SANTA CLARA COUNTY COVID-19 BRIDGE TO RECOVERY PROGRAM

An Emergent Collective Impact Model
August 2020
For Discussion Only; Do Not Distribute
OVERVIEW

1. WHAT IS THE PROBLEM
The Structural Inequity In Silicon Valley
The Impact Of COVID-19 On Low-income Workers In Silicon Valley
Disconnected System Of Safety Net Services
The Future Of Work: Offset To Jobs Due To Automation And AI

2. HOW C-19 BRP* AIMS TO SOLVE THE PROBLEM
System-level Approach To Building A Comprehensive Economic Recovery Plan
Develop Integrated Infrastructure For Safety Net Services For Vulnerable Population
Re-envision Workforce Development And Training Opportunities
Engage Industry To Drive Recovery, Growth And Competitiveness
Ensure Racial Inequity Is A Focus In All Efforts

3. WHO IS THE C-19 BRP
The Advisory Council
The Safety Net Task Force
The Workforce Development Task Force
Design Summit Participants

*C-19 BRP refers to the Santa Clara COVID-19 Bridge to Recovery Program
WHAT IS THE PROBLEM?
THE ISSUE

THE STRUCTURAL INEQUITY IN SILICON VALLEY

The structural inequity in Silicon Valley manifests itself across most of the institutions and systems in Santa Clara County, whether it be in the criminal justice system, the economy, education, healthcare, or housing.

The economic ecosystem in the County is tilted to advantage Whites over Latinx, Blacks, Asians, and Native Americans – who comprise the high percentage of vulnerable populations in the County.

THE IMPACT OF COVID-19

These vulnerable populations have been disproportionately impacted by COVID-19, exacerbating systemic social and racial inequality in Silicon Valley.

In Santa Clara County, as of May 30, 2020, employment rates among low-income workers decreased by 41% compared to January 2020. Low-income workers in services, especially retail, and restaurants and hotels have been severely affected.

DISCONNECTED SYSTEM OF SAFETY NET SERVICES

Due to COVID-19, populations that were already highly vulnerable are now disconnected, fearful, potentially isolated from the normal channels of service. New populations that are seeking aid for possibly the first time ever are frustrated, confused, and scared.

To respond to the crisis effectively will require new, advanced systems. Our current safety net system is fragmented and has not been able to function at scale.

FUTURE OF WORK

The use of artificial intelligence (AI), cognitive technologies, and robotics to automate and augment work is on the rise, prompting the redesign of jobs in a growing number of domains.

The jobs of today are more machine-powered and data-driven than in the past, and they also require more human skills in problem-solving, communication, interpretation, and design. People need jobs now in non-service industries.
OUR COMMUNITY’S MOST IMMEDIATE GOAL, beyond keeping COVID-19 infections in check, is to put our most economically disadvantaged populations back to work as soon as possible. But our current workforce development system has a fragmented stakeholder ecosystem. It is not at scale to address the magnitude of this disaster. The confluence of COVID-19 and the Black Lives Matter movement provides a unique opportunity to build a new end-to-end job training and access-to-employment model.
HOW WE AIM TO
SOLVE THE PROBLEM.
Santa Clara County COVID-19 Bridge to Recovery Program (C-19 BRP) is a workforce coalition that aims to bring all the economic stakeholders together to develop a unified approach to training, job readiness, and access to quality employment and career progression. We will achieve this by aligning all the initiatives of the economic stakeholders behind a two-prong recovery path: a stronger safety net connected to training and job access for all.

WE ARE AN EQUITY-EMPLOYMENT COLLECTIVE IMPACT MODEL

COVID-19 BRIDGE TO RECOVERY PROGRAM
A SUSTAINABLE EQUITY EMPLOYMENT MODEL

County of Santa Clara
Input: Safety Net Client Services
Resources:
- Countywide disaster recovery
- Integrated wrap around services
- Department of Employment and Benefits Services
- Homeless prevention system

City of San Jose
Input: Economic Recovery
Resources:
- Economic development infrastructure
- Work2future; links to business
- Economic Recovery: Subsidized Employment
- Eliminate the Digital Divide

Community Based Organizations and Philanthropy
Input: Proven Employment and Training Models
Resources:
- Employment services and safety net benefits
- Skill, talent and training development
- Trusted community connections, Funding

Businesses
Input: Sector Based Employment Solutions
Resources:
- Job opportunities
- Access and mentoring
- Financial resources
- Talent incubation programs

Community Colleges/Adult Schools/4 Year Colleges
Input: Educational Infrastructure
Resources:
- Strong Workforce Program; Centers of Excellence
- Bay Area Community College Consortium
- Career Pathways, Career Tech. Education, Foundational skills
- County Office of Education

Labor Organizations
Input: Workplace Agency
Resources:
- Access to labor and worker support resources
- Perspective of the workforce and job seekers
- Talent incubation: apprenticeship & training programs

Entrepreneurship center for undocumented immigrants

Inclusive and Equitable Recovery of Santa Clara County
- Quicker access to safety net benefits programs
- Integrated CBO safety net benefits ecosystem
- Integrated, coordinated and sustainable workforce development ecosystem
- High quality job creation and business growth
- Entrepreneurship center for undocumented immigrants

SANTA CLARA COUNTY COVID-19 BRIDGE TO RECOVERY PROGRAM | A Silicon Valley Sustainable Equity Employment Model
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WE CAN OPERATIONALIZE COVID-19 RECOVERY EFFORTS TO MEET SHORT, MEDIUM & LONG TERM OUTCOMES

The C-19 BRP is designed through the work of a (a) Safety Net Task Force and a (b) Workforce Development Task Force. The C-19 BRP has a Leadership Advisory Council to ensure coordination of overarching C-19 BRP key outcomes between the Safety Net Task Force and Workforce Development Task Force. The work of C-19 BRP is in close alignment with the Silicon Valley Recovery Roundtable. C-19 BRP’s Project Director and Leadership Advisory Council members sit on the Silicon Valley Recovery Roundtable and working groups.

LEADERSHIP

Leadership Advisory Council

Provides strategic guidance to support the realization of the goals and purposes of the C19-BRP including systems-level design, community and political influence, and strategy for fund development to ensure the overarching goals of the C19-BRP can be met.

