

A photograph of a man and a woman embracing outdoors. The man, on the right, is wearing a light blue and white checkered button-down shirt and is kissing the woman on the cheek. The woman, on the left, has dark hair and is wearing a blue long-sleeved shirt. She has her eyes closed and a peaceful expression. The background is a soft-focus green, suggesting foliage. The overall mood is intimate and supportive.

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.



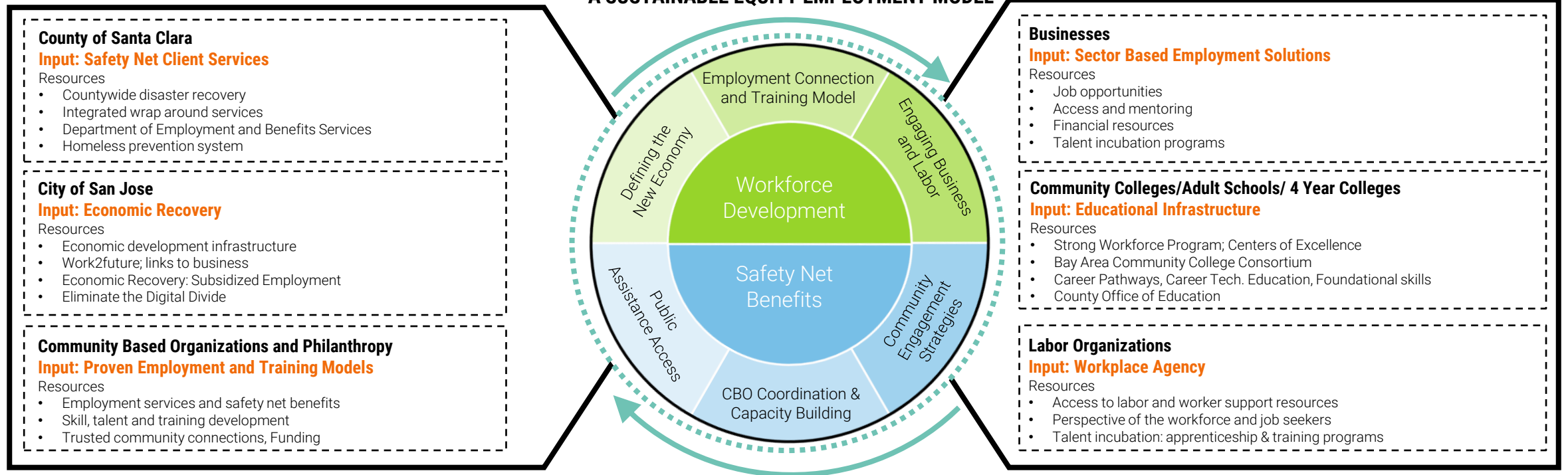
OUR COMMUNITY'S MOST IMMEDIATE GOAL, beyond keeping COVID-19 infections in check, is to put our most economically disadvantaged populations back to work as soon as possible. But our current workforce development system has a fragmented stakeholder ecosystem. It is not at scale to address the magnitude 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.

WE ARE AN EQUITY-EMPLOYMENT COLLECTIVE IMPACT MODEL

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.

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



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



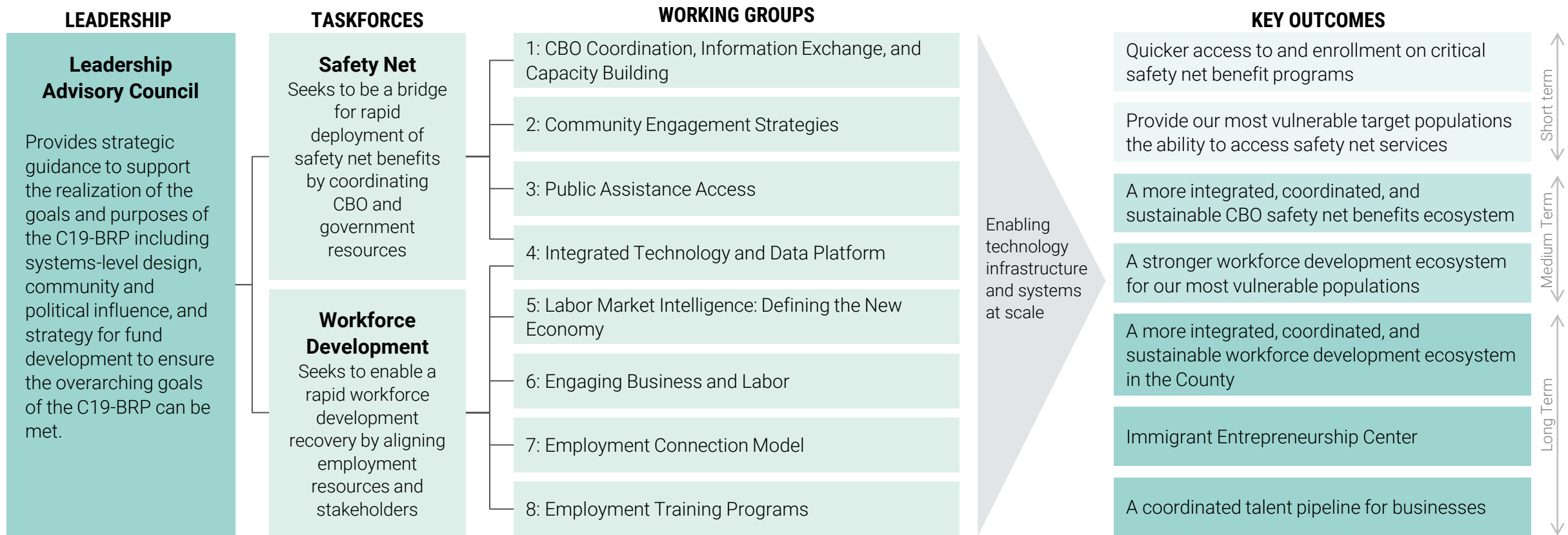
High quality job creation and business growth



