor, Rodriguez Strategy Partners, Recology, General Services Agency, Board of Supervisors, Nibbi Brothers, Golden Gate Restaurant Association, California Employment Development Department, Juma Ventures, San Francisco State University, Goodwill, Brightline Defense Project, Five Keys, United Way, Self-Help for the Elderly, Code Tenderloin, Collective Impact, Jewish Vocational Services, Positive Resource Center, Success Center, Mission Hiring Hall, Postmates, Nelson Worldwide, OEWD, Postmates, Manpower Group, Back on My Feet SF, Mission Economic Development Agency, Vietnamese Youth Development Center.
12/6/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with: Goodwill AJCC
12/7/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with: California Department of Corrections and Rehabilitation
12/7/18	Welfare-to-Work Oversight Committee Meeting	CalFresh recipients, English language learners, the foreign born, and refugee stakeholder engagement announcement for discussion and notice of planning activities with: San Francisco Human Services Agency, CalFresh Director, CalWORKs Director, Department of Rehabilitation, Richmond Area Multi-Services, Bay Area Legal Aid, Five Keys Charter School, Positive Resource Center, Young Community Developers, City and County of San Francisco, La Casa De Las Madres, Children's council, California Employment Development Division, Self Help for the Elderly, Department of Child Support Services, Hamilton Family Center, Mayor's Office of Housing and Community Development, Parent Voices.
12/10/18	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Sunset) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
12/10/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with: Five Keys Charter Schools and Programs
12/10/18	Department of Child Support	Payment delinquent, non-custodial parents and reentry stakeholder engagement partnership and program development meeting with: Department of Child Support Services program and strategy team and

	Services Planning Meeting	Office of Economic and Workforce Development program and strategy team.
12/10/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with: Geo Reentry Group
12/11/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement to develop Local and Regional WIOA planning and Prison to Employment Initiative strategy with: San Francisco Sheriff's Department, San Francisco Adult Probation Department, California Department of Corrections and Rehabilitation, and Office of Economic and Workforce Development.
12/28/18	Reentry Partners Planning Meeting	Reentry stakeholder engagement discussion for Local and Regional WIOA planning and Prison to Employment Initiative with: Five Keys Charter Schools and Programs Back on Track Los Angeles
1/16/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Excelsior) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
1/22/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Tenderloin) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
1/14/19	Notice to CWDB of Reentry Council Meeting	Notice to CWDB for reentry-related public meeting.
1/22/19	Department of Child Support Services Planning Meeting	Payment delinquent, non-custodial parents and reentry stakeholder engagement partnership and program development meeting with: Department of Child Support Services program and strategy team and Office of Economic and Workforce Development program and strategy team.
1/25/19	San Francisco Reentry Council	Reentry stakeholder engagement agenda item for discussion with the San Francisco Reentry Council to gather input on Local and Regional WIOA Planning, as well as Prison to Employment Initiative. Council includes: San Francisco District Attorney; San Francisco Public Defender; San Francisco Adult Probation; San Francisco Police Department; San Francisco Sheriff's Department; San Francisco Mayor's Office; San Francisco Department of Public Health; San Francisco Board of Supervisors; California Department of Corrections and Rehabilitation; Office of Economic and Workforce Development; San Francisco Juvenile Probation; Department of Child Support Services; Department of Homelessness and Supportive Housing; San Francisco Human Services Agency; Superior Court of California; Department of Children, Youth & Their Families; U.S. Probation Office, Northern District of California.
1/31/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Western Addition) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.

2/5/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (South of Market) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/13/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Mission) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/19/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Chinatown) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/20/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Bayview Hunters Point) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.
2/26/19	After Hours Community Outreach Event	Outreach workshop to gather community input in economically vulnerable neighborhood (Visitacion Valley) in partnership with the Mayor's Office of Housing and Community Development and the San Francisco Planning Department.

work2future - Local Plan Modification Stakeholder Engagement and Community Outreach Efforts

The Bay-Peninsula RPU Regional Organizer, Racy Ming, notified the designated CWDB contacts on October 18, 2018 about work2future's two scheduled public listening sessions, which were held as follows:

Wednesday, November 7, 2018 — 5:00 p.m. to 6:00 p.m.

One-Stop Career Center

[1601 Foxworthy Avenue](#)

[San Jose, CA 95118](#)

Thursday, November 29, 2018 — 10:00 a.m to 11:00 a.m. (combined with NOVA's San Mateo Region)

JobTrain

[1200 O'Brien Drive](#)

[Menlo Park, CA 94025](#)

An email was sent on October 22, 2018 to invite almost 200 required partners in each category and other stakeholders to attend at least one of the meetings to provide input to the local and regional plans. In addition, work2future staff met with representatives from each of the local and regional plan categories, as identified below, to discuss partnership and provide input for the Plan.

Corrections and Workforce Partnerships		
Agency	Names	Meeting Dates
Santa Clara County Office of the Sheriff	Eric Taylor Maria-Rocha Sanchez Sandy Martinez Melanie Jimenez-Perez	9/25/2018 and 1/11/2019
Santa Clara County- Rehabilitation Programs	Patrick Marshall	10/4/2018, 10/9/2018, 10/21/2018, 11/16/2018, 11/29/2018
Santa Clara County Office of Re-Entry Services	Javier Aguerre	11/21/2018
Santa Clara County Probation Dept. Juvenile Institutions Division	Nick Birchard David Putney Steve Sanchez	10/22/2018, 12/4/2018, 1/4/2019
Dept. of Social Services: CalFresh Partnerships		
Santa Clara County-CalFresh	Rafaela Perez Margareta Hodzic	11/15/2018
Dept. of Child Support Services & Workforce System Partnership		
Santa Clara County Dept. of Child Support Services	Ignacio Guerrero Regina Martin	11/29/2018
Dept. of Rehabilitation and Competitive Integrated Employment Partnerships		
CA. Dept. of Rehabilitation (DOR)	Linda Labit Donna Hezel	11/6/2018
English Language Learners, Foreign and Refugees		
ALLIES	Llse Pollet	11/27/2018

City of San José Contract/Agreement Transmittal Form

Route order if applicable

NEW CONTRACT

TO: ☒ City Manager 2
☐ City Clerk
☒ City Attorney 1
☒ Return to Department Nguyen Pham

Type of Contract Other

Existing CHAD # _____
(Use Listing column NOT Maintenance)

REQUIRED INFORMATION FOR ALL CONTRACTS

Name of Contractor: County of Santa Clara

Address of Contractor: 55 West Younger Ave. San Jose, CA 95110

Contractor Contact Person: Melanie M Jimenez Perez Contractor Phone Number: (408) 808-4903

Contractor Email: melanie.jimenezperez@shf.sccgov.org

Description of Contract MOU. City will connect participant referrals with the workforce
and Project Name: development system at the work2future One Stop center.

Term Start Date: 7/1/2018

Term End Date: 6/30/2019

Agenda Date (If applicable): June 13, 2017

Agenda Item No.: 2.11

Resolution No.: 78198

Ordinance No.: _____

Contract Amount: 0

Revenue? No

Change Order Amount: _____

Insurance filed with Risk Management? Exempt (attach insurance or exemption)

Department is responsible for making sure insurance is on file and current.

Is Form 700 Required? (Contract will clearly state form 700 is required) No

If yes, attach Filer names. Contact your department contract liaison to enter required filer info into NetFile.

Business License No.: _____

Expiration Date: _____

Department is responsible for making sure business license is current. Check here if exempt. ☒

Department:

Department Contact Name: Henry Morado

OED (60)

Department Phone Number: 408-794-1114

Department Contact Email: henry.morado@sanjoseca.gov

CITY MANAGER'S OFFICE REQUIRED INFORMATION (FOR CONTRACTS SIGNED BY CITY MANAGER)

Method of Procurement: Not Applicable

Date Conducted: _____

For RFB, RFP, or RFQ provide number below.

Received

JUN - 1 2018

For Sole Source/Unique Services, attach justification memo.

Retroactive? No If yes, attach copy of approved retroactivity memo.