TASKFORCES

Safety Net

Seeks to be a bridge for rapid deployment of safety net benefits by coordinating CBO and government resources

Workforce Development

Seeks to enable a rapid workforce development recovery by aligning employment resources and stakeholders

WORKING GROUPS

1: CBO Coordination, Information Exchange, and Capacity Building

2: Community Engagement Strategies

3: Public Assistance Access

4: Integrated Technology and Data Platform

5: Labor Market Intelligence: Defining the New Economy

6: Engaging Business and Labor

7: Employment Connection Model

8: Employment Training Programs

KEY OUTCOMES

Quicker access to and enrollment on critical safety net benefit programs

Provide our most vulnerable target populations the ability to access safety net services

A more integrated, coordinated, and sustainable CBO safety net benefits ecosystem

A stronger workforce development ecosystem for our most vulnerable populations

A more integrated, coordinated, and sustainable workforce development ecosystem in the County

Immigrant Entrepreneurship Center

A coordinated talent pipeline for businesses
WE AIM TO DRIVE STRUCTURAL CHANGE AT SCALE

The figure below presents the key steps that C-19 BRP will undertake to build a pathway to prosperity. The sustainable and equitable employment model will enable the community to thrive in a post COVID-19 economy.

CONVENCING AND INTEGRATING STAKEHOLDERS
The current workforce development ecosystem is not a system. A new end-to-end job training and access model requires all economic stakeholders to come to the table and work together towards a shared vision. In order to achieve this, C-19 BRP has convened a coalition of stakeholders from the County of Santa Clara, City of San Jose, CBOs, Labor Organizations, Universities, Community Colleges, Adult Schools and Philanthropic Organizations.

ENGAGING WITH INDUSTRY
Our sustainable and equitable workforce development model empowers the employment community to play a critical role in setting the agenda and informing the design of the model. C-19 BRP will engage with business leaders to harness their passion to grow their businesses, add new quality jobs and build stronger education and training system. We will work in partnership with a coordinated team of public-private community partners, worker groups, and labor organizations.

DESIGNING AN ECONOMIC MOBILITY LADDER
In close collaboration with industry, labor, and other economic stakeholders, C-19 BRP will facilitate the design of sector-based education and training programs that will not only provide quality local job opportunities to the workforce but also focus on other issues related to an industry’s competitiveness. C-19 BRP will ensure and lead deeper, broader, and longer-term industry engagement.

AN ECONOMIC MOBILITY LADDER: THE PATHWAY TO PROSPERITY

- Homeless Prevention System
- Safety Net Services
- Training & Employment Services

= Economic Mobility Ladder

Digital inclusion and wrap around services
Quality jobs and local Employment
Housing Stabilty
To address the problems and meet community needs that have emerged or been exacerbated due to COVID-19, C19-BRP will build a collective impact model that creates sustainable, large scale local change.

C-19 BRP will integrate technology into the initiative’s infrastructure in a way that will coordinate the efforts of different service providers and provide for consistent data management and analysis.

C19-BRP’s aim is to establish an integrated technology platform that enables our initiative to provide:

- disaster recovery client-centered services
- a means of cohering the CBO community on a common platform, and
- connection of safety net services with training and employment services to establish an economic mobility ladder out of the recovery.
WE HAVE A DUAL COMMITMENT TO EQUITY & BUSINESS NEEDS

COVID-19 Bridge to Recovery Program’s innovative dual-centric implementation framework center’s the voice of the worker along with the needs of business. C-19 BRP leverages proven and scalable models to establish regional partnerships of industry leaders within a sector. These consortia determine their industry needs to remain competitive and thrive. Public-private community partners from economic & workforce development, education, training, labor and other community resources partner with industry to address the shared workforce and broader competitiveness needs of their industry. C-19 BRP aims to launch and scale Next Generation Sector Partnerships across industries in Silicon Valley and the region.

C-19 BRP WORKFORCE IMPLEMENTATION FRAMEWORK: A SILICON VALLEY INNOVATION EQUITY & BUSINESS ENGAGEMENT

The Worker
- Low education attainment
- Low income
- People of color
- Trainable worker
- English language learners
- People with disabilities

Safety Net Client Services
- Proven Training & Employment Models
- Economic Recovery
- Educational Infrastructure
- Workplace Agency

Business Incentives
- Training and Upskilling
- Business Partnerships
- Educational Infrastructure
- Workplace Agency

Sector Based Industry Consortium

Business

Convener

County of Santa Clara
- Community Based Organizations
- City of San Jose
- Community Colleges/Adult Schools/4 Year Colleges
- Labor Organizations
SECTOR PARTNERSHIPS: INNOVATING EMPLOYER ENGAGEMENT

Developing high performing sector partnerships starts with the industry leaders at the table. We are seeking Civic Entrepreneurs who are leaders within industry who are dedicated to the success of their businesses, and who also have a strong track record of efforts that build stronger communities where they do business. These Civic Entrepreneurs will be the driving force behind the partnership model.

ILLUSTRATIVE SECTOR BASED INDUSTRY CONSORTIUM

EXAMPLES OF SOCIAL IMPACT WORKFORCE-RELATED INITIATIVES BY SILICON VALLEY BUSINESSES

- **NetAcad initiative builds IT skills and education for future**
- **Salesforce-Deloitte’s Pathfinder Program**
- **Partnership with YearUp to train and employ locals**
- **Immigrant to Entrepreneurship, Empower small business**
- **Mentoring, training and hiring**