Entrepreneurship center for undocumented immigrants

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.



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.

CONVENING 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.

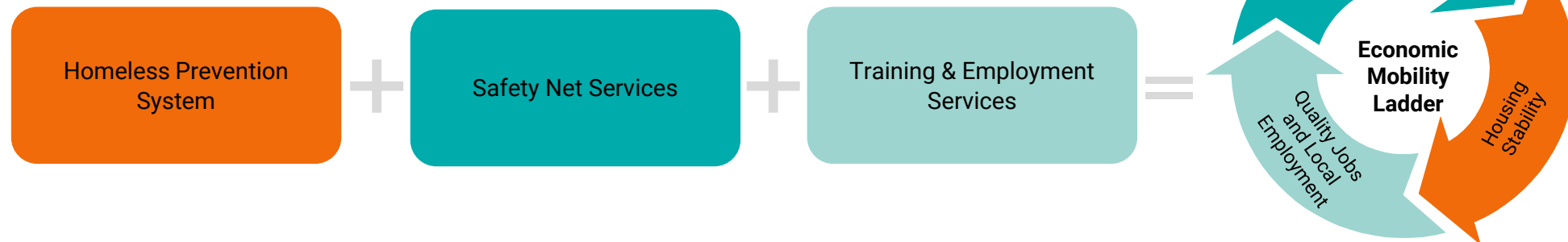
ENGAGING WITH INDUSTRY

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



WE DEVELOP THE INFRASTRUCTURE TO DISRUPT POVERTY

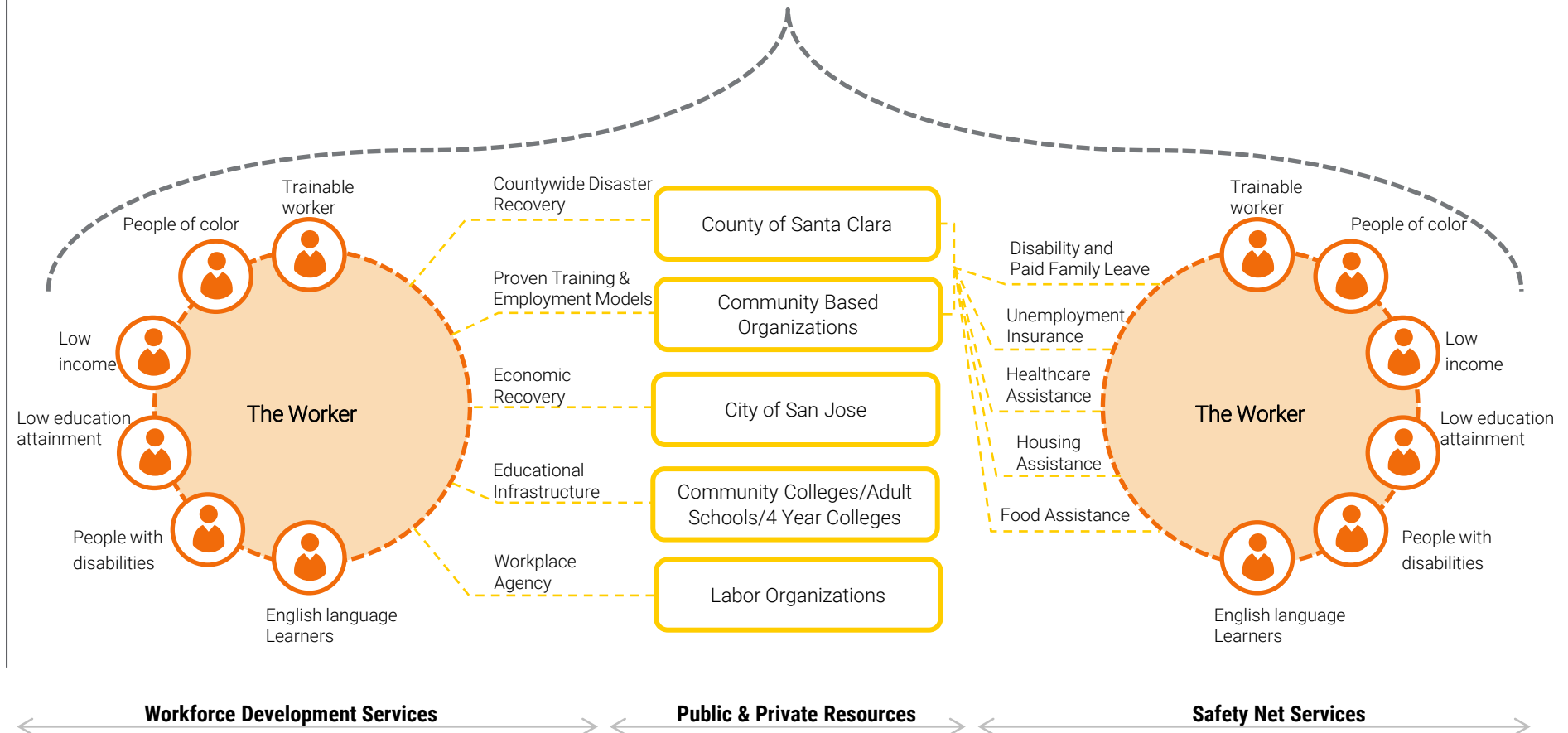
To address the problems and meet community needs that have emerged or been exacerbated due to COVID-19, C19-BRP will build a collective impact model that creates sustainable, large scale local change.