Department Head Signature: [Signature]

Date: 6-1-18

Office of the City Manager Signature: [Signature]

Date: 6/1/18

HLM

MM
MM

HM
HM

Updated: March 23, 2017

MEMORANDUM OF UNDERSTANDING

By and Among the County of Santa Clara, the Five Keys Charter School, the City of San José – work2future, and NOVA

This Memorandum of Understanding ("MOU") is made on July 1, 2018, by and among the County of Santa Clara ("County"), a political subdivision of the State of California, for the exclusive use and benefit of its Sheriff's Office ("SO"), the Five Keys Charter School ("FKCS"), the City of San José – work2future ("City"), and NOVA (collectively the "Agencies").

I. Recitals

There is mutual interest among the County, FKCS, the City, and NOVA to formalize a relationship by which FKCS will provide onsite educational services, including academic assessment, GED preparation, high school credited classes and special education assistance in the County Jails. FKCS will provide leveraged educational services in exchange for student access to local City work2future and NOVA services, as applicable, upon student release from jail.

II. Purpose

The purpose of this MOU is to define the scope of leveraged services for SO clients and set forth the understanding of the Agencies that the partnership will provide a continuum of service for participants.

Specifically, the goals of this MOU are:

- To define the exchange of services between the County, FKCS, the City, and NOVA.
- To develop a collaborative relationship between the County, FKCS, the City, and NOVA in order to provide services to the inmates in the County Jails.
- To provide a variety of educational services in order to reduce the likelihood of recidivism.
- To deliver FKCS programming at the County Jails.

This MOU covers the collaboration between the County, FKCS, the City, and NOVA to deliver educational services in partnership with the local workforce investment services, authority, administrator, or workforce development provider. FKCS shall deliver the services described in this MOU exclusively through this arrangement and in partnership with the City and the County; however, nothing in this MOU shall limit the Agencies' ability to collaborate with other partners to deliver other educational services. The County, FKCS, the City, and NOVA intend to use this MOU as the basis for developing similar understandings in future fiscal years.

There will be no financial compensation or reimbursement of any kind payable for services provided under this MOU, other than *in kind* services enumerated below.

III. The Five Keys Charter School agrees that it shall:

1. Provide credentialed teachers and administrators at no cost to the County. The number of days per week of instruction is dependent upon reportable Average Daily Attendance ("ADA"); however, a site-based class generally meets daily, and independent study students generally meet a minimum of once a week. The ADA is determined by the average daily student attendance for site-based classes, and by the number of times the student meets with the instructor and the work product completed in an attendance period for independent study students. The Teacher-Student ratios are 25:1 for site-based instruction and 35:1 for independent study.

2. Provide a combination of classroom-based instruction and independent study course work toward a high school diploma, GED, or ESL classes geared toward the Spanish version of the GED. Or, if necessary dependent upon the individual client's needs, Adult Basic Education.
3. Provide classes during the Academic School Year (July 1 through June 30).
4. Provide initial assessments and follow-up assessments.
5. Provide GED testing on site.
6. Provide a program coordinator to liaise between FKCS instructors and SO coordinator.
7. Provide all text books and basic materials to participants.
8. Track enrollment, attendance, and completion of assignments.
9. Provide documentation of attendance and course credit completion to participants.
10. Provide California high school diplomas and certificates of completion as appropriate.
11. Ensure the protection of inmate privacy rights and confidential information, as set forth in Section VII.14.
12. Share information and resources to best meet the needs of inmates, to the extent allowed by law.
13. Follow all SO policies and procedures pertaining to safety, security and professional conduct while in the institution, and conform to all applicable SO policies, standards, procedures, regulations, general orders, requirements, and restrictions.
14. Follow all work2future policies and procedures pertaining to safety, security and professional conduct while in the work2future One Stop centers.
15. Follow all NOVA policies and procedures pertaining to safety, security and professional conduct while in the NOVA Job Centers.
16. Ensure that FKCS staff members report to the County Jails on time and follow all regulations while on site.
17. Ensure that FKCS staff complies with the dress code required by SO when in the County Jails.
18. Attend monthly program meetings to communicate and exchange ideas.
19. Provide a weekly attendance report to SO Programs Unit.
20. Insurance: Maintain all required minimum levels of coverage as required by Exhibit B to this MOU.
21. Work with work2future and NOVA to provide clients with access to work2future and NOVA services.
22. Attend applicable SO briefings concerning safety and security issues involving inmates.

IV. The County agrees that it shall:

1. Complete the County's required clearance process for each FKCS staff member so that they can access the County Jails as necessary to perform work under this MOU. The County shall have the right to terminate any FKCS staff member's jail clearance for any material breach of SO Policy.
2. Designate County staff to coordinate working relationships between the FKCS and the SO.
3. Provide adequate teacher work space and secure, administrative office space, including furnishings and equipment listed below.
4. Provide FKCS staff with access to internet, fax, copier, and telephones.
5. Provide safety, security and dress code training to FKCS staff.
6. Retain full responsibility for care of County inmates.
7. Provide information necessary to allow FKCS staff to serve inmate student enrollees, consistent with Section VII.14.
8. Hold monthly program meetings among SO, FKCS, City, and NOVA staff to communicate and exchange ideas.

9. Coordinate and determine agendas for multi-disciplinary team meetings to track program progress, including on student enrollment and completion of assignments, to occur on a quarterly basis at a minimum. Coordinate and determine agendas for case conferencing meetings as needed.
10. Provide program support and access to inmates to meet FKCS minimum teacher/student ratios.
11. Make every effort possible not to cancel regularly scheduled class meetings. FKCS, as a public school, is required by law to offer a minimum number of instructional days and minutes.

V. FKCS and County jointly agree that they shall:

1. Ensure that both Agencies mutually agree upon the levels of service and the number of staff members involved.
2. Collaborate around identification and implementation of services related to the inmate population.
3. Mutually agree to add or reduce class time, contingent upon the number of students participating. Class size each day will be capped at 25.
4. Create a student waiting list should daily students exceed capacity.
5. Limit eligibility to participate in FKCS classes to only clients without a high school diploma.

VI. The City agrees that it shall:

1. Host FKCS in the work2future One Stop centers to connect participant referrals with the workforce development system.
2. Accept referrals from FKCS for job seekers in need of workforce development services.
3. Link job seekers in the workforce development system to FKCS services.

VII. NOVA agrees that it shall:

1. Host FKCS in the NOVA Job Centers to connect participant referrals with the workforce development system.
2. Accept referrals from FKCS for job seekers in need of workforce development services.
3. Link job seekers in the workforce development system to FKCS services.

VIII. Notices

Notices may be provided via electronic mail with confirmation of delivery, or via certified mail, to each Agency at its respective address:

To the County:

Melanie Jimenez Perez
 Program Manager II
 County of Santa Clara, Office of the Sheriff – Administration
 55 West Younger Avenue
 San José, CA 95110
Melanie.JimenezPerez@shf.sccgov.org

To FKCS:

To the City:

Monique Melchor
work2future Director
5730 Chambertin Drive
San Jose, CA 95118
monique.melchor@sanjoseca.gov

To NOVA:

IX. General Terms

1. **Relationship of Parties.** In the performance of the terms of this MOU, each party shall act as and be an independent contractor and shall not be an agent or employee of any other party. Each party acknowledges and agrees that it neither has, nor will give the appearance or impression of having any legal authority to bind or commit the other party in any way not specified in this MOU.
2. **Nondiscrimination.** The Agencies shall not discriminate against, or grant preferential treatment to, any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identity, disability, ethnicity or national origin, in connection with or related to the performance of this MOU.
3. **Term.** The initial term of this MOU shall be from July 1, 2018 through June 30, 2019. Upon mutual agreement of the Agencies, the term of this MOU may be extended for one additional four-year period, from May 1, 2019 through April 30, 2023.
4. **Termination.** This MOU may be terminated by the County or FKCS at any time, with or without cause, upon 60 days' written notice to the other Agencies.
5. **Entire Agreement.** This MOU and its appendices (if any) constitutes the final, complete, and exclusive statement of the terms of the Agreement among the Agencies. It incorporates and supersedes all prior agreements and understandings among the Agencies concerning the subject matter of the MOU, all of which have been merged into this MOU. No agreement or understanding, verbal or otherwise, of the Agencies or their agents shall be valid or enforceable unless embodied in this MOU.
6. **Amendments.** All amendments or modifications to this MOU must be in writing and signed by authorized representatives of all Agencies.
7. **Governing Law, Venue.** This MOU is governed and construed in accordance with the statutes of the State of California. Venue for all actions is in Santa Clara County.
8. **Assignment.** No assignment of this MOU or the rights or obligations hereunder shall be valid without the prior written consent of all Agencies.
9. **Waiver.** No delay or failure to require performance of any provision of this Agreement shall constitute a waiver of that provision as to that or any other instance. Any waiver granted by a party must be in writing, and shall apply to the specific instance expressly stated.