**SANTA CLARA COUNTY COVID-19 BRIDGE TO RECOVERY PROGRAM | A Silicon Valley Sustainable Equity Employment Model**

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WE ARE THE EXECUTION ARM OF RECOVERY: FROM POLICY TO ACTION

Key Initiatives

<table>
<thead>
<tr>
<th>I. Convene and Engage Key Economic Stakeholders</th>
<th>Status</th>
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<tbody>
<tr>
<td>C-19 BRP has convened a coalition of stakeholders from the County of Santa Clara, City of San Jose, CBOs, Labor Organizations, Universities, Community Colleges, Adult Schools and Philanthropic Organizations. We have defined a shared vision to build a sustainable equity employment model.</td>
<td>Convene stakeholders and define a shared vision</td>
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<thead>
<tr>
<th>II. Conduct System-Level Workforce Design Summit</th>
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<tbody>
<tr>
<td>C-19 BRP is conducting a system-level Design Summit to cover the following topics: (1) Impacts of Covid-19 and systemic racial inequality on all segments of the workforce; (2) Sustainable equity-focused workforce development strategies that help residents and organizations thrive; (3) Viable solutions that turn ideas into reality across every sector of the economy. See <a href="https://svequityemploymentengine.com/">https://svequityemploymentengine.com/</a></td>
<td>Summarize the results of the system-level design summit</td>
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<tr>
<th>III. Launch Recovery Assistors Program</th>
<th>Status</th>
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<tbody>
<tr>
<td>C-19 BRP will develop strategies to connect essential wrap around services to workforce development initiatives including identifying and developing processes, protocols, and/or tools including immediate short term and/or longer term infrastructure that may be required to coordinate amongst the Safety Net Network of CBOs and other partners. C-19 BRP will also develop a plan on how to engage and execute wide scale partnership with the CBO community and SSA DEBS at scale.</td>
<td>Provide monthly progress reports</td>
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<tr>
<th>IV. Develop a Safety Net Task Force Outreach And Communication Plan (OCP)</th>
<th>Status</th>
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<tbody>
<tr>
<td>C-19 BRP will develop an OCP tailored to each identified target population to help them understand what’s available and gain access to safety net services and maintain ongoing communications to get these populations to place of self sufficiency and independence</td>
<td>A report on the Outreach and Communication Plan</td>
</tr>
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<tr>
<th>V. Launch WEX Subsidized Employment Program</th>
<th>Status</th>
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<tbody>
<tr>
<td>C-19 BRP’s workforce development task force is partnering with the City of San Jose Office of Economic Development to launch WEX, a community based subsidized employment program, the first phase of our workforce recovery to support Covid-19 impacted job seekers.</td>
<td>Document the impacts of the subsidized employment programs</td>
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<tr>
<th>VI. Launch Business Design Summit</th>
<th>Status</th>
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<tr>
<td>In partnership with the Silicon Valley Recovery Roundtable (SVRR), C-19 BRP will host a Business Design Summit with the local business community. C-19 BRP will launch industry based regional partnerships through Sector Partnerships. C-19 BRP aims to engage local businesses to drive industry growth and competitiveness while making stronger communities in Silicon Valley.</td>
<td>Summarize the results of the business design summit</td>
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<tr>
<th>VII. Partner with Silicon Valley Recovery Roundtable (SVRR)</th>
<th>Status</th>
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<tbody>
<tr>
<td>C-19 BRP and SVRR will create a collective implementation plan to support our most vulnerable populations and develop key strategies and partnerships for corporate business engagement, workforce redesign, and engagement of philanthropy.</td>
<td>Provide monthly progress reports</td>
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## “HIGH-LEVEL” FUNDING BUDGET

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>1 C-19 BRP Payroll</td>
<td>$850,000</td>
<td>Payrol for C-19 BRP Director (1 FTE), Equity Director (1 FTE), Working Group Chairs (.5 FTE), Program Manager (1 FTE)</td>
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<tr>
<td>2 Infrastructure</td>
<td>$2,350,000</td>
<td>Data Trust, Project Management Office, Technology Resource Engine</td>
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<tr>
<td>3 Workforce Development</td>
<td>$13,150,000</td>
<td>Setting up Sector Partnerships, Deploying employment and training programs to reach 1000 job seekers (candidates)</td>
</tr>
<tr>
<td>4 Safety Net Benefits</td>
<td>$2,400,000</td>
<td>30 Recovery Assisters will provide support around program/benefit eligibility, enrollment, education, self-sufficiency planning, referrals and ongoing needs.</td>
</tr>
<tr>
<td>5 Research</td>
<td>$600,000</td>
<td>Collaborate with research institutions such as Brookings, Stanford etc to collect data on C-19 BRP programs and services and use the data to continuously improve them</td>
</tr>
<tr>
<td>6 Bond advisory Services</td>
<td>$200,000</td>
<td>Technical and legal services for issuing bonds</td>
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<tr>
<td>7 Miscellaneous</td>
<td>$50,000</td>
<td>IT equipment, travel, stationary etc</td>
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<tr>
<td>8 Support Services</td>
<td>$2,850,000</td>
<td>Administrative Overhead Costs (15%)</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>$22,250,000</td>
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WHO IS THE C-19 BRP?
WE ARE A LARGE & GROWING COALITION OF PUBLIC AND PRIVATE SECTOR LEADERS.
MEMBERS – LEADERSHIP ADVISORY COUNCIL

Ash Kalra  
Assembly Member  
27th Assembly District, California State Assembly

Robert Menicocci  
Director  
Social Services Agency, CSA

Angela Shing  
Project Sponsor, Bridge to Recovery  
Director, Dep. of Employment and Benefit Services, SSA

Michael Mancini  
Project Director, Bridge to Recovery  
Director, Economic Dev., Catholic Charities of SCC

Betty Duong  
Countywide Labor Standards Enforcement Manager  
Office of Labor Standards Enforcement, CSA

Hilary Armstrong  
C19-BRP CEO Liaison, Program Manager III  
County Executive Office, CSA

Steve Preminger  
Director, Office of Strategic Affairs  
County Executive Office, CSA

Dr. Arcel Blume  
Director  
Office of Cultural Competency, County of Santa Clara

Mike Gonzalez  
Interim Director  
Office of Immigrant Relations (OIR) and Div. Manager, SCCEO

Jeff Ruster  
Director, Strategic Partnerships  
Office of Economic Development, City of San Jose

Kelly Kline  
Chief Economic Development and Land Use Officer  
City of San Jose

Michele Lew  
Chief Executive Officer  
The Health Trust

Jolene Smith  
Chief Executive Officer  
First Five Santa Clara County

Jean Cohen  
Political and Comm. Director at UA Local Union 393  
1st Vice President South Bay AFL-CIO Labor Council