C19 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.*

C-19 BRP's INTEGRATED PLATFORM FOR WORKFORCE DEVELOPMENT AND WRAP-AROUND SAFETY NET BENEFITS



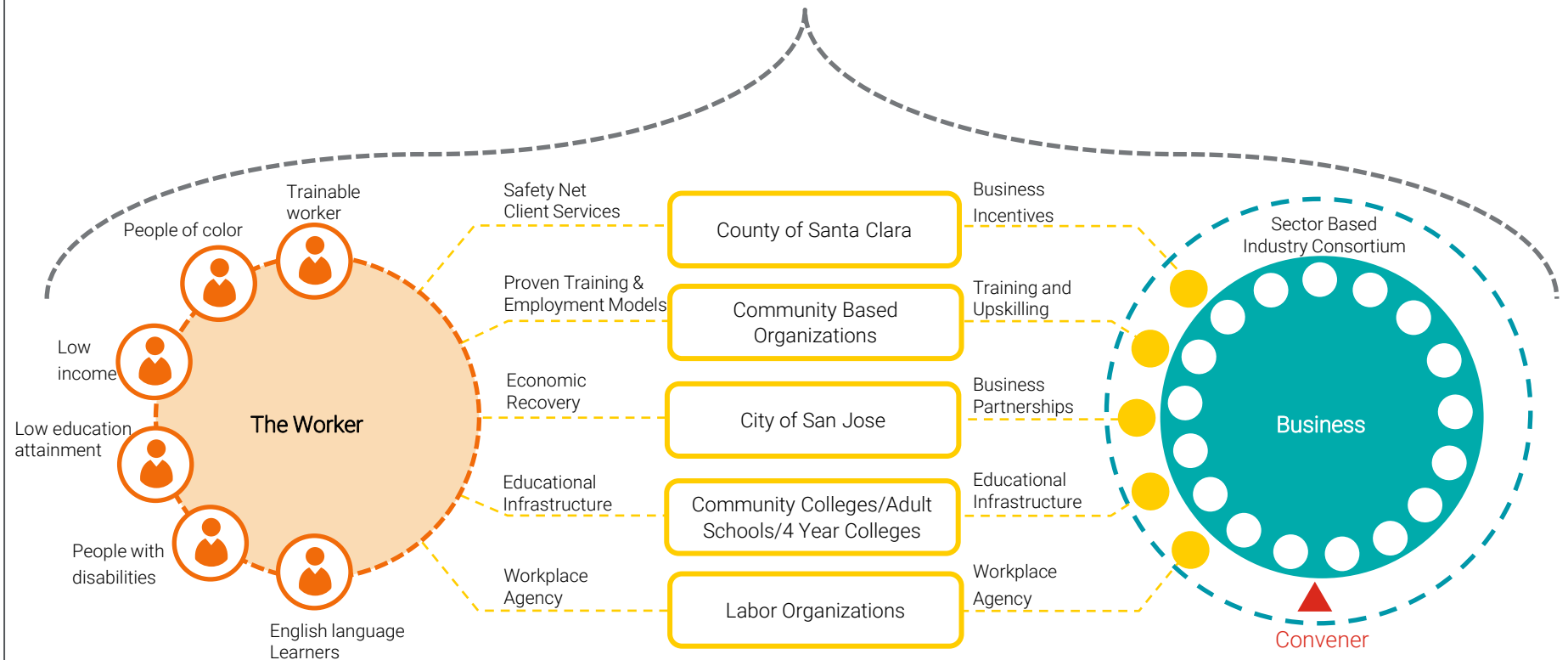
WE HAVE A DUAL COMMITMENT TO EQUITY & BUSINESS NEEDS

COVID-19 Bridge to Recovery Program's innovative dual-centric implementation framework centers 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.

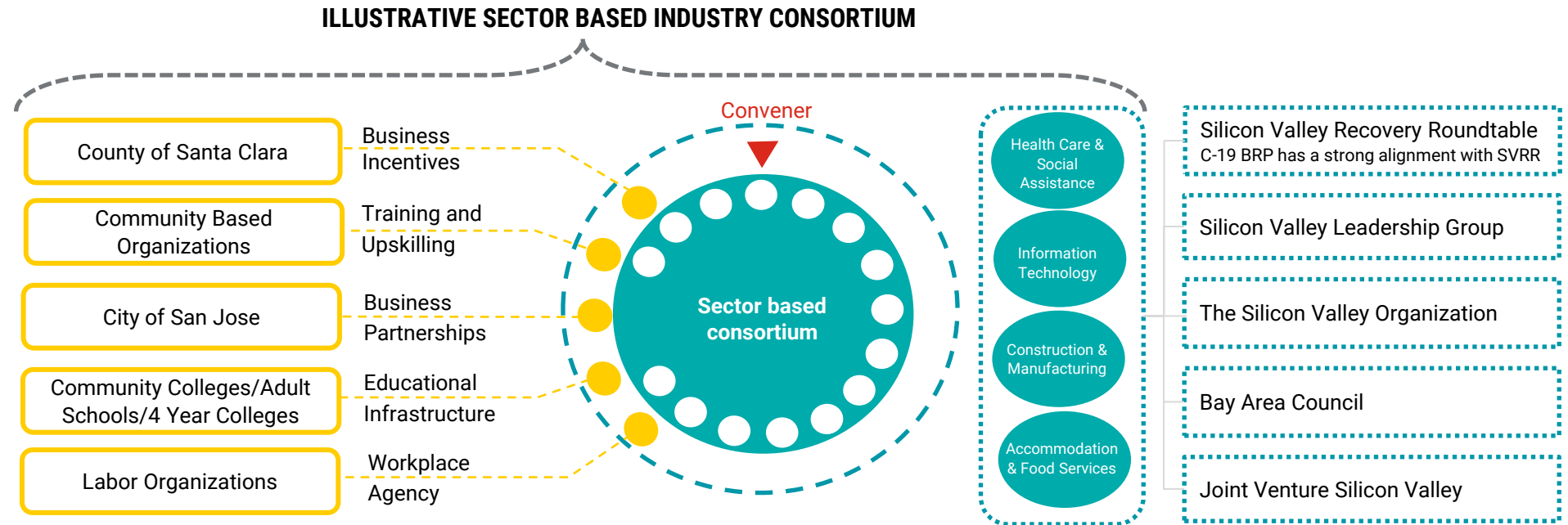
C-19 BRP aims to launch and scale Next Generation Sector Partnerships across industries in Silicon Valley and the region.

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



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.



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

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

Key Initiatives	Status	April	May	June	July	August	September	October	November	December
I. Convene and Engage Key Economic Stakeholders 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.							Convene stakeholders and define a shared vision			
II. Conduct System-Level Workforce Design Summit 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 https://svequityemploymentengine.com/							Summarize the results of the system-level design summit			
III. Launch Recovery Assistors Program 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.										
IV. Develop a Safety Net Task Force Outreach And Communication Plan (OCP) 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									A report on the Outreach and Communication Plan	
V. Launch WEX Subsidized Employment Program 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.										
VI. Launch Business Design Summit 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.										
VII. Partner with Silicon Valley Recovery Roundtable (SVRR) 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.										

