

## **My Brother's Keeper: San José**

# **Working Together to Ensure Boys and Young Men of Color Thrive:**

**A Policy and Program Review and a Framework for Action**

**Draft Document for Comment, December 3, 2015**

Draft for input

**Prepared in Partnership by:  
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## **Executive Summary**

In September 2014, President Obama invited local governments across the country to join the My Brother's Keeper Community Challenge with the goal that boys and young men of color should have the opportunity to succeed regardless of circumstances. San José Mayor Sam T. Liccardo accepted this challenge in January 2015. In May 2015, and in partnership with Dr. Emmett Carson, CEO and President of Silicon Valley Community Foundation, Mayor Liccardo hosted the Local Action Summit for My Brother's Keeper San José (MBK: SJ). At this summit, 140 stakeholders began a conversation about confronting the challenges of underserved minority youth. That conversation continues with this document. MBK: SJ demonstrates a public commitment from the City of San José and Silicon Valley Community Foundation (SVCF) to create a community where boys and young men of color can thrive. Mayor Liccardo's first budget has provided an early start on this work, focusing on strategic investments in several key initiatives, including after-school programs, libraries and teen jobs.

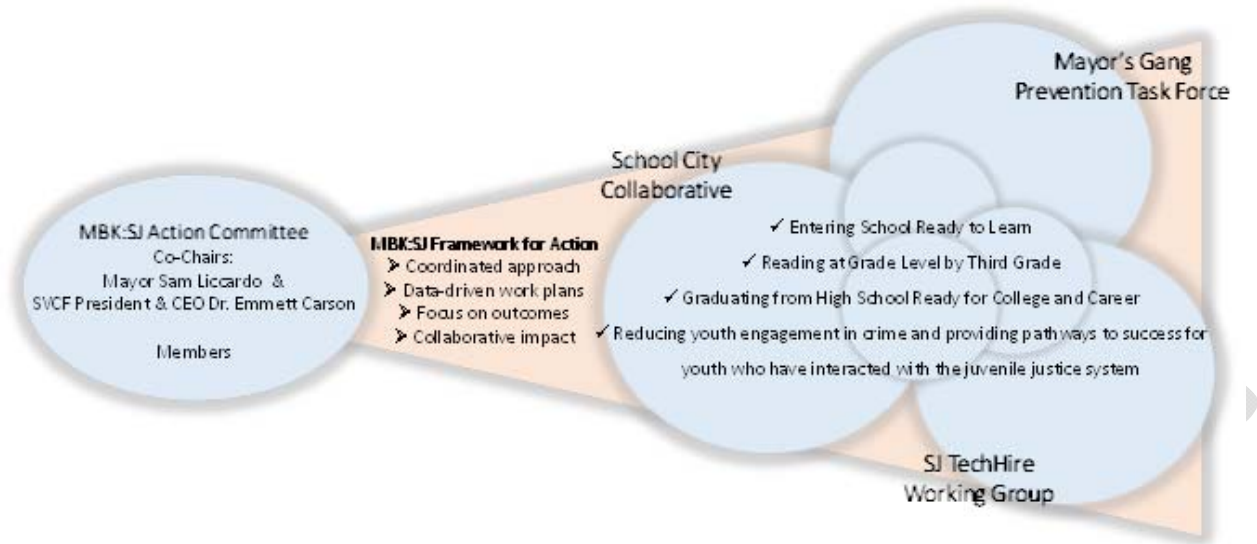
The MBK: SJ Local Action Summit and additional research compels community action, as:

- 3 in 5 kindergarten black and Latino boys in Santa Clara County are not entering school ready to learn, and fail to read proficiently by the third grade;
- More than 1 in 10 Latino boys drop out of high school;
- More than 1 in 4 Vietnamese adults 25 years or older have not completed a high school education, and
- In Santa Clara County, a black youth is 6.4 times more likely to be arrested or cited than his white peer, and a Latino youth 3.6 times more likely.