Mary Ann Dewan, Ph.D.  
County Superintendent of Schools  
Santa Clara County Office of Education

David Bini  
Executive Director  
Santa Clara & San Benito, Bldg & Cons. Trades Council

Gina Dalma  
Executive Vice President of Strategy  
Policy and Community Action, SV Community Foundation

Sandy Walker  
President and Chief Executive Officer  
YMCA of Silicon Valley

Mike Blach  
President & CEO  
Blach Construction

Derecka Mehrens  
Chief Executive Officer  
Working Partnerships USA

Greg Kepferle  
Chief Executive Officer  
Catholic Charities of Santa Clara County

Mike Fox  
Chief Executive Officer  
Goodwill of Silicon Valley

Barrie Hathaway  
President & CEO  
Job Train

Kyra Kazantzis  
Chief Executive Officer  
Silicon Valley Council of Nonprofits

Hermelinda Sapien  
President & CEO  
Center for Employment Opportunities

Priya S. Smith  
Medical Group Administrator  
The Permanente Medical Group, Inc.

Rachel Frey  
Principal, Deloitte LLP

David Grusky  
Director  
Center on Poverty and Inequality, Stanford University

Rosanne Fouest  
President and CEO  
San Mateo County Economic Development Association (SAMCEDA)

Annelies Goger  
David M. Rubenstein Fellow,  
Metropolitan Policy Program, Brookings

Kris Stadelman  
Executive Director  
NOVA Workforce Board

John Dunn  
Assistant Secretary  
California Labor and Workforce Development Agency

Rani Hublou  
Executive Business Consultant

Jordan Sun  
Chief Innovation Officer  
City of San Jose

Denise Boland  
Workforce Development Consultant

Angel Rios Jr.  
Deputy City Manager  
City of San Jose

Rob Hope  
Initiative Officer and Director, ReWork the Bay  
San Francisco Foundation

Dr. Alexandra C. Duran  
Dean, Workforce Community College District

Rev. Ray F. Montgomery  
Executive Director  
People Acting in Community Together (PACT)

Genevieve Richardson  
Executive Director  
Bay Area Legal Aid (BayLegal)

Donna Hezel  
Regional Director, San Jose District  
Department of Rehabilitation
MEMBERS – WORKFORCE DEVELOPMENT TASK FORCE

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Mancini</td>
<td>Project Director, Bridge to Recovery, Catholic Charities of SCC</td>
</tr>
<tr>
<td>Angela Shing</td>
<td>Project Sponsor, Bridge to Recovery, Director, Dep. of Employment and Benefit Services, SSA</td>
</tr>
<tr>
<td>Rafaella Perez</td>
<td>Employment Services Director, DEBS, Social Services Agency</td>
</tr>
<tr>
<td>Luther Jackson</td>
<td>Program Manager, NovaWorks</td>
</tr>
<tr>
<td>Monique Melchor</td>
<td>Director, Work2Future, City of San Jose</td>
</tr>
<tr>
<td>Bige Yilmaz</td>
<td>Projects Manager, Work2Future, City of San Jose</td>
</tr>
<tr>
<td>David Palter</td>
<td>Director, Workforce Development, Silicon Valley Leadership Group</td>
</tr>
<tr>
<td>Sara Garcia</td>
<td>Director, Education and Workforce Development, SVLG</td>
</tr>
<tr>
<td>Thulien Dang</td>
<td>Program Manager, Workforce Development, Silicon Valley Organization</td>
</tr>
<tr>
<td>Wendy Ho</td>
<td>Chief Strategy and Policy Officer, Silicon Valley Council of Nonprofits</td>
</tr>
<tr>
<td>Eila Latif</td>
<td>Director, Employment Network, Catholic Charities of SCC</td>
</tr>
<tr>
<td>Sharon Winston</td>
<td>Executive Director, Project Hired</td>
</tr>
<tr>
<td>Ilse Pollet</td>
<td>Co-Director, South Bay Consortium for Adult Education</td>
</tr>
<tr>
<td>Trish Dorsey</td>
<td>Vice President, Mission Services, Goodwill</td>
</tr>
<tr>
<td>Louise Auerhahn</td>
<td>Director, Workforce &amp; Economic Development, Working Partnerships USA</td>
</tr>
<tr>
<td>Ashley Raggio</td>
<td>Director, Silicon Valley Talent Partnership, Joint Venture Silicon Valley</td>
</tr>
<tr>
<td>Stephen Ngo</td>
<td>Program Coordinator, Workforce Development, Silicon Valley Organization</td>
</tr>
<tr>
<td>Art Taylor</td>
<td>Chief Strategic Officer, Job Train</td>
</tr>
<tr>
<td>Brad Weisberg</td>
<td>Director of Career Services and Workforce Dev., West Valley College</td>
</tr>
<tr>
<td>Giuliana Brahim</td>
<td>Principal, Milpitas Adult Education</td>
</tr>
<tr>
<td>Joe Herrity</td>
<td>Director, Opportunity Youth Partnership, SCC Office of Education</td>
</tr>
<tr>
<td>David Ellis</td>
<td>Director of Career Services, Mission College</td>
</tr>
<tr>
<td>Vic Farlie</td>
<td>Senior Executive Analyst, Office of Economic Development, City of San Jose</td>
</tr>
<tr>
<td>Catherine Voss Plaxton</td>
<td>Interim Associate Vice President (Student Services), Director, Career Center, San Jose State University</td>
</tr>
<tr>
<td>Yvette Avila</td>
<td>Center Director, Center for Employment Training (CET)</td>
</tr>
<tr>
<td>Kate Manley</td>
<td>Industrial Relations Specialist, Center for Employment Training (CET)</td>
</tr>
<tr>
<td>Pascal Do</td>
<td>Chief Operations Officer, Center for Employment Training (CET)</td>
</tr>
<tr>
<td>Ariana Hoyt Perez</td>
<td>Silicon Valley Program Coordinator, Building Skills Partnership</td>
</tr>
<tr>
<td>Michael Erickson</td>
<td>&amp; Economic Development, San Jose, Evergreen C, Regional Director, Manufacturing: Silicon Valley (MFG: SJ)</td>
</tr>
<tr>
<td>Claire Michaels</td>
<td>Director of Workforce and Hiring, Manufacture: San Jose (MFG: SJ) and SFMade</td>
</tr>
<tr>
<td>Ena Li</td>
<td>Vice President, Community Impact, United Way</td>
</tr>
<tr>
<td>Jen Overholt</td>
<td>Director of Impact, Job Train</td>
</tr>
<tr>
<td>Lawrence Thoo</td>
<td>Strategic Engagement Manager, work2future, City of San Jose</td>
</tr>
<tr>
<td>Sara Murdock, Ph.D.</td>
<td>Senior Associate, Education Comm. College to Career, Silicon Valley Leadership Group Foundation</td>
</tr>
<tr>
<td>Leslie Gilroy</td>
<td>Center Director, San Jose Job Corps Center</td>
</tr>
<tr>
<td>Jeff Pallin, Dean</td>
<td>Business, Technology, and Kinesiology, Mission College</td>
</tr>
<tr>
<td>Moni Dickerson</td>
<td>Division Dean, Business and Workforce Development, Evergreen Valley College</td>
</tr>
<tr>
<td>Veronica Pugin</td>
<td>Economic Equity Consultant</td>
</tr>
<tr>
<td>Lena Tran</td>
<td>Vice President, Strategic Partnerships and Workforce Innovation, San Jose City College</td>
</tr>
<tr>
<td>Dr. Alexandra C. Duran</td>
<td>Dean, Workforce Community College District</td>
</tr>
<tr>
<td>Audrey Le Baudour</td>
<td>Regional Director, Employer Engagement, Bay Area Community College Consortium (BACCC)</td>
</tr>
<tr>
<td>Alyssa Lynch</td>
<td>Superintendent of Schools, Metropolitan Education District</td>
</tr>
<tr>
<td>Phil Morales</td>
<td>Director, Opportunity Youth Academy, Student Services &amp; Support Division, Santa Clara County Office of Education</td>
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MEMBERS – SAFETY NET TASK FORCE