“HIGH-LEVEL” FUNDING BUDGET

Expense		Amount	Description
1	C-19 BRP Payroll	\$ 850,000	Payrol for C-19 BRP Director (1 FTE), Equity Director (1 FTE), Working Group Chairs (.5 FTE), Program Manager (1 FTE), Data Manager (1 FTE)
2	Infrastructure	\$ 2,350,000	Data Trust, Project Management Office, Technology Resource Engine
3	Workforce Development	\$ 13,150,000	Setting up Sector Parterships, Deploying employment and training programs to reach 1000 job seekers (candidates)
4	Safety Net Benefits	\$ 2,400,000	30 Recovery Assisters will provide support around program/benefit eligibility, enrollment, education, self-sufficiency planning, referrals and ongoing needs.
5	Research	\$ 600,000	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
6	Bond advisory Services	\$ 200,000	Technical and legal services for issuing bonds
7	Miscellaneous	\$ 50,000	IT equipment, travel, stationary etc
8	Support Services	\$ 2,850,000	Administrative Overhead Costs (15%)
	TOTAL:	\$ 22,250,000	

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

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

Kip Harkness
Deputy City Manager
City of San Jose

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

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

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

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

Michael Mancini

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

Angela Shing

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

Rafaela Perez

Employment Services Director
DEBS, Social Services Agency

Luther Jackson

Program Manager
NovaWorks

Monique Melchor

Director
Work2Future, City of San Jose

Bige Yilmaz

Projects Manager
Work2Future, City of San Jose

David Palter

Director
Workforce Development, Silicon Valley Leadership Group

Sara Garcia

Director
Education and Workforce Development, SVLG

Thulien Dang

Program Manager
Workforce Development, Silicon Valley Organization

Wendy Ho

Chief Strategy and Policy Officer
Silicon Valley Council of Nonprofits

Eila Latif

Director
Employment Network, Catholic Charities of SCC

Sharon Winston

Executive Director
Project Hired

Ilse Pollet

Co-Director
South Bay Consortium for Adult Education

Trish Dorsey

Vice President
Mission Services, Goodwill

Louise Auerhahn

Director, Workforce & Economic Development
Working Partnerships USA

Ashley Raggio

Director, Silicon Valley Talent Partnership
Joint Venture Silicon Valley

Stephen Ngo

Program Coordinator, Workforce Development
Silicon Valley Organization

Art Taylor

Chief Strategic Officer
Job Train

Brad Weisberg

Director of Career Services and Workforce Dev.
West Valley College

Giuliana Brahim

Principal
Milpitas Adult Education

Joe Herrity

Director
Opportunity Youth Partnership, SCC Office of Education

David Ellis

Director of Career Services
Mission College

Vic Farlie

Senior Executive Analyst
Office of Economic Development, City of San Jose

Catherine Voss Plaxton

Interim Associate Vice President (Student Services)
Director, Career Center, San Jose State University

Yvette Avila

Center Director
Center for Employment Training (CET)

Kate Manley

Industrial Relations Specialist
Center for Employment Training (CET)

Pascal Do

Chief Operations Officer
Center for Employment Training (CET)

Ariana Hoyt Perez

Silicon Valley Program Coordinator
Building Skills Partnership

Michael Erickson & Economic Development , San Jose

Evergreen C
Regional Director
Manufacture: San Jose (MFG:SJ)

Claire Michaels

Director of Workforce and Hiring
Manufacture: San Jose (MFG:SJ) and SFMade

Ena Li

Vice President
Community Impact, United Way

Jen Overholt

Director of Impact
Job Train

Lawrence Thoo

Strategic Engagement Manager
work2future, City of San Jose

Sara Murdock, Ph.D.

Senior Associate, Education Comm. College to Career
Silicon Valley Leadership Group Foundation

Leslie Gilroy

Center Director
San Jose Job Corps Center

Jeff Pallin, Dean

Business, Technology, and Kinesiology
Mission College

Moni Dickerson

Division Dean, Business and Workforce Development
Evergreen Valley College

Veronica Pugin

Economic Equity Consultant

Lena Tran

Vice President, Strategic Partnerships and Workforce
Innovation, San Jose City College

Dr. Alexandra C. Duran

Dean, Workforce Community College District

Audrey Le Baudour

Regional Director, Employer Engagement
Bay Area Community College Consortium (BACCC)

Alyssa Lynch

Superintendent of Schools
Metropolitan Education district

Phil Morales

Director, Opportunity Youth Academy
Student Services & Support Division
Santa Clara County Office of Education