A review of City policies and programs, other municipalities and key community-based agencies identified four priority areas that the City can better leverage and significantly build upon:

1. Entering school ready to learn;
2. Reading at grade level by third grade;
3. Graduating high school ready for college and career, and
4. Reducing youth engagement in crime and providing pathways to success for youth who have interacted with the criminal justice system.

The final section of this report recommends a Framework for Action for MBK: SJ:



The Framework for Action steps take a coordinated and collaborative approach that leverages existing priorities and community assets to:

- Convene MBK: SJ stakeholders;
- Appoint an MBK: SJ Action Committee to put MBK: SJ Framework for Action into effect;
- Coordinate with community collaborations to design and activate an MBK: SJ Action Plan
- Focus efforts on City of San José policies and related programs that have the greatest possibility for impact, and
- Expand the use, collection and coordination of data.

With a vision to integrate MBK goals into the City's priorities, the MBK: SJ Framework for Action can enhance existing City programs and infrastructure through data-driven work plans and a razor-sharp focus on outcomes. The City alone lacks the authority, resources and expertise to tackle any one of the priorities alone. However, MBK: SJ provides a platform for collaborative impact by many community partners to achieve one common aspiration: making San José a city where every child can dream, achieve and thrive.

## **My Brother's Keeper: San José**

In September 2014, President Obama issued a challenge to cities, towns, counties and tribes across the country to join the My Brother's Keeper (MBK) Community Challenge as "MBK Communities." The Challenge encourages communities to implement a cradle-to-college-and-career strategy for improving the life outcomes of all boys and young men of color to ensure that they can reach their full potential.

San José Mayor Sam T. Liccardo accepted this challenge in January 2015, and the following May, in partnership with Dr. Emmett Carson, CEO and President of Silicon Valley Community Foundation, Mayor Liccardo hosted the Local Action Summit for My Brother's Keeper San José (MBK: SJ).

A report released by the White House in July 2015<sup>1</sup>, highlights the disparities faced by boys and young men of color; a handful of national statistics are cited here, selected because they reflect some of the issues that a San José action plan can address locally:

- While school readiness increased from 48 percent to 53 percent for all kindergartners between 2004 and 2008<sup>1</sup>, the 2013 Assessment<sup>2</sup> found that only 12 percent of boys of color (black and Latino boys) had high scores in both kindergarten academics and self-regulation. These two domains together predict success in third grade English Language arts.
- Among those aged 25-29, over 95 percent of non-Hispanic white men have a high-school diploma, compared to 94 percent of black men and 72 percent of Hispanic men.
- Black and Hispanic prisoners accounted for over 60 percent of total prisoners in 2011, far greater than their share of the total U.S. population.
- Today, a 25 year-old black man has only about a 1 in 2 chance of being employed.

My Brother's Keeper: San José (MBK: SJ) is a commitment that the City of San José and Silicon Valley Community Foundation (SVCF) have made to boys and young men of color to ensure that the structural barriers that hold them back are eliminated and San José's community builds an environment in which they can thrive. SVCF is a catalyst and leader for innovative solutions to our region's most challenging problems. It is clear that boys and young men of color face structural barriers to their achievement. The City of San José and SVCF have taken a collaborative and multidisciplinary approach to addressing disparities and building opportunities for boys and young men of color in San José.

MBK: SJ puts a spotlight on what is known to be true: Investing in boys and young men of color is a moral imperative and an economic necessity. MBK: SJ leverages many of Mayor Liccardo's initiatives that seek to expand prosperity and economic opportunity in order to ensure that we build an environment where all boys and young men of color thrive. Some of the Mayor's key initiatives are:

- SJ Learns: funding to San José school districts to innovate and expand extended learning programs with a focus on reducing the achievement gap in kindergarten through third grade.
- 1000 Hearts for 1000 Minds: increasing citizen engagement to promote the academic success of underserved and struggling students in a partnership with Silicon Valley Leadership Group and leading nonprofit agencies.