10. **Third-Party Beneficiaries.** This MOU does not, and is not intended to, confer any rights or remedies upon any person or entity other than the Agencies.
11. **Conflicts of Interest.** The Agencies shall comply, and shall require their subcontractors to comply, with (i) all requirements governing avoidance of impermissible client conflicts; and (ii) all federal, state, and local conflict of interest laws and regulations, including without limitation California Government Code § 1090 et seq., the California Political Reform Act (Cal. Gov. Code § 87100 et seq.), and the regulations of the Fair Political Practices Commission. Failure to do so constitutes a material breach of this MOU and is grounds for immediate termination of this MOU. In accepting this MOU, FKCS, the City, and NOVA covenant that they presently have no interest, and will not acquire any interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with the performance of services under this MOU. FKCS, the City, and NOVA are responsible for assuring compliance of their subcontractors, if any, with the requirements of this provision.
12. **County No-Smoking Policy.** FKCS, the City, and NOVA, and their employees, agents and sub-contractors shall comply with the County's No-Smoking Policy, as set forth in the Board of Supervisors Policy Manual section 3.47 (as amended from time to time), which prohibits smoking: (1) at the Santa Clara Valley Medical Center Campus and all County-owned and operated health facilities, (2) within 30 feet surrounding County-owned buildings and leased buildings where the County is the sole occupant, and (3) in all County vehicles.
13. **California Public Records Act.** The County and City are public agencies subject to the disclosure requirements of the California Public Records Act ("CPRA"). In the event of a request to the County or City for information submitted to it by FKCS and/or NOVA, the County or City will make best efforts to provide notice to FKCS and/or NOVA (as applicable) prior to such disclosure. If FKCS and/or NOVA contends that any documents are exempt from the CPRA and wishes to prevent disclosure, it is required to obtain a protective order, injunctive relief or other appropriate remedy from a court of law in Santa Clara County before the County or City is required to respond to the CPRA request. If FKCS and/or NOVA fails to obtain such remedy within the time the County or City is required to respond to the CPRA request, the County or City may disclose the requested information. FKCS and NOVA further agrees that they shall defend, indemnify and hold the County or City harmless against any claim, action or litigation (including but not limited to all judgments, costs, fees, and attorney's fees) that may result from the denial of a CPRA request for information arising from any representation, or any action (or inaction), by FKCS or NOVA.
14. **Intellectual Property Rights.** The County shall own all right, title and interest to Deliverables developed for purposes of this MOU, including any documentation created by FKCS, the City, or NOVA during the performance of services that are identified in this MOU. FKCS, the City, and NOVA acknowledge that all original works of authorship which are made by FKCS, the City, or NOVA (solely or jointly with others) within the scope of this MOU and which are protectable by copyright are "works made for hire," as that term is defined in the United States Copyright Act (17 U.S.C., Section 101), and shall belong solely to the County. FKCS, the City, and NOVA agree that the County will be the copyright owner in all copyrightable works of every kind and description created or developed by FKCS, the City, or NOVA, solely or jointly with others, in connection with any agreement with the County. If requested to, and at no further expense to the County, FKCS, the City, and NOVA will execute in writing any acknowledgments or assignments of copyright ownership of such copyrightable works as may be appropriate for preservation of the worldwide ownership in the County and its nominees of such copyrights. However, as to FKCS' preexisting educational materials, FKCS shall retain all right, title and interest, and shall grant to the County an exclusive, royalty-free, paid-up, worldwide licenses to reproduce, digitally perform, copy, or otherwise use the materials developed and shared under this MOU, solely for the purposes of the services under, and for the term of, this MOU.

15. **Intellectual Property Indemnity.** FKCS, the City, and NOVA represent and warrant for the benefit of the County and its users that, to its knowledge, as of the effective date of this MOU, FKCS, the City, and NOVA, respectively, are the exclusive owner of all rights, title and interest in the Deliverables and/or services provided by each of them pursuant to this MOU. FKCS, the City, and NOVA shall defend, indemnify and hold the County harmless against any claim, action or litigation (including but not limited to all judgments, costs, fees, and reasonable attorney's fees) by a third party alleging the Deliverables and/or services provided by each of them pursuant to this MOU infringe upon any intellectual property rights of third parties.
16. **County Data.** "County Data" shall mean proprietary information received from County by the other Agencies. As between FKCS, the City, NOVA, and the County, all County Data shall remain the property of the County. Notwithstanding any other provision in this MOU, FKCS, the City, and NOVA shall not acquire any ownership interest in County Data. FKCS, the City, and NOVA shall not, without County's written permission, consent, use or disclose County Data other than in the performance of their obligations under this MOU. FKCS, the City, and NOVA shall be responsible for establishing and maintaining an information security program that is designed to ensure the security and confidentiality of County Data, protect against any anticipated threats or hazards to the security or integrity of County Data, protect against unauthorized access to or use of County Data that could result in substantial harm or inconvenience to the County or any end users; and ensure the proper disposal of County Data upon termination of this MOU. FKCS, the City, and NOVA shall take appropriate action to address any incident of unauthorized access to County Data, including addressing and/or remedying the issue that resulted in such unauthorized access, notifying the County as soon as possible of any incident of unauthorized access to County Data, or any other breach in FKCS's, the City's, or NOVA's security that materially affects the County or end users; and be responsible for ensuring compliance by their officers, employees, agents, and subcontractors with the confidentiality provisions hereof. Should confidential and/or legally protected County Data be divulged to unauthorized third parties, FKCS, the City, and NOVA shall comply with all applicable federal and state laws and regulations, including but not limited to California Civil Code Sections 1798.29 and 1798.82 at FKCS and/or City's sole expense (if applicable). FKCS, the City, and NOVA shall not charge the County for any expenses associated with their compliance with the obligations set forth in this section.
17. **Confidentiality.**
- a. In the course of providing services under this MOU, FKCS may receive from the SO the following Confidential Client Information relating to inmate student enrollees in order to enable FKCS to appropriately tailor and deliver services: names, booking numbers, language preference, Person File Numbers, housing unit information, and information regarding educational accommodations.
 - b. FKCS shall promptly transmit to SO all requests for disclosure of Confidential Client Information, limited to the categories of information listed in the previous paragraph. SO shall obtain written consent from the subject of the information prior to sharing such information. FKCS shall not use this Confidential Client Information for any purpose other than carrying out its obligations under this MOU.
 - c. In obtaining and storing Confidential Client Information, FKCS agrees to comply with all applicable privacy and data protection laws, including but not limited to Section 13102, Sections 13201-13202, and Section 13300 of the California Penal Code, as well as County policies governing data access, and not to make any disclosures to any third parties in violation of these laws or policies. In particular, FKCS shall prevent unauthorized disclosure of Confidential Client Information, except for statistical information not identifying a particular client.

18. **Contract Execution.** Unless otherwise prohibited by law or County policy, the Agencies agree that an electronic copy of a signed contract, or an electronically signed contract, has the same force and legal effect as a contract executed with an original ink signature. The term "electronic copy of a signed contract" refers to a transmission by facsimile, electronic mail, or other electronic means of a copy of an original signed contract in a portable document format. The term "electronically signed contract" means a contract that is executed by applying an electronic signature using technology approved by the County.