Michael Mancini
Project Director, Bridge to Recovery
Director, Economic Dev., Catholic Charities

Angela Shing
Project Sponsor, Bridge to Recovery
Director, Dep. of Employment and Benefit Services, SSA

Mike Gonzalez
Interim Director
Office of Immigrant Relations (OIR), SCCEO

Jolene Smith
CEO
First Five Santa Clara County

Tracy Weatherby
Vice President, Strategy and Advocacy
Second Harvest of Silicon Valley

Chad Bojorquez
Sr. Director of Strategic Initiatives
Destination: Home

Robert Gil
Director of Self Sufficiency Programs
Sacred Heart Community Service

Betsy Hammer Carr
Working Partnerships USA
COVID-19 Assistance Network (CAN) Liaison

Jenn Torai
Director of Learning and Membership Engagement
Silicon Valley Council of Nonprofits

Jocelyn Ma
Community Outreach Program Manager
Santa Clara Family Health Plan

Wei-ting Chen
Associate Director of Community Partnerships
School of Medicine, Stanford University

Robert Yabes
Director, Immigration Legal Services
Catholic Charities of Santa Clara County

Roseann Berthron-Arechiga
Outreach & Communications Coordinator
DEBS Program Bureau, SSA

Jennifer W. Weeks
Acting County Librarian
Santa Clara County Library District

Marlene Iwamoto
Library Services Manager
Santa Clara County Library District

Courtney Portal
Senior Manager Collaborative Initiatives
Kids in Common, Opportunity Youth Partnership liaison

Father Jon Pedigo
Director, Advocacy and Community Engagement
Catholic Charities of Santa Clara County

Caitlin Docker
Associate Program Director
Get CalFresh, Code for America

Rachel Cast
Social Work Case Manager
Santa Clara Family Health Plan

Jessica Vollmer
Director of Organizing, Working Partnerships USA
Director, Fair Workplace Collaborative, CAN

Mayra Cerda Klinkhammer
Economic Empowerment Manager
Sacred Heart Community Service

Evelyn Caceres-Chu
Health Care Program Manager,
WIC Program, Public Health Dep., CSC

Alexa Erickson
Public Health Nutritionist
Public Health Department, County of Santa Clara

Jennifer Yeh
Public Health Nutritionist
Public Health Department, County of Santa Clara

James C. McCaskill
Executive Director
Sunday Friends

Diana Nguyen
Program Manager
Sunday Friends

Laura Escobar
Director, Safety Net Programs
United Way

Jay Hernandez
211 Program Manager
United Way

Gabriela Berumen
Financial Capability Coordinator
Building Skills Partnership

Elizabeth Alvarez
Managing Director
Children's Initiative, Catholic Charities of SCC

Ricardo Romero-Morales
Deputy Public Information Officer, Emergency Operations Center, County of Santa Clara

Lisa Newstrom
Managing Attorney
Bay Area Legal Aid
DESIGN SUMMIT PARTICIPANTS

Abby Snay
Deputy Secretary for the Future of Work
California Labor and Workforce Development Agency

Dr. Alexandra C. Duran
Dean, Workforce & Economic Development,
San Jose Evergreen Community College District, WI

Andrea Flores Shelton
Acting Deputy Director
Recreation & Neighborhood Services Division, CSJ

Angela Shing
Project Sponsor, Bridge to Recovery
Director, Dep. of Employment and Benefit Services, SSA

Dr. Annelies M. Goger
David M. Rubenstein Fellow, Metropolitan Policy Program
Brookings Institution

Avo Makdessian
Vice President, Strategic Initiatives and Partnerships
Silicon Valley Community Foundation

Barrie Hathaway
President & CEO
Job Train

Betty Duong
Lead Public Information Officer and Special Projects
Office of Labor Standards Enforcement, CSC

Brad Weisberg
Director of Career Services and Workforce Development,
West Valley College

Denise Boland
Workforce Consultant

Derecka Mehrens
Chief Executive Officer
Working Partnerships USA

Gina Dalma
Executive VP of Strategy, Policy and Community Action
Silicon Valley Community Foundation

Hermelinda Sapien
President & CEO
Center for Employment Training

Hilary Armstrong
C19-BRP CEO Liaison, Program Manager III
County Executive Office, County of Santa Clara