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<sup>1</sup> Applied survey Research. (2009). School Readiness in Santa Clara County Results of the 2008 Assessment.

<sup>2</sup> Applied Survey Research. (2013). School Readiness in Santa Clara County Results of the 2013 Assessment.

- Libraries as a critical resource: reopening the City’s libraries to six days per week and supporting programs that provide a safe place for youth and critically needed services, including access to technology and resources and educational support for all students—from preschool age to college and career.
- SJ Works: launching a summer youth employment program that targets at-risk youth from gang-impacted neighborhoods.
- Made in San Jose: strengthening manufacturing activity to broaden prosperity and create a pathway to middle class jobs.
- SJ TechHire: creating a coordinated workforce development pathway for at-risk and disconnected youth in tech-enabled, middle-skill jobs.
- Mayor’s Gang Prevention Task Force: facilitating collaborative community action to disrupt violence at the neighborhood level while delivering targeted prevention and intervention services.

### **My Brother’s Keeper: San José Stakeholder Voices**

In May 2015, Mayor Liccardo and SVCF CEO and President Dr. Emmett Carson convened the Local Action Summit for My Brother’s Keeper San José. Together with local and national experts and 140 participants, the discussion focused on how community leaders can work together to improve the lives of boys and young men of color. With an introduction by White House Senior Policy Advisor Rafael López, the pledge was made to commit to addressing the issues that cause disparities for boys and young men of color.

With the challenge understood, Arnold Chandler of Forward Change Consulting presented the Life Course Framework for Improving the Lives of Boys and Men of Color<sup>3</sup>. The Framework emphasizes the crucial points in life where boys and young men of color fare far worse than their peers. Jerry Tello of the National Compadres Network discussed Joven Noble, a philosophy that reinforces that male youth need others—men and women, their family and community—to care for, assist, heal and guide them, and successfully prepare them for manhood.<sup>4</sup>

Facilitated by Applied Survey Research (ASR), a Bay Area social research firm, the summit participants made recommendations for action on three MBK priorities: school readiness, reading at grade level by third grade and workforce readiness. Eight recommendations for effective policy and program design emerged from these conversations and input from community stakeholders and City leaders:

1. **Focus on Outcomes.** Performance and outcome measures must be in place to be accountable to the community.
2. **Shared Data.** Find ways that service providers can share data about mutual clients to improve services and prevent duplication of services in light of legal restrictions.
3. **Longevity.** Make a commitment that is not subject to a change with elected leadership or funding cuts. Approaches to addressing the problem should be long-term, enabling leaders, stakeholders and service providers alike to address the complex issues of boys and men of color.