COUNTY OF SANTA CLARA

FIVE KEYS CHARTER SCHOOL

S. Joseph Simitian Date
President, Board of Supervisors

Steve Good Date
Executive Director

Signed and certified that a copy of this
document has been delivered by electronic
or other means to the President, Board of Supervisors.
Attest:

NOVA

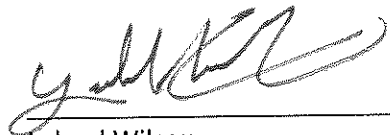
Megan Doyle Date
Clerk of the Board of Supervisors

[Name] Date
[Title]

Approved as to Form and Legality:

CITY OF SAN JOSE

Kavita Narayan Date
Lead Deputy County Counsel


 6/6/18

Leland Wilcox Date
Chief of Staff, Office of the City Manager

Approved:

APPROVED AS TO FORM:

Laurie Smith Date
Sheriff

 5/29/2018

Arlene Silva
Deputy City Attorney

EXHIBIT B

INSURANCE REQUIREMENTS FOR STANDARD CONTRACTS ABOVE \$100,000

Indemnity

The Contractor shall indemnify, defend, and hold harmless the County of Santa Clara (hereinafter "County"), its officers, agents and employees from any claim, liability, loss, injury or damage arising out of, or in connection with, performance of this Agreement by Contractor and/or its agents, employees or sub-contractors, excepting only loss, injury or damage caused by the sole negligence or willful misconduct of personnel employed by the County. It is the intent of the parties to this Agreement to provide the broadest possible coverage for the County. The Contractor shall reimburse the County for all costs, attorneys' fees, expenses and liabilities incurred with respect to any litigation in which the Contractor contests its obligation to indemnify, defend and/or hold harmless the County under this Agreement and does not prevail in that contest.

Insurance

Without limiting the Contractor's indemnification of the County, the Contractor shall provide and maintain at its own expense, during the term of this Agreement, or as may be further required herein, the following insurance coverages and provisions:

A. Evidence of Coverage

Prior to commencement of this Agreement, the Contractor shall provide a Certificate of Insurance certifying that coverage as required herein has been obtained. Individual endorsements executed by the insurance carrier shall accompany the certificate. In addition, a certified copy of the policy or policies shall be provided by the Contractor upon request.

This verification of coverage shall be sent to the requesting County department, unless otherwise directed. The Contractor shall not receive a Notice to Proceed with the work under the Agreement until it has obtained all insurance required and such insurance has been approved by the County. This approval of insurance shall neither relieve nor decrease the liability of the Contractor.

B. Qualifying Insurers

All coverages, except surety, shall be issued by companies which hold a current policy holder's alphabetic and financial size category rating of not less than A- V, according to the current Best's Key Rating Guide or a company of equal financial stability that is approved by the County's Insurance Manager.

EXHIBIT B

C. Notice of Cancellation

All coverage as required herein shall not be canceled or changed so as to no longer meet the specified County insurance requirements without 30 days' prior written notice of such cancellation or change being delivered to the County of Santa Clara or their designated agent.

D. Insurance Required

1. Commercial General Liability Insurance - for bodily injury (including death) and property damage which provides limits as follows:
 - a. Each occurrence - \$1,000,000
 - b. General aggregate - \$2,000,000
 - c. Products/Completed Operations aggregate - \$2,000,000
 - d. Personal Injury - \$1,000,000
2. General liability coverage shall include:
 - a. Premises and Operations
 - b. Products/Completed
 - c. Personal Injury liability
 - d. Severability of interest
3. General liability coverage shall include the following endorsement, a copy of which shall be provided to the County:

Additional Insured Endorsement, which shall read:

“County of Santa Clara, and members of the Board of Supervisors of the County of Santa Clara, and the officers, agents, and employees of the County of Santa Clara, individually and collectively, as additional insureds.”

Insurance afforded by the additional insured endorsement shall apply as primary insurance, and other insurance maintained by the County of Santa Clara, its officers, agents, and employees shall be excess only and not contributing with insurance provided under this policy. Public Entities may also be added to the

EXHIBIT B

additional insured endorsement as applicable and the contractor shall be notified by the contracting department of these requirements.

4. Automobile Liability Insurance

For bodily injury (including death) and property damage which provides total limits of not less than one million dollars (\$1,000,000) combined single limit per occurrence applicable to all owned, non-owned and hired vehicles.

4a. Aircraft/Watercraft Liability Insurance (Required if Contractor or any of its agents or subcontractors will operate aircraft or watercraft in the scope of the Agreement)

For bodily injury (including death) and property damage which provides total limits of not less than one million dollars (\$1,000,000) combined single limit per occurrence applicable to all owned, non-owned and hired aircraft/watercraft.

5. Workers' Compensation and Employer's Liability Insurance

- a. Statutory California Workers' Compensation coverage including broad form all-states coverage.
- b. Employer's Liability coverage for not less than one million dollars (\$1,000,000) per occurrence.

E. Special Provisions

The following provisions shall apply to this Agreement:

- 1. The foregoing requirements as to the types and limits of insurance coverage to be maintained by the Contractor and any approval of said insurance by the County or its insurance consultant(s) are not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Contractor pursuant to this Agreement, including but not limited to the provisions concerning indemnification.
- 2. The County acknowledges that some insurance requirements contained in this Agreement may be fulfilled by self-insurance on the part of the Contractor. However, this shall not in any way limit liabilities assumed by the Contractor under this Agreement. Any self-insurance shall be approved in writing by the County upon satisfactory evidence of financial capacity. Contractors obligation hereunder may be satisfied in whole or in part by adequately funded self-insurance programs or self-insurance retentions.

EXHIBIT B

3. Should any of the work under this Agreement be sublet, the Contractor shall require each of its subcontractors of any tier to carry the aforementioned coverages, or Contractor may insure subcontractors under its own policies.
4. The County reserves the right to withhold payments to the Contractor in the event of material noncompliance with the insurance requirements outlined above.

F. Fidelity Bonds (Required only if contractor will be receiving advanced funds or payments)

Before receiving compensation under this Agreement, Contractor will furnish County with evidence that all officials, employees, and agents handling or having access to funds received or disbursed under this Agreement, or authorized to sign or countersign checks, are covered by a BLANKET FIDELITY BOND in an amount of AT LEAST fifteen percent (15%) of the maximum financial obligation of the County cited herein. If such bond is canceled or reduced, Contractor will notify County immediately, and County may withhold further payment to Contractor until proper coverage has been obtained. Failure to give such notice may be cause for termination of this Agreement, at the option of County.

County of Santa Clara

Office of Reentry Services

151 West Mission Street
San Jose, California 95110



August 23, 2018

To Whom It May Concern:

Re: Letter of Support for work2future's Prison to Employment Initiative Grant

Please accept this letter of support for work2future as part of the Bay-Peninsula Regional Planning Unit and their *Prison to Employment Initiative Grant* application. The County of Santa Clara's Office of Reentry Services (ORS) is committed to working with work2future through a stakeholder input and planning process in order to determine how those resources can best be used in our community help formerly incarcerated and other justice involved individuals gain and maintain employment. This effort aligns with the objectives of Reentry Services to improve the employment outcomes for our clients.

ORS is responsible to oversee the implementation of the Public Safety Realignment Program (AB 109) and most importantly, operate the Santa Clara County Reentry Resource Center (RRC) in San Jose. The RRC serves nearly 100 clients (formerly incarcerated Santa Clara County residents) daily, linking them to public benefits, primary health services, substance use and mental health treatment, and housing services. Our clients continue to face the challenge of receiving effective case management and care coordination. Gainful employment aims to address this challenge and bring county stakeholders to implement best practices.

We look forward to working with work2future and bringing these much needed resources to our community. Please do not hesitate to contact me should you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Javier Aguirre".

Javier Aguirre

Director of Reentry Services, County of Santa Clara

Project Signal

How might we use data and user feedback to help our workforce system better serve workers and employers?