Ilse Pollet
Co-Director
South Bay Consortium for Adult Education

Jean Cohen
Political and Comm. Director at UA Local Union 393,
1st Vice President South Bay AFL-CIO Labor Council

Jeff Pallin
Dean, Business, Technology, and Kinesiology
Mission College

Jeff Ruster
Director, Strategic Partnerships
Office of Economic Development, City of San Jose

Jen Loving
Chief Executive Officer
Destination:Home

Joe Herrity
Director, Opportunity Youth Partnership
Santa Clara County Office of Education

John Dunn
Assistant Secretary
California Labor and Workforce Development Agency

Kelly Kline
Chief Economic Development and Land Use Officer
City of San Jose

Kim Walesh
Deputy City Manager, Director of Economic Development
City of San Jose

Kip Harkness
Deputy City Manager
City of San Jose

Kris Stadelman
Executive Director
NOVA Workforce Board

Ky Le
EOC, Testing, Housing and Human Services Branch Director
Director, Office of Supportive Housing, County of Santa Clara

Margaret Olaya
Economic Recovery Support Function, EOC
Department of Tax and Collections, Finance Agency, SCC

Martha Wapenski
Recovery Director
Deputy County Executive, County of Santa Clara

Dr. Mary Ann Dewan
County Superintendent of Schools
Santa Clara County Office of Education

Mike Blach
President & CEO
Blach Construction

Rani Hublou
Executive Business Consultant

Ru Weerakoon
Former Senior Policy Advisor for Land Use & Economic Dev.
City of San Jose

Steve Preminger
Director, Office of Strategic Affairs, County Executive Office
County of Santa Clara

Tim Rainey
Executive Director
California Workforce Development Board

Trish Dorsey
Vice President
Mission Services, Goodwill of Silicon Valley
SANTA CLARA COUNTY COVID-19 BRIDGE TO RECOVERY PROGRAM
| A Silicon Valley Sustainable Equity Employment Model

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APPENDIX

The Structural Inequity In Silicon Valley
The Impact Of COVID-19 On Low-income Workers In Silicon Valley
The Business Case For Investment In Workforce Development
Our Innovation: A New Way To Engage The Business
The Business Engagement Process
Case Studies: Next Generation Sector Partnerships
C-19 BRP’s Subsidized Employment Flyer
# The Structural Inequity in Silicon Valley

The structural inequity in Silicon Valley manifests itself across most of the institutions and systems in Santa Clara County, whether it be in the criminal justice system, the economy, education, healthcare, or housing. The economic development ecosystem in the County is tilted to advantage Whites over Latinx, Blacks, Asians, and Native Americans – who comprise majority of the vulnerable population in the County. The structural inequity has resulted in an unjust economy as demonstrated below.

| **0** | Number of Black women employed by ten large Silicon Valley technology companies in 2016 |
| **1%** | Amount of venture capital dollars (out of $19 Billion) that went to Black start-up tech firms |
| **3** | Number of large Silicon Valley technology companies who have no Black employees in 2016 |
| **5%** | Latinos who are in high tech executive positions |
| **10K** | Number of homeless people on any given night |
| **20%** | Households that have less than $400 in savings for an emergency, with number of households 2x for Latinos and 3x for Blacks |
| **34%** | Latinos who died from COVID-19; Latinos are 23% of county’s 18-and-older population |
| **47%** | Asian Americans and Asians who work at Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo, but hold 25% executive positions |
| **57%** | Latino households who are not self-sufficient |
| **$248B** | Net worth of the top 10 richest Silicon Valley moguls, all of whom are White men |

Source: Silicon Valley Pain Index, SJSU Human Rights
THE IMPACT OF COVID-19 ON LOW INCOME WORKERS IN SILICON VALLEY

COVID-19 has disproportionately impacted the most vulnerable populations exacerbating the systemic social and racial inequality in the Silicon Valley. In Santa Clara County, as of May 30, 2020, employment rates among low-income workers decreased by 41% compared to January 2020. Low-income workers in services especially retail, and restaurants and hotels have been severely affected.


Percent decrease in employment among low-income workers in Santa Clara County from Jan 2020 to May 30, 2020 categorized by industry

- **RESTAURANTS AND HOTELS WORKERS**: 42.5%
- **RETAIL WORKERS**: 41.7%
- **MANUFACTURING WORKERS**: 34%
- **HEALTHCARE AND SOCIAL ASSISTANCE WORKERS**: 33.1%
- **TRANSPORTATION WORKERS**: 8.7%

*Change in employment rates among low-income workers (median annual after-tax income ≤$24,000), indexed to January 1, 2020. This series is based on data from Census and Homebase.

THE BUSINESS CASE FOR INVESTMENT IN WORKFORCE DEVELOPMENT

Positive Economic Impacts for the Society
A well functioning workforce development ecosystem not only results in positive outcomes for job seekers in terms both employment and earnings gains, it also has positive economic impacts for the Society – such as - higher tax revenues and savings, and lower crime rates. A 2012 study estimates that for a 16-year-old Opportunity Youth (America’s youth who are neither enrolled in school nor participating in the labor market) the total lifetime taxpayer burden was $258,240 (2011 dollars) and the total lifetime social burden is $755,900 (2011 dollars)\(^1\).

Growth for Businesses
HR leaders are increasingly feeling that there is a skills gap in their companies. A Fall 2019 study of 600 HR leaders surveyed found that 64% said there is a skills gap in their company, up 52% from the 2018 report\(^2\). Investment in the workforce development ecosystem will result in companies getting access to skilled workers that will allow them to bridge their skills gap – ultimately positively impacting their bottom-lines.

Resilient Communities
Time and again vulnerable population of our society have been disproportionately affected by natural, economic and other disasters. It is critical now more than ever to provide an economic mobility ladder to the vulnerable populations in Silicon Valley so that they prosper and become more resilient to future disasters.