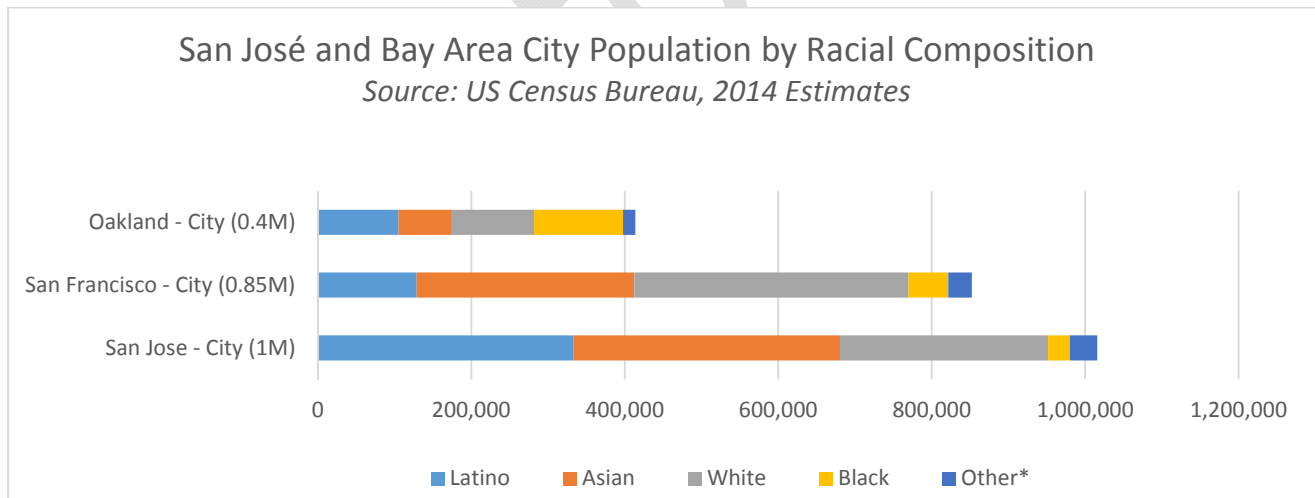
<sup>3</sup> Forward Change Consulting. Arnold Chandler. “A Life Course Framework for Improving the Lives of Boys and Men of Color.” For the complete presentation, go to: [http://www.gih.org/files/AudioConf/Building%20a%20Movement%20\(Abbreviated\).pdf](http://www.gih.org/files/AudioConf/Building%20a%20Movement%20(Abbreviated).pdf).

<sup>4</sup> Homies Unidos. “Noble Youth / Joven Noble; Rites of Passage.” For complete information go to: <http://homiesunidos.org/programs/noble-youth/>.

4. **Scalable Efforts.** Rather than creating new programs or services, current initiatives, programs and campaigns with demonstrated success should be scaled to meet the needs of the community.
5. **Community Involvement.** Find natural leaders in the community and incorporate their input about effectively serving the community. These leaders may be faith-based, or respected individuals in the neighborhoods we seek to serve.
6. **Policy Leverage.** Ensure that policies in place propel our boys and young men of color forward and not hold them back.
7. **Family Engagement.** Take a family-oriented approach to addressing the needs of boys, to show respect for the child’s parents and community, whether the boy is three years old or 13 years old. Recognize that children and adults do not live in isolation; address the holistic needs of the family whenever possible.
8. **Cultural Competency.** Programs, services and policies should be truly culturally competent rather than culturally specific. Local leaders and stakeholders should embrace involvement of volunteers, mentors and service providers who reflect the diversity of Silicon Valley. No one is culturally competent by virtue of their ethnicity alone, nor are leaders less culturally competent because they are not men of color.

**About San José and Santa Clara County**

While San José has a long history of diversity and innovation, and headline numbers portray a City that is affluent, well-educated and at full employment, a deeper dive shows profound disparities.



**Large and Diverse Population**

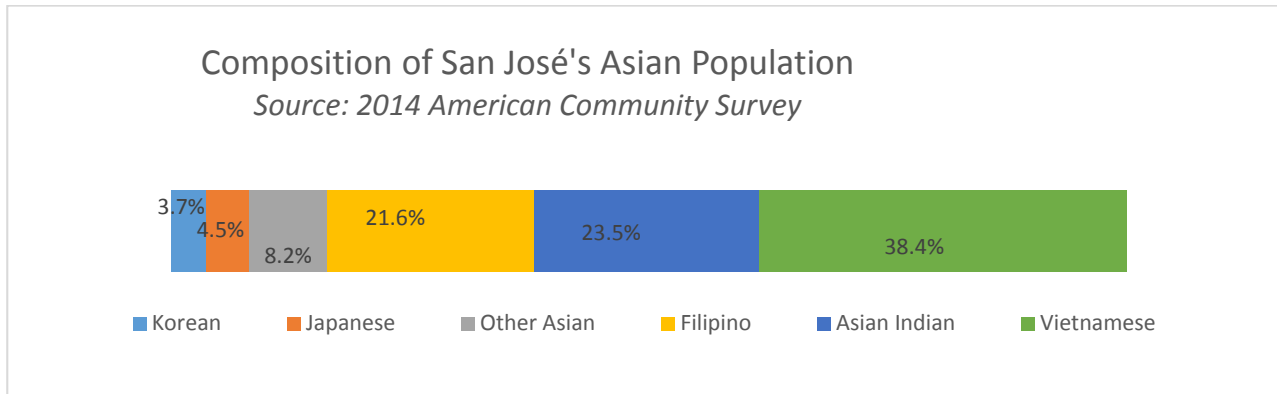
With a population that surpassed the 1 million mark in 2014 and with over 300,000 households, San José is the tenth largest city in the country and the third largest in California (behind Los Angeles and San Diego).<sup>5</sup> San José is diverse, with no one group claiming a majority. Most households speaking a language other than English at home.<sup>6</sup> San José is also the largest city in Santa Clara County, which has