Phase 1 workshop recap

Bay Area
Workforce
Funders
Collaborative

Contents

What is Project Signal?

Phase 1 Workshop Overview

Attendees

Exercises

Group Outputs

Themes

Recommendations

Potential Prototypes

A young man in a baker's uniform, including a white cap and apron, is shown from the waist up, leaning over a workbench. He is using a rolling pin to flatten a piece of dough. The background is slightly blurred, showing a kitchen environment. The entire image is overlaid with a semi-transparent red filter.

Project Signal

Context

Bay Area workers face pressure from low and stagnating wages, inconsistent work schedules, and rising cost of living. At the same time, the nature of work available is changing due to the rapidly developing technology landscape and shifting demographics, and employers are unable to fill open positions.

The regional ecosystem for training workers is complex, siloed, and slow-moving. Data is often seen as an obstacle to service provision rather than an opportunity for learning. Few clear market signals exist to drive innovation.

Hypothesis

The Bay Area Workforce Funders Collaborative has engaged Path Group to take a systems and human-centered approach to exploring how workforce data and user feedback could improve workforce training through increased data transparency and the creation of market signals for the benefit of workers and employers.

Process

Path Group uses a Human-Centered Design process to design solutions that work for end-users. Project Signal is envisioned as a three-phase project:

Scope
Scan,
Sketch

Design
Research

Minimum
Viable
Product

PHASE 1: SCOPE, SCAN, SKETCH

In this current phase, we quickly mapped the landscape of data initiatives in progress at state and regional levels across the country. We conducted twelve interviews with experts and users reflecting the diversity of stakeholders in the system. Phase 1 culminated with a prototyping workshop where multidisciplinary teams gained deeper understanding of worker needs, and imagined prototype solutions.

Tentative future phases:

PHASE 2: DESIGN RESEARCH

Building on the learnings from phase 1, secure additional input from broader and more diverse set of workers and employers, and use it to begin iterative prototyping with providers, workforce experts, data supply and policy advocates.

PHASE 3: MINIMUM VIABLE PRODUCT

With technical partners, develop final MVP.

Workshop Overview

On July 23, 2018, over 40 key workforce system stakeholders converged to better understand the needs of workers and job seekers. We mapped broad themes of their needs, and explored how the current workforce system is, or is not, meeting those needs. This exploration of “what is” lays the foundations for the next stage of the process, which is to imagine “what if.”

Stakeholders in the room included:



Workers



Employers



**Training
providers**



Funders



**Data + Policy
Experts**

After a brief presentation of insights from our initial scan of the Project Signal landscape, participants were divided into interdisciplinary groups to hear from four categories of workers: Youth, Gig Workers, Immigrants, and Formerly Incarcerated Individuals.

Groups engaged directly with workers, identified worker needs and insights, partnered with the workers to brainstorm terrible ideas for meeting worker needs, then flipped those bad ideas to imagine great solutions/prototypes.



Workers

Formerly Incarcerated:
Alejandra Landin

Bernard Moss

Annette Corriveau

Immigrant
Uzman

Carmela Martin

Gig
Man B. Mapchan

Sarah Bartley

Youth
Clinay Cameron

Workforce Providers

Aimee Durfee
JVS

Alissa Friedman
Opportunity Junction

Barrie Hathaway
JobTrain

Jeffrey Wallace
LeadersUp

Luis Sandoval
Building Skills Partnership

Nina Miller
Silicon Valley Children's Fund

Zakiya Harris
Hack the Hood

Employers

Alexandra Horton
Genentech

Anna-Liisa Eklund
Chhavi Sahni
Golden Gate Restaurant
Association

Claire Chiara
Bay Area Council

Emylene Aspilla
SFO

John Austin
Hidden Villa

Julina Bonilla
Port of Oakland

Margaret Daoud-Gray
Silicon Valley Leadership Group

Nick Ellis
Bay Ship Company

Nikki West
Kaiser Permanente

Sam Feineh
Google

Stacy Jed
Bluestem Brasserie

Data Supply + Policy

Alexandra Jayeun Lee
Oakland Civic Design Lab

Allison Salisbury
Entangled Studios

Andrew Means
BrightHive

Bob Lanter
California Workforce Association

Efrem Bycer
LinkedIn

Evonne Silva
Code for America

Mitchell Stephens
Stanford Graduate School of
Education

Barbara Baran
CA EDGE Coalition

Funders

Amy Wallace
JPMorgan Chase Global Philanthropy

Bob Giloth
Annie E. Casey Foundation

Dawn Hawk
Ventures Foundation

Elena Chavez Quezada
Walter & Elise Haas Fund

Janan Howell
SF Office of Economic and Workforce
Development

Jamie Austin
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Stephen Baiter
Oakland Workforce Development
Board

Attendees



Immigrant Workers Group Detail

Needs & Insights



Immigration status - and immigration status serve as barriers. Legal documents major barrier to employment. Mixed status families. Can work Lyft with ITIN, ITIN to pay taxes, works in gig economy because possible.

Resources - Weaving together part time jobs, multiple employees to fulfill full shift weekly, low pay unsustainable in mother country, came to the USA for economic opportunity and ending up not having enough to survive. Very resourceful in piecing work together, greater opportunity in the USA.

Job Search - Searching for a job by driving around looking. Technology barriers to job search. Look to Facebook, Craigslist and friends to know about roles, and positions.

Benefits - Jobs without benefits, no benefits, no legal status, limited time and access to learn, access to healthcare, there are jobs but mainly without benefits,

Discrimination - Discriminated because of limited English, discrimination at work still exists.

Skills / Training - Some folks lack skills for jobs but need the work and would like to upgrade skills. It's hard transferring skills learned in home country to USA. Needs education to re-engage with profession from back home. Non-transparent, inconsistent credentialing education (people claim to know things they don't.) Tech skills age quickly. Training should be practical (apprenticeship), studied computer science back at home. Self taught skills, willpower and initiative (went out looking for jobs, watched videos to learn trade etc).

Family - Separation from family. Doing it for children. Single parent. Has 2 children who are USA citizens who help with English, painful to not go home, Family in USA helps with network, leaving family the hardest, has family support system at home. Miss home country and can't go back, family separation means has to create community.

Language - English classes conflict with work, Language barrier, needing to work is a barrier to learning English, Language dialect barriers, knowing and reading English opens doors, need flexible ways to learn English while working, empathy and non-verbal communications for multilingual English speakers, English is a barrier to pursue old career,

Really **bad** ideas for immigrant workers



Politicize environment

More forms and surveillance, lists of employers you can trust, locate in Police station, government officials on site, work social network.



Raise credential barriers

Require high barrier certifications, require resumes and testing, employers carry checklist of reasons not to hire.



Make it too expensive

Look through lens of efficiency debt to pay for training, pay up front for training, training in English only, free college w/o living stipend, create full time training w/o opportunity to work.



Put training out of reach

Online only or tech reliant training, put blame on worker, require licenses with paid / fees, instructions in languages other than test language,



Segregate

English only signage, red hats and politics, segregate business by race/ethnicity, team events by culture/ethnicity, different standards by state.



Design to reinforce privilege

Maintain divide between experts and community, meeting only during standard lunch hour, undermines workers/unions, requires inaccessible qualification for participation, emphasize privilege, limit hours you can work



Undermine worker power

Promote workers who don't speak up, community meetings midday and in English, Reinforce leadership by seniority, no friend / family resources, no education or translation services, limit time off, require professional references only, alienate people with non-traditional language and no coverage for dependents, low wage/non billable + submit time off requests far in advance and still no time off

How might we...



... **increase trust** between immigrant workers and their employers and community resources?

... **create transparency** around the real world barriers to jobs?

... better **validate competencies** that people have?

... help employers **create welcoming and inclusive places** for immigrants?

... build immigrant power?

... **harness the power of family and networks** in the workplace?

... **balance immediate needs with long term** skills development and opportunity for economic mobility?