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OUR INNOVATION: A NEW WAY TO ENGAGE THE BUSINESS

Our workforce system is not a system. The challenge is that there is no collective roundtable around which stakeholders engage and collaborate, which equates to not having a system. Different economic stakeholders in the workforce development ecosystem have different missions, funding streams and performance metrics, and have temporary common points of accountability. Silicon Valley lacks strong partnerships within an industry to incubate local talent through tailored high touch employment and training programs. C-19 BRP will leverage four operating principles of Next Generation Sector Partnerships to create a sustainable and equitable workforce development ecosystem.

OPERATING PRINCIPALS

1. **Industry Partnership** vs. Program Push

2. **Shared table** vs. Owned by a single institution or system

3. **Business/industry invested for long haul** vs. Providing narrow, time-limited input

4. **Integrated response from education, workforce and economic development** vs. One-off solutions

OUR INNOVATION

- Fragmented business outreach → **United front**
- Isolated projects → **At-scale solutions**
- Program changes → **System changes**
- Individual business needs → **Collective industry priorities**
- Business as customer → **Business as partner**
- Industry representative → **Industry champion**
- Employer role narrow & time-limited → **Industry champion roles evolve**
- Focus on training programs → **A local coordinated talent pipeline**
THE BUSINESS ENGAGEMENT PROCESS

C-19 BRP will facilitate partnerships of businesses from the same industry in the shared labor market region of Silicon Valley. Our coalition will work closely with other economic stakeholders to tackle common needs of the targeted industry. The focus on the engagement will be education and workforce training needs of an industry along with a focus on other issues related to an industry’s competitiveness.

I. Build a Regional Sector Support Team

II. Prepare to Launch

III. Launch

IV. Move to Action

V. Sustain and Evolve

Source: Next Generation Sector Partnerships
# CASE STUDIES: NEXT GENERATION SECTOR PARTNERSHIPS

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Seattle-King County Healthcare Industry Leadership Table</strong></td>
<td>The Seattle-King County Healthcare Industry Leadership Table (HILT) launched in May 2018, spearheaded by a diverse group of leaders from two major hospitals, public health, a community clinic, a cancer research institute and a long-term care facility. The HILT has become the rallying point for providers who share an interest in helping local residents gain access to and continue to advance in health care careers, focusing on expanding equity and diversity in staffing, advocating on affordable workforce housing, and connecting otherwise parallel and isolated efforts initiated by the region’s many education, training and community based organizations intended to support the healthcare industry.</td>
</tr>
<tr>
<td><strong>Calumet Manufacturing Industry Sector Partnership</strong></td>
<td>The Calumet Manufacturing Industry Sector Partnership is actively involved in preparing the region’s future workforce. Several high school districts have made changes to existing curriculum or adopted new curriculum to better prepare local students with the work-ready skills manufactures need. At the same time, the Partnership’s networking activities have resulted in new business and supply chain connections for manufacturers, creating new jobs for local residents instead of relying on outside suppliers. Learn more about the partnership on their website <a href="http://www.CalumetMfg.com">www.CalumetMfg.com</a>.</td>
</tr>
<tr>
<td><strong>Lane County Tech Collaborative</strong></td>
<td>Launched in 2015, the Lane County Tech Collaborative has become one the most successful Next Gen information technology industry partnerships in the country. The Collaborative has worked with the University of Oregon’s Department of Computer and Information Sciences to identify needed skills and make curriculum improvements (including a much stronger coding element). The Collaborative has also expanded paid industry internships for students and 16 local school districts have agreed to use the Collaborative as a shared advisory board. The Collaborative is also piloting the first IT registered apprenticeship program in the State, with the goal of creating a sustainable pipeline of local talent for the industry.</td>
</tr>
<tr>
<td><strong>Central Pennsylvania Manufacturing Partnership</strong></td>
<td>The Central Pennsylvania Manufacturing Partnership convenes over 30 manufacturers from across a nine-county region, working to develop the local talent pipeline and changing the way schools, businesses, and workforce development programs work together across the region. For example, the partnership provided leadership in launching pathtocareers.org, an innovative tool for matching businesses, local students, and educators across the region. Manufacturers also worked through the partnership to create this video to increase awareness about career opportunities in the industry. It is now being shared in schools and workforce centers across the region.</td>
</tr>
<tr>
<td><strong>Cumberland Health Care Sector Partnership</strong></td>
<td>The Cumberland Health Care Sector Partnership is a collaboration of health care organizations and public partners working together to improve health outcomes by strengthening the health care sector in Greater Cumberland County, North Carolina. After launching in June 2018, the partnership mobilized health care leaders and education partners to work together to implement the first evidence-based obesity prevention program in every Cumberland County middle school. They have also worked to address the nursing shortage in the region, identifying major bottlenecks and gaps in the talent pipeline and working across K-12, community colleges, and universities to address them. The partnership is also developing an app to connect patients to same-day care in the community, reducing unnecessary emergency department visits and increasing access to care.</td>
</tr>
<tr>
<td><strong>Laramie County WY Construction Sector Partnership</strong></td>
<td>The Laramie County WY Construction Sector Partnership spearheaded the launch of a new dual enrollment program in the skilled trades involving local school districts and area’s community college. Industry champions are actively involved in promoting the program in local schools, reviewing curriculum, providing internships, and offering assistance in the classroom. At the same time, they developed a referral system for high school students to connect directly with interested employers and implemented the first construction industry-specific Job Fair with the local workforce one-stop center.</td>
</tr>
</tbody>
</table>
C-19 BRP’S EQUIITY FRAMEWORK

C-19 BRP has a robust framework to develop and deliver an equity model by embedding equity as the focus of process and outcomes of its activities. Along with the business engagement process, this robust framework will allow C-19 BRP to center the voice of the worker along with the needs of the businesses.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Deliverables</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Represent Community</td>
<td>Jurisdiction Demographic Segmentations</td>
<td>Stakeholders continuously engaged</td>
</tr>
<tr>
<td>Define Scope</td>
<td>Target Communities</td>
<td>Scope such as race, place, income, immigrant status, etc.</td>
</tr>
<tr>
<td>Understand Communities</td>
<td>Community Deep-Dives</td>
<td>Community voices prioritized in addition to data</td>
</tr>
<tr>
<td>Identify Solutions</td>
<td>Solutions Deep-Dive</td>
<td>Solutions Deep-Dive includes sector engagement strategies</td>
</tr>
<tr>
<td>Implement</td>
<td>Program Management Processes Set</td>
<td>Identify roles for implementation and monitoring</td>
</tr>
<tr>
<td>Evaluate</td>
<td>Program Evaluation</td>
<td>Again, community voices prioritized in addition to data</td>
</tr>
</tbody>
</table>