<sup>5</sup> US Census Bureau. 2014 American Community Survey

<sup>6</sup> idem

a population of 1.8 million. Located at the southern portion of the San Francisco Bay Area, the county is often referred to as “Silicon Valley,” and San José as the “Capital of Silicon Valley.”

San José’s Asian population is itself very diverse, with the Vietnamese community accounting for the most significant share, with 38 percent of the total. The data presented in the rest of the report does not break out the Asian population by ethnicity or country of origin because the information is not readily available. However, it is important to take note from the outset that this requires additional study.



Despite limitations, indications are that Vietnamese youth are more likely to be at-risk; a few key indicators are noted here:

- 58 percent of the population is not proficient in English, as compared to 30 percent of Latinos;
- 26 percent of adults 25 years or older have not completed high school education, as compared to 17 percent for San José as a whole, and
- Only 27 percent have some college education, as compared to 65 percent for all San José residents.

### ***Income Disparity***

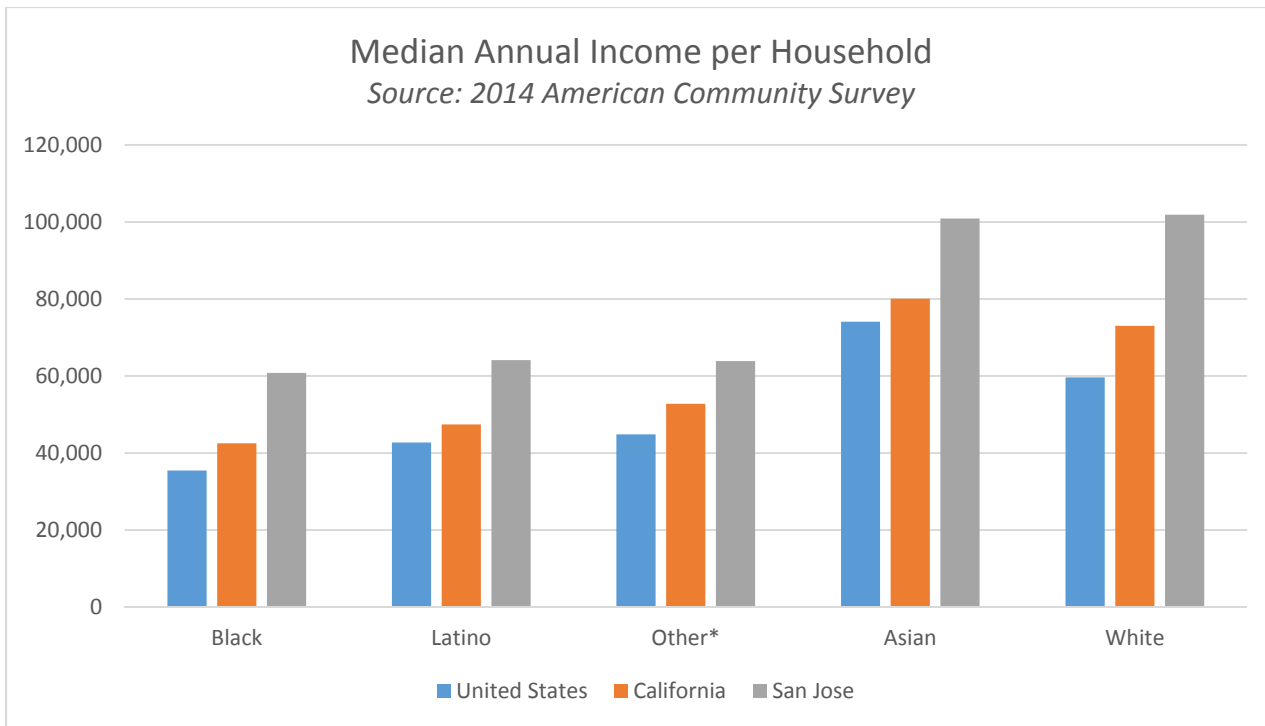
Driving home the issue of disparities is the inequitable distribution of income among San José households. For San José, the 2014 American Community Survey shows median income as \$87k (\$91k for Santa Clara County as a whole). Yet, this very high number masks deep disparities among households – the top 20 percent of households earn a median income of \$107k (\$196k for the top 5 percent), while the bottom 20 percent earn only \$22k per year.<sup>7</sup>