Prototype ideas from Immigrant group

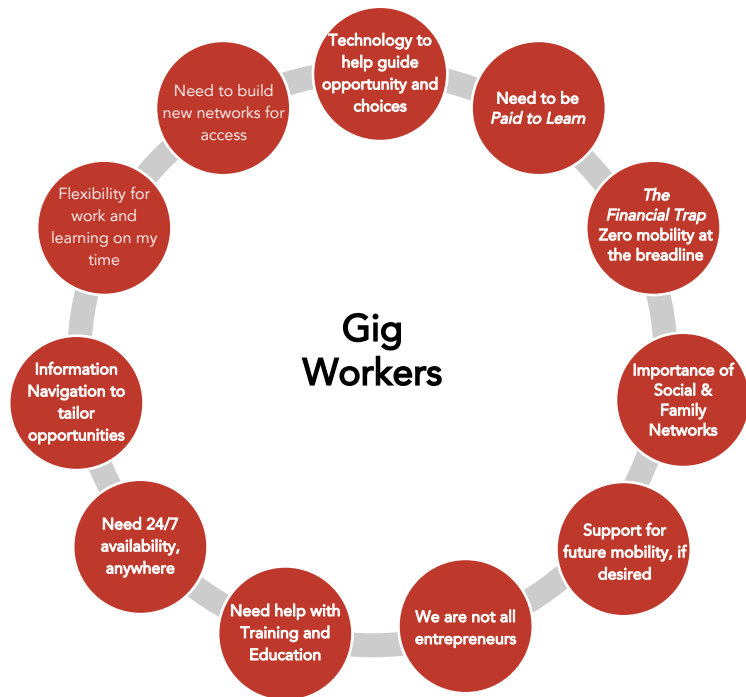


1. A platform that supports the capture, and communication of workers real needs to employers/service providers - asks questions, understands their position and reframes it back to employers/service providers in the appropriate way.
2. A platform that explores what works in engaging and activating the role of the family in regards to immigrant workers and their needs. Allows the sharing of insight, perspectives, and what has worked.
3. A platform that helps employers to better validate competencies that people have? The platform searches and validates people's skills, and allows people to comment.
4. A platform that connects people to reliable/quality/compatible education, learning and job opportunities and allows continual feedback on them - which is flexible and focused on people who are in long term training?



Gig Workers Group Detail

Needs & Insights



Social Capital:

People have immediate credibility through the networks which they are a part of. This hampers many in the Gig economy. Need to teach people how to create their own networks, how to brand themselves and how to break into existing networks. Community driven workforce groups for networking and info sharing of opportunity and tools.

Information:

Difficult to navigate current resources, challenge to find curated resources. Need to use technology to navigate opportunities, need to use apps to find gig work. Career resources need to be promoted, improve the marketing of local workforce programs and opportunities. Information provided by friends and family.

Financial:

Workers cannot afford to upskill. Training while in entry work needs to be supported, opportunity upskilling or career advice for entry level workers, Cannot have unpaid training, entrepreneurship viewed as the central skill base and can be an asset to the whole community,

How might we...



- ... enable people to increase skills *and* pay the bills?
- ... make the case for employers to drive the solution?
- ... create more agency around navigating pathways between education/training and work?
- ... democratize networks for access to work?
- ... help the worker who isn't going to college to navigate this?

Really **bad** ideas for gig workers

How might we enable people to increase skills *and* pay the bills?

- ✗ Charge people for their education
- ✗ Don't communicate/collaborate with others
- ✗ Don't promote upskilling opportunities to workers
- ✗ Require workers to attend physical bricks and mortar schools
- ✗ Pay workers low wages so they can't afford to upskill
- ✗ Locating education opportunities far from where you work
- ✗ Everyone goes to school after working 40 hours per week

How might we make the case for employers to drive the solution?

- ✗ Fine employers for not driving
- ✗ Call employers greedy and heartless
- ✗ Don't build relationships
- ✗ Train people with skills where there are no jobs
- ✗ Require high schools to teach ALL industry needs
- ✗ Draft legislation in a vacuum without consulting employers
- ✗ Focus on 20th Century skills in training
- ✗ Pass a law to make it illegal

How might we create more agency around navigating pathways between education/training and work?

- ✗ Don't show people the pathways that others have taken
- ✗ Focus solely on cohort training
- ✗ Don't give people an opportunity to do anything new
- ✗ Don't encourage cross functional partnerships
- ✗ Keep all information private and protected
- ✗ Avoid career exploration programs
- ✗ Invest in long term training only
- ✗ Make 18 year olds choose what they will do for the rest of their lives
- ✗ Have multiple brands with different info sets, different validations, etc
- ✗ Fined for not having networks

More really **bad** ideas for gig workers

How might we democratize networks for access to work?

- ✗ Pay to play and high barriers to join
- ✗ Have to share private info to join network
- ✗ Jobs only go to those with large networks
- ✗ Get rid of EEO
- ✗ You only have access to those you already know
- ✗ No network = no job
- ✗ Make employment contingent on graduation from college
- ✗ Require referrals to join network
- ✗ Have a ton of ads to pay for platform
- ✗ Networks limited by demographic (age, race, etc)

How might we help the worker who isn't going to college to navigate this?

- ✗ Reduce funding for CTE programs
- ✗ Only get gov benefits if you have been to college
- ✗ Allow K-12 to not invest in CTE
- ✗ All referrals must come from someone you went to college with
- ✗ Promote minimum qualifications including college degree
- ✗ Keep the current culture and system
- ✗ High cost tuition for non post secondary trainings
- ✗ Tell parents college grads are winners
- ✗ Only offer liberal arts degrees
- ✗ Require a college degree for employment and make college very expensive
- ✗ Incentivize schools based on entrance to college
- ✗ Have career fairs be exclusively about college entrance
- ✗ Create exclusive social networks by requiring college students to live together

Some prototype ideas from Path*



Prototype principles:

A new data transparent organization called the Base Network, which is worker centric, enforcing the gig rules/regulations and providing a rating/ranking of work opportunities based on metrics akin to the LEED Green building principles but socially/worker centric:

- Equitable hiring practices
- Working conditions
- Opportunity for mobility (either more gig work, full time employment or support for up-skilling). This tool can then alert the worker to less attractive opportunities and pressure employers to be good employers.

Training opportunities are built into the platform and can be taken remotely and immediately be reflected in a workers profile when proficiency is reached. Focus on an employees North Star, or longer term career goals is supported and combined with training and work to help with overall personal development. And finally a Return on Investment is provided to allow businesses to recoup the cost of supporting the program and ensure viability.

Details from the Terrible Ideas:

Subsidize workers to create a more level playing field, where their voices can be heard
Understand local employer and employment needs and train workers for these
Use the education system to prepare youth for the required industry and skill sets in their local context

*This group ran out of time to create prototype ideas.



Youth Workers Group Detail

Needs & Insights



Mentors

Active mentorship in the desired field is required from multiple mentors and advocates across a student-workers career. Advocates can help identify basic resources for students to be able to focus on learning. As a student-worker increases understanding between trainings and career choices, new types of mentoring needs will emerge.

Soft Skills

Many young student-workers enter college unprepared and often have to double time it to be trained on technical and practical business skills.

Career Information Access

Even at prestigious universities, finding career counselors and college advisors who take time to communicate careers and professions by major can be a challenge. For example, accessing career salaries and connecting insights into initial career choices about a college major is still needed.

Working & Learning

Student-workers often stitch together 3 to 4 jobs in college to pay bills and gain experience. This can be further complicated when needing to manage family emergencies and other surprise life events. Identifying ways to cover college costs helps new and young workers graduate on-time while focusing on learning decisions that result in better skill acquisition and career choices.

Feedback

Young worker job application rejections are frequent and often the feedback, if any, is not helpful. Effective employer job rejection feedback that allows applicants to learn from their applications and to adapt their personal brand for future applications is needed.

How might we...



- ... heighten **awareness and exposure of the future of work?**
- ... equip the next generation with **transferable skills of entrepreneurs?**
- ... **help employers find the right employees** for their roles?
- ... **expand authentic feedback** that is valuable from all stakeholders?
- ... better **identify and incorporate soft power and essential skills** into every aspect of education and workforce?