C-19 BRP’s Equity Framework

- **Represent Community**: Include stakeholders that represent the community in equity dialogue.
- **Define Scope**: Define project scope for equity. Identify target communities. Determine equity criteria to measure.
- **Understand Communities**: Conduct deep-dive of each target community on pre and post-COVID realities, needs, strengths, potential solutions, etc.
- **Identify Solutions**: Develop solution set by sector, vehicle, phase, and community. Determine strategies to engage each sector, e.g. business/employers. Obtain representative community feedback on solutions.
- **Implement**: Launch solutions for each target community. Monitor each solution and resolve gaps as needed. Track progress with equity criteria.
- **Evaluate**: Evaluate each solution and target community status to identify successes and gaps. Assess equity criteria (quantitative) and lived experience (qualitative) for each target community.

C-19 BRP’S EQUITY FRAMEWORK

C-19 BRP has a robust framework to develop and deliver an equity model by embedding equity as the focus of process and outcomes of its activities. Along with the business engagement process, this robust framework will allow C-19 BRP to center the voice of the worker along with the needs of the businesses.
A logic model is a visual representation of the resources used for a program, what the program will look like, and the anticipated results and changes that will be achieved as a result of the program. It has four components as highlighted below.

### Inputs
What resources are necessary to develop and operate the program?
- For a systems change initiative like C-19 BRP, the inputs will be the System Components aka economic stakeholders such as City, County, CBOs, Schools, Labor, Businesses etc.

### Activities
What are all the action steps involved in implementing the program?
- Developing, providing, receiving, or implementing policies, products, services, training, processes, practices, research, or infrastructure

### Outputs
What are the immediate products or results of the activities?
- Quantifiable results describing program implementation, such as number of trainings held, number of training participants, number of meetings, frequency or duration of services provided, types of products developed

### Outcomes
What changes are expected as a result of the program?
- Short-term, intermediate, and long-term changes in knowledge, skills, attitude and behavior
**Inputs: System Components**

- County of Santa Clara  
  Input: Safety Net Client Services
- City of San Jose  
  Input: Economic Recovery
- Community Based Organizations and Philanthropy  
  Input: Proven Employment and Training Models, Funding
- Community Colleges/Adult Schools/4 Year Colleges  
  Input: Educational Infrastructure
- Businesses  
  Input: Sector Based Employment Solutions
- Labor Organizations  
  Input: Workplace Agency
- Equity  
  Input: Equity embedded in all processes

**Activities**

<table>
<thead>
<tr>
<th>Activity 1:</th>
<th>Activity 2:</th>
<th>Activity 3:</th>
<th>Activity 4:</th>
<th>Activity 5:</th>
</tr>
</thead>
</table>

**Outputs**

<table>
<thead>
<tr>
<th>Output 1:</th>
<th>Output 2:</th>
<th>Output 3:</th>
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**Outcomes**

<table>
<thead>
<tr>
<th>Outcome 1:</th>
<th>Outcome 2:</th>
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</table>

Each Working Group will fill the above Logic Model components. The definitions of Activities, Outputs and Outcomes are presented in the previous slide. Initial draft of the Logic Model based on the C-19 BRP’s Manifesto is presented in the appendix in the next slide.

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**C-19 BRP DRAFT LOGIC MODEL**

<table>
<thead>
<tr>
<th>Activities</th>
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<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Labor Market:</strong></td>
<td><strong>Summary of short &amp; long term (future of work) employment trends and skills needed</strong></td>
<td><strong>A stronger workforce development ecosystem for our most vulnerable populations</strong></td>
</tr>
<tr>
<td><strong>Defining the New Economy</strong></td>
<td><strong>Summary of the impacts of COVID-19 on employers, and the path to recovery for major industries</strong></td>
<td><strong>A more integrated, coordinated, and sustainable workforce development ecosystem in the County</strong></td>
</tr>
<tr>
<td><strong>Engaging Business and Labor</strong></td>
<td><strong>Established relationships with business and labor groups</strong></td>
<td><strong>A more integrated, coordinated, and sustainable workforce development ecosystem in the County</strong></td>
</tr>
<tr>
<td><strong>Employment Connection Model</strong></td>
<td><strong>Summary on the state of the existing employment services systems and a survey of the short-term and long-term employment needs in the County</strong></td>
<td><strong>Establish an Immigrant Entrepreneurship Center</strong></td>
</tr>
<tr>
<td><strong>Employment Training Programs</strong></td>
<td><strong>Summary on the enhancements required in the existing employment services systems so that job-seekers have better access to current real-time employment opportunities</strong></td>
<td><strong>Quicker access to and enrollment on critical safety net benefit programs</strong></td>
</tr>
<tr>
<td><strong>Integrated Technology and Data Platforms</strong></td>
<td><strong>Short-term job training program, and an approach for an initial pilot</strong></td>
<td><strong>Provide our most vulnerable target populations the ability to access safety net services</strong></td>
</tr>
<tr>
<td><strong>CBO Coordination &amp; Capacity Building</strong></td>
<td><strong>An approach for the long-term job planning and advancement</strong></td>
<td><strong>A more integrated, coordinated, and sustainable CBO safety net benefits ecosystem</strong></td>
</tr>
<tr>
<td><strong>Outreach and Communications</strong></td>
<td><strong>Establish the data trust and launch a integrated client-facing portal for safety net and workforce services</strong></td>
<td><strong>A more integrated, coordinated, and sustainable CBO safety net benefits ecosystem</strong></td>
</tr>
<tr>
<td><strong>Public Assistance Access</strong></td>
<td><strong>Report on how to better facilitate CBO coordination, client resource information sharing, referral of programs and overall capacity building in the target population(s)</strong></td>
<td><strong>A more integrated, coordinated, and sustainable CBO safety net benefits ecosystem</strong></td>
</tr>
</tbody>
</table>