Following the same trend as in California and the U.S. overall, black, Latino and other minority households (Alaskan, Pacific Islander and mixed race) fare significantly worse than their Asian and white counterparts. In San José, median household income for black households is \$61k per year; for Latino and other minority households it is \$64k, as compared with just over \$100k for white and Asian households.<sup>8</sup>

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<sup>7</sup> idem

<sup>8</sup> idem



In other parts of California, and the country, these numbers may appear high when compared to the federal poverty limit, which is just under \$21k for a family of three (the average household size in San José is 3.20). The very high local cost of living, however, suggests that the numbers do not translate into high standards of living. The Self-Sufficiency Standard — the amount of income necessary to meet basic needs (including taxes) without public subsidies — for a family of three (two adults and a school-aged child) in Santa Clara County is almost \$63k. To earn this amount, both adults would need to earn an hourly wage of \$14.82. Yet the minimum wage in San José is only \$10.30. Extraordinarily high housing costs are the major cost driver. As of October 2015, the average monthly rental for a one-bedroom apartment within 10 miles of San José was \$2,410.<sup>9</sup>

### **Complex Governance**

As diverse as San José’s population is, so too are its institutions and systems of governance and engagement.

#### *City of San José*

The City of San José operates under a hybrid, council-manager governance structure that combines the policy leadership of elected officials on City Council with the managerial expertise of an appointed City Manager. Under the City Charter, the City Council — comprised of the Mayor and 10 elected Councilmembers, one for each of San José’s districts — is the legislative body that represents the community, formulates policy, adopts laws and ordinances and approves budgets. The Council is also charged with hiring five key City management positions: City Manager, Attorney, Clerk and Auditor and the Independent Police Auditor. San José’s Mayor is responsible for recommending policy, program

<sup>9</sup> Rainmaker Insights. [www.rainmakerinsights.com](http://www.rainmakerinsights.com)



and budget priorities to City Council, which in turn approves policy direction for the City. Implementation of policies is delegated to the City Manager, who reports to the City Council.

Twenty-six City of San José boards, commissions and committees operate alongside City Hall with the purpose of advising the City Council and providing ongoing input into policies and issues affecting the community. Five emerge as particularly relevant to the work of MBK: SJ:

- Youth Commission;
- Parks and Recreation Commission;
- Library and Early Education Commission;
- Work2future Board, and
- Mayor’s Gang Prevention Task Force.

The programs and services provided by the City Government include City Police, utilities such as water and garbage and recycling; planning, building and code enforcement and transportation; and parks, recreation and libraries.

#### *Santa Clara County*

Governed by an elected Board of Supervisors representing five county Districts, the