Really **bad** ideas for youth workers

How might we help employers find the right employees for their roles?

- ✗ For jobs, hire only friends and family of the employer
- ✗ Post unrealistic job descriptions
- ✗ Narrow recruitment efforts
- ✗ Hire only based on first and last name
- ✗ Prejudge applicants based on...

How might we equip the next generation with transferable skills of entrepreneurs?

- ✗ Master 19th century skills
- ✗ Mentors solve everything
- ✗ Unpaid internships
- ✗ Sell the narrative that education equals employment

How might we expand authentic feedback that is valuable from all stakeholders?

- ✗ Conduct physical abuse in feedback
- ✗ Lie to job applicants about why they were not hired

How might we better identify and incorporate soft power/essential skills into every aspect of education and workforce?

- ✗ Mandate standardized tests
- ✗ Continue career tracking from preschool
- ✗ Teach 'success' can only be one thing

Prototype ideas from Youth group



1. Ensure critical dependencies (housing, food, shelter safety are essential)
2. Two way career conversation between employer and job-seeker
3. Multiple Mentorship with high expectations and Student advocates for life needs
4. Cultivate Offline & digital community
5. Ask banks to teach financial and budgeting skills (or shame them if they decline)
6. Self awareness of weakness and strengths
7. Focus on strengths first and skills acquisition second
8. Build space for youth career failures
9. Access to the Future of work job trend data and social awareness
10. Career assessment services using AI to integrate trends, services into career info

Some prototype ideas from Path



Integrate worker needs with benchmark survey data

First, given the breath of the youth worker needs, it makes sense to translate needs into performance metrics for service providers to be able to understand if and how their programs may be directly affecting youth workers. This recommendation also applies to the immigrant, formerly incarcerated and gig worker “needs.” Start with an existing data collaborative, such as the CSW Workforce Benchmarking Network, to see how their data and vulnerable worker needs overlap with vulnerable worker needs is one approach.

Potential Youth Mentoring & Skill Learning Mindset Mobile App

To address the 1:1 career role modeling, a second approach entails developing an online training curriculum to both train the mentor and move the youth toward an ongoing entrepreneurial learning mindset. The focus will start at age 16. The curriculum will include:

For **mentors**, the curriculum will include:

- how to mentor aspiring youth seeking new #FoW skills and career insight.
- a resource guide of service providers providing services in career counseling, higher education application, rapid skill and experience acquisition. Train mentors to connect youth to best service providers and to find additional mentors. Mentors can be trained to ensure accurate data collection from mentees and the skills training services they receive from service providers.

For **youth**, the curriculum will include

- Promote an ongoing learning mindset about how to identify one's strengths, build new skills and review emerging job roles.
- Service provider rating and feedback functionality on the effectiveness of their service offerings.

Data will focus on the effectiveness of the service provider directory, youth guidance curriculum and the effectiveness of the service providers.

An eventual third component will integrate employers hiring from service providers and utilize artificial intelligence to identify future hiring and skill trends.



The image shows a group of people in a workshop setting. In the foreground, a man with glasses and a white shirt is seated at a table covered with papers, sticky notes, and markers. To his right, another man in a dark blue shirt is seated, looking towards the camera. In the background, several other people are standing and talking. A large whiteboard titled "Project Signal workshop journey map" is visible, showing a three-step process: 1. Understand User needs, 2. Brainstorm Terrible ideas, and 3. Prototype Viable solutions. The whiteboard also includes a timeline and various notes. The overall atmosphere is collaborative and focused.

Formerly Incarcerated Workers Group Detail

Needs & Insights



Empathy to overcome stigma - Punishment continues after Formerly Incarcerated (FI) individuals serve their time. Parole/probation officers don't want to help, just waiting for them to slip up. Actually create barriers to employment. Caseworkers distant and detached, overwhelmed with caseloads. Don't provide proactive service. Employers shut down once they run background check. Little opportunity for workers to give context to crimes on record or show growth/change.

Guidance with continuity - Need for continuous, trusted relationships with case workers who can help navigate critical systems. Assistance should start at incarceration and continue all the way through to reentry and employment.

Resources specific to challenges of reentry - Information about resources for incarcerated individuals is scant. Resource directories on paper become outdated very quickly and there's little resources to be found online for those who are internet-savvy.

Relatable success Stories - Need to believe that success is possible, and to learn from others who have dealt with their struggles and understand the difficulties involved on a personal level.

Supportive community - Without trusted family and friends and other forms of community, FI individuals have trouble with reentry, especially after long sentences. Isolation can lead to limited opportunities as well as feelings of depression and hopelessness.

Living wage Income, wealth building and Career growth potential - Many career tracks are out of reach due to their records. Manual labor seems like the only career path available, which is hard for elderly people in reentry. Low wages make survival in the Bay Area, with its high cost of living, untenable. The situation leads to return to criminal activity or homelessness.

On-the-job training - FI individuals need the opportunity to prove themselves to employers. OJT offers best chance to develop portfolio of accomplishment to help overcome stigma.

Receptive employers - Many employers come with biases and won't hire FI individuals no matter how much training or skills they acquire. There needs to be a marketplace for employers of FI and Formerly Incarcerated individuals to connect.

How might we...



... help workers **identify aligned, accessible, relevant training** that leads to middle wage careers?

... create opportunities for workers to present themselves accurately to **overcome stigma** of incarceration?

... help workers **identify employer partners** who are invested in their mutual success (or how might we create a marketplace where “formerly-incarcerated friendly” employers and workers might find each other)?

... help workers **avoid the pitfalls of background checks**?

... fund and support providers who **provide empathetic services**?

Really **bad** ideas for formerly incarcerated workers

Identify aligned, accessible, relevant training

- ✗ All Training on iPhone only
- ✗ One-Size-Fits-All training
- ✗ Probation and Parole offices run all training
- ✗ Workers must self-fund training
- ✗ Any mistake returns you to prison
- ✗ Run programs at odd hours & far from home
- ✗ Train workers to commit other crimes
- ✗ Train for jobs you'll hate
- ✗ Train for jobs that will be automated
- ✗ Submit paper records in triplicate
- ✗ Training requirements violate parole
- ✗ No child support available at training
- ✗ Require you to commute by bike
- ✗ Pay too little to cover childcare but enough to become ineligible for benefits/subsidies

Overcome stigma of incarceration

- ✗ Train employers to not hire felons
- ✗ Applicants apply with criminal history
- ✗ All employer decisions are “black box” and final
- ✗ Crimes must be listed as skills
- ✗ Applications submitted by parole officer
- ✗ All interviews in prison clothes
- ✗ Use local law enforcement as references
- ✗ Employers must warn customers they employ felons
- ✗ Local news alerts for potential new hires
- ✗ Require applications to disclose negative thoughts
- ✗ Mark every employer list as “felon friendly”
- ✗ No names, only criminal record numbers

Identify employer partners

- ✗ Ensure probation/parole are visible in office
- ✗ Prohibit talk between employers and felons
- ✗ Only 1 person per HR department
- ✗ Incentivize job placements that require no training
- ✗ Employer evaluations done arbitrarily
- ✗ Employers have unrealistic expectations
- ✗ Online-only application forms that timeout too fast
- ✗ Tax employers that hire formerly incarcerated
- ✗ All applications automated without room for comments
- ✗ Entry level only ever
- ✗ Recruit HR without re-entry experience
- ✗ Profile and pair reentry person with biased counselor

Really **bad** ideas for gig workers

Avoid the pitfalls of background checks

- ✘ Require three background checks for every position
- ✘ Hire investigators to dig deep on all applicants
- ✘ Eliminate all statute of limitations on background checks
- ✘ Charge the jobseeker for the background check
- ✘ Automate reasons to exclude and raise barriers
- ✘ Ban the box, then do background check in secret
- ✘ Disclose any crime, even if not caught
- ✘ Highlight/publish individual cases of failure
- ✘ Incentivize employers to not hire felons
- ✘ Require HR to write risk reports for any potential hire

Fund and support providers who provide empathetic services

- ✘ Bury caseworkers in paperwork
- ✘ Change name and location of service every six months
- ✘ Require grants to be short term
- ✘ Cut all public funding for CBOs
- ✘ No accountability for providers
- ✘ Hire providers with no experience with formerly incarcerated population
- ✘ Hire counselors without work experience
- ✘ Don't tell clients about services unless they ask

Prototype ideas from Formerly Incarcerated group



The group described what wholistic, continuous, and empathetic support would look like, starting in prison and persisting through to post-employment support, including guest speakers at prisons, meeting with case workers while incarcerated, pre-release assessments, help from case workers to navigate relationships with probation/parole officers as well as things like housing, pre-employment and skills training, job placement, and follow-up.