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

Roberto 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

Jordan Sun

Chief Innovation Officer
City of San Jose

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 Olaiya

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



Martha
Wapenski



Steve
Preminger



Angela
Shing



Ky
Le



Betty
Duong



Hilary
Armstrong



Margaret
Olaiya



Denise
Boland



Kim
Walesh



Kip
Harkness



Jeff
Ruster



Ru
Weerasuriya



Abby
Snay



John
Dunn



Dr. Mary Ann
Dewan



Kris
Stadelman



Kelly
Kline



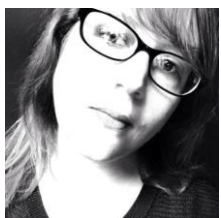
Gina
Dalma



Mike
Blach



Derecka
Mehrens



Jean
Cohen



Trish
Dorsey



Jen
Loving



Barrie
Hathaway



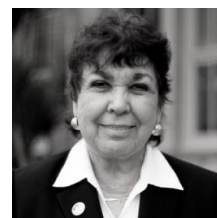
Ilse
Pollet



Joe
Herrity



Brad
Weisberg



Hermelinda
Sapien



Tim
Rainey



Jeff
Pallin



Dr. Alexandra
Duran



Avo
Makdessian



Jordan
Sun



Rani
Hublou



Andrea
Flores
Shelton



Dr. Annelies
Goger

Design Summit Participants



Virginia
Hamilton



Jaime
Casap

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 a unjust economy as demonstrated below.

0

Number of Black women employed by ten large Silicon Valley technology companies in 2016

20%

Households that have less than \$400 in savings for an emergency, with number of households 2x for Latinos and 3x for Blacks

1%

Amount of venture capital dollars (out of \$19 Billion) that went to Black start-up tech firms

34%

Latinos who died from COVID-19; Latinos are 23% of county's 18-and-older population

3

Number of large Silicon Valley technology companies who have no Black employees in 2016

47%

Asian Americans and Asians who work at Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo, but hold 25% executive positions

5%

Latinos who are in high tech executive positions

57%

Latino households who are not self-sufficient

10K

Number of homeless people on any given night

\$248B

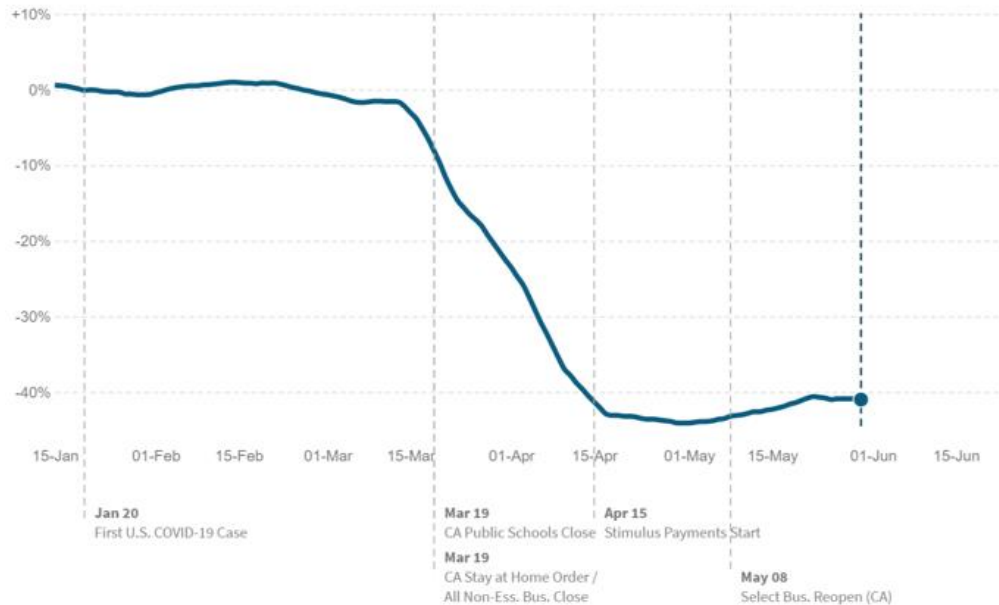
Net worth of the top 10 richest Silicon Valley moguls, all of whom are White men

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 change in employment among low-income workers in Santa Clara County



*Change in employment rates among low-income workers (median annual after-tax income <\$20,000), indexed to January 4-31 2020. This series is based on data from Earnin and Homebase.

Source: Opportunity Insights, Economic Tracker, <https://www.tracktherecovery.org/>

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%

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 report². 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.

1. Source: Report - The Economic Value of Opportunity Youth, 2012; https://aspencommunitysolutions.org/wp-content/uploads/2018/07/Economic_Value_of_Opportunity_Youth_Report.pdf

2. Source: <https://coabe.org/wp-content/uploads/2020/03/The-Business-Case-for-Adult-Education.pdf>

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

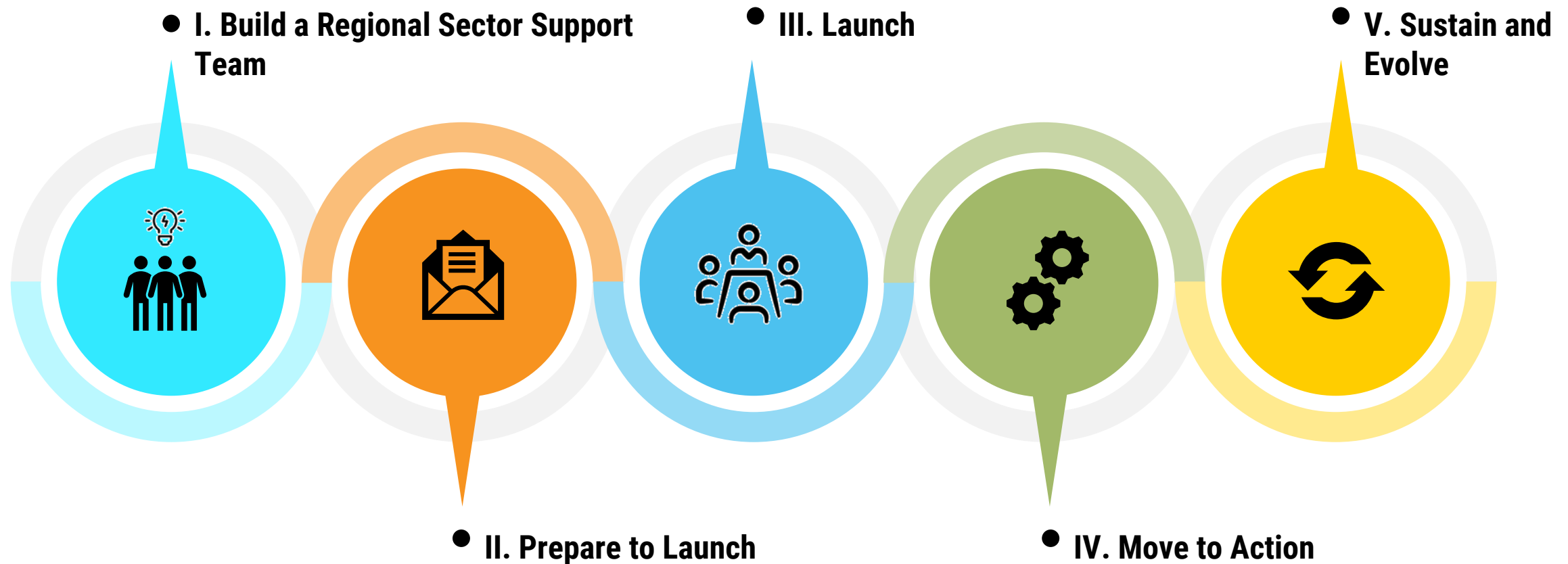
Focus on training programs

----->

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.



Source: Next Generation Sector Partnerships

CASE STUDIES: NEXT GENERATION SECTOR PARTNERSHIPS

Seattle-King County Healthcare Industry Leadership Table

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.

Calumet Manufacturing Industry Sector Partnership

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 www.CalumetMfg.com.

Lane County Tech Collaborative

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.

Central Pennsylvania Manufacturing Partnership

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.

Cumberland Health Care Sector Partnership

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.

Laramie County WY Construction Sector Partnership

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.

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's the voice of the worker along with the needs of the businesses.

C-19 BRP's Equity Framework

	Represent Community	Define Scope	Understand Communities	Identify Solutions	Implement	Evaluate
Activities	Include stakeholders that represent the community in equity dialogue	Define project scope for equity Identify target communities Determine equity criteria to measure	Conduct deep-dive of each target community on pre and post-COVID realities, needs, strengths, potential solutions, etc.	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	Launch solutions for each target community Monitor each solution and resolve gaps as needed Track progress with equity criteria	Evaluate each solution and target community status to identify successes and gaps Assess equity criteria (quantitative) and lived experience (qualitative) for each target community
Deliverables	Jurisdiction Demographic Segmentations	Target Communities Equity Criteria	Community Deep-Dives	Solutions Deep-Dive Community Dialogues' Feedback	Program Management Processes Set Data Strategy	Program Evaluation
Notes	Stakeholders continuously engaged	Scope such as race, place, income, immigrant status, etc.	Community voices prioritized in addition to data	Solutions Deep-Dive includes sector engagement strategies	Identify roles for implementation and monitoring	Again, community voices prioritized in addition to data

LOGIC MODEL COMPONENT DEFINITIONS

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	Activities	Outputs	Outcomes
<p>What resources are necessary to develop and operate the program?</p> <ul style="list-style-type: none">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.	<p>What are all the action steps involved in implementing the program?</p> <ul style="list-style-type: none">Developing, providing, receiving, or implementing policies, products, services, training, processes, practices, research, or infrastructure	<p>What are the immediate products or results of the activities?</p> <ul style="list-style-type: none">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	<p>What changes are expected as a result of the program?</p> <ul style="list-style-type: none">Short-term, intermediate, and long-term changes in knowledge, skills, attitude and behavior

LOGIC MODEL TEMPLATE FOR C-19 BRP

Inputs: System Components	Activities	Outputs	Outcomes
County of Santa Clara Input: Safety Net Client Services	Please fill below 3-5 key activities that your working group will undertake	Please fill below 2-3 key Outputs that your working group aims to achieve	Please fill below 1-2 key Outcomes that your working group aims to achieve
City of San Jose Input: Economic Recovery	Activity 1:	Output 1:	Outcome 1:
Community Based Organizations and Philanthropy Input: Proven Employment and Training Models; Funding	Activity 2:	Output 2:	Outcome 2:
Community Colleges/Adult Schools/ 4 Year Colleges Input: Educational Infrastructure	Activity 3:	Output 3:	
Businesses Input: Sector Based Employment Solutions	Activity 4:		
Labor Organizations Input: Workplace Agency	Activity 5:		
Equity Input: Equity embedded in all processes			

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

C-19 BRP DRAFT LOGIC MODEL

To be updated

Activities			Outputs	Outcomes
Workforce Development	Labor Market: Defining the New Economy	Analyze the future of jobs in county Understand the employment landscape Evaluate impact of COVID-19 on labor market	Summary of short & long term (future of work) employment trends and skills needed	A stronger workforce development ecosystem for our most vulnerable populations
	Engaging Business and Labor	Conduct employer survey	Summary of the impacts of COVID-19 on employers, and the path to recovery for major industries	
		Conduct employer focus group	Established relationships with business and labor groups	
		Plan Santa Clara County focus group	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	A more integrated, coordinated, and sustainable workforce development ecosystem in the County
	Engage with labor groups			
	Employment Connection Model	Define existing employment systems. Map the Employment Services ecosystem to prepare for the magnitude of employment needs.	Summary on the enhancements required in the existing employment services systems so that job-seekers have better access to current real-time employment opportunities	Establish an Immigrant Entrepreneurship Center
		Determine the current, real-time employment opportunities and a coordinated system of employment providers.	Short-term job training program, and an approach for an initial pilot	
	Employment Training Programs	Understand the target audience Survey the training programs Conduct labor market and employer engagement	An approach for the long-term job planning and advancement	
		Identify indicators for training program Identify appropriate career pathway framework(s) to guide implementation	Establish the data trust and launch a integrated client-facing portal for safety net and workforce services	Quicker access to and enrollment on critical safety net benefit programs
		Integrated Technology and Data Platforms	Investigate platforms (e.g. GovConnect, Career Edge, Skyhve etc) and research who can implement and maintain the platform	Report on how to better facilitate CBO coordination, client resource information sharing, referral of programs and overall capacity building in the target population(s)
CBO Coordination & Capacity Building	Identify the needs and pain points of the Safety Net CBOs and other agencies and map urgent needs and pain points due to COVID-19 Identify and develop processes, protocols, and/or tools including immediate short term and/or longer term infrastructure that may be required to coordinate communication, networking, and/or information exchange amongst Safety Net Network of CBOs	A detailed strategy on outreach and communications tailored to each identified target population	A more integrated, coordinated, and sustainable CBO safety net benefits ecosystem	
Outreach and Communications	Identify target population and their needs - map the demonstrable need due to COVID-19. Review network members capacity and capabilities in terms of connection to target population(s), geographic domains, resource allocations. Generate and execute ideas for outreach and communication efforts for the target population(s).	A report on how to optimize the partnership between the CBO community and the Department of Employment and Benefits Services (DEBS) to increase awareness, access, and ultimately eligible enrollment of highly vulnerable populations that are particularly disadvantaged due to COVID-19 into public assistance programs		
	Public Assistance Access	Identify service capacity and capabilities of CBO partners. Develop a plan on how to engage and execute wide scale partnership with the CBO community and DEBS in a replicable fashion and engage new partners quickly. Determine consortiums and other relevant partnership entities.		