They identified the following elements that would be a part of this solution:

- Peer support
- Pay case workers so they stay
- A re-entry-specific certification for trainers so there are standards for working with the population
- Trainers would have a lower case load to allow for deeper engagement
- Funders would provide flexible money to build the capacity of organizations and allow for lower case loads
- Trainers would have access to user feedback that they would integrate for program improvement
- We would see data on outcomes
- Training would be provided for “careers,” not “jobs”

Some prototype ideas from Path



- Work with LinkedIn to add functionality like tracking providers/trainings to be able to see cumulative effect of provider inputs AND to provide trainer dashboards so they can see the longitudinal effect of their work.
- Create a common longitudinal assessment platform that can be used by multiple providers and provide new data on an individual's status/progress every time they interact with an affiliated service provider. To cover educational attainment, hard and soft skills, housing, family, and other supporting or risk factors. Maybe provide some way for clients to grant providers access to the data?
- A platform that shows data on formerly incarcerated people and the industries/job titles that they hold, with graphic interface that allows people to see progress over time, beginning with release. Would ideally give insights into programs they took while incarcerated, training providers they received services from, educational attainment. Maybe cross-sections on transition path (home, halfway house, etc). Provide a training toolkit and curriculum that could be taught inside the prison.
- A platform that allows Formerly Incarcerated workers a privacy-protected marketplace where they can present themselves accurately and in a humanized way so that employers see their history in context and might give them a chance. The idea would be to provide a place where Formerly Incarcerated-friendly employers can find employees.
- Not a data solution, but identified as a critical need: A platform for real-time updated list of resources targeted to formerly incarcerated. Searchable online and printable for use within the prison.

Bringing it all together



Vulnerable Workers Need



Awareness of opportunity

Workers need information about job skill training opportunities that result with being qualified for high-paying job roles.



Access to opportunity

Workers have barriers to training and career opportunities, such as language barriers and lack of money, tech skills, training, transportation, and time.



Navigating systems

Workers need guidance on navigating relationships, systems, and bureaucracy to get the roles they seek. This includes knowing the best skill and career to get the best return on their investment.



Empathy from employers and trainers

Employers and service providers need to improve their empathy and job qualification approach toward workers that come from unique and non-traditional experiences.



Strong networks

Workers need to leverage community, familial and friend networks to gain professional guidance and access to job opportunities.



Earning while learning

Workers need to balance and often decide between investing in long-term skill acquisition with short-term income.



Relatable role models

Workers of all ages need multiple sets of mentors throughout their skill acquisition and career exploration. Role models are effective when they come from similar experiences.



Stories that reinforce positive identity

Workers need success stories to model and shape their own career identity. This builds confidence when applying to new roles.

Prototype Design Principles



Awareness of opportunities

Create a continually updated and trust-worthy clearinghouse for work and learning opportunities. Tap provider, employer, and social networks to help workers find the prototype.



Access to opportunity

Create free, open access to anyone with an internet connection. Design for multiple languages with a variety of interfaces based on technical ability.



Navigating systems

Help workers choose the best options and opportunities for their situation. Whole worker journey mapping to show potential pathways to success. Full cost benefit analysis of opportunities.



Empathy from employers and trainers

Humanize interaction between stakeholders in the workforce system, especially workers. This could take the form of qualitative feedback on worker experience, or profiles that contextualize their resume and experience for a more holistic view of the worker.



Strong Networks

Build on and foster social networks to change 'word of mouth' to 'broadcasting central'. Accelerate network building for workers within existing and desired fields.



Earning while learning

Highlight paid learning opportunities, flexible schedules, and asynchronous, self-paced online learning opportunities, gig work, and on-the-job training.



Relatable role models

Highlight inspirational success stories. Use data visualization, ratings, reviews, storytelling, and other functionality that helps workers identify what works for people who share characteristics with them.



Stories that reinforce positive identity

Create a platform where workers can learn new ways of telling their own stories in positive ways. Create a platform for online portfolios, video resumes, accreditations, accolades and life stories in a positive way project to employers and others.

Some possible ways forward



Project Signal Learning: Employer data collection / Other actor data collection

- Research on employers by most prevalent in the Bay Area
- Research views and perspectives on workforce system
- Arrange phone calls and interviews with employers and employer groups
- Design workshop with employers at appropriate time
- Develop survey for employers to complete
- Ethnographic observation of employers and their workplace - with video content
- Deeper dive on workers needs, and other system actors needs

Project Signal Platform: Concept & refinement through data collection

- Develop detailed concept paper
- Establish Steering Committee
- Test and refine with Project Signal supporters and critics
- Refine and update based on feedback
- Workshop to further define and design Platform
- Develop survey and feedback form for remote feedback on Concept Paper
- Webinars to gather feedback on Concept Paper

Project Signal Challenges: Explore specific data related issues where user voice could help solve - formerly incarcerated issue / Immigrant family issue / Gig worker issue

- Design a challenge initiative focused on what emerged from the workshop (ex incarcerated or SFO worker)
- Plan process to deep dive and solve the problem
- Test idea and workshop plan with local experts
- Run Deep Dive workshop to explore and solve challenge
- Write up process and learning
- Call out for next challenge?

1 [Accept and Expend Grant - SlingShot 2.0 Regional Plan Implementation: Bay-Peninsula
2 System Design to Advance Tech Apprenticeship - (\$176,532), [Resolution to accept and
3 expend State funding from pass-through agency to convene stakeholders for the development
4 of a regional tech apprenticeship network]

5 **Resolution authorizing the Department of Office of Economic and Workforce**
6 **Development to accept and expend a grant in the amount of \$176,532 from the Bay-**
7 **Peninsula Regional Planning Unit fiscal agent, the NOVA Workforce Development**
8 **Board for executing a regional strategy for the development of tech apprenticeship..**

9 WHEREAS, the California Workforce Development Board SlingShot 2.0 Regional Plan
10 Implementation grant seeks to promote regional coordination for industry sector development;
11 and

12 WHEREAS, the SlingShot 2.0 Bay-Peninsula System Design to Advance Tech
13 Apprenticeship application identified a strategy for the development of a regional network to
14 promote tech apprenticeship among key industry stakeholders; and

15 WHEREAS, the Bay-Peninsula Regional Planning Unit, acting as a pass-through
16 agent, granted the Office of Economic and Workforce Development \$176,532 to build a
17 regional tech apprenticeship network; and

18 WHEREAS, The grant includes a required match of \$8,300; the source of match is
19 through department general funds; and

20 WHEREAS, The Department proposes to maximize use of available grants funds on
21 program expenditures by not including direct costs in the grant budget; now, therefore be it

22 RESOLVED, That That NOVA Workforce Development Board is the Bay-Peninsula
23 Regional Planning Unit fiscal agent for funding from the California Workforce Development
24 Board; and, be it
25

1 FURTHER RESOLVED, That That the Office of Economic and Workforce Development
2 is responsible for the oversight of Bay-Peninsula Regional Planning Unit State funding for
3 workforce development activities in San Francisco; and be it;

4 FURTHER RESOLVED, That the Board of Supervisors hereby waives inclusion of
5 indirect costs in the grant budget; and be it;

6 FURTHER RESOLVED, That the Director of the Office of Economic and Workforce
7 Development is authorized to enter into the Agreement on behalf of the City.

8
9 Recommended: Approved: _____
10 Mayor

11 _____
12 Department Head Approved: _____
13 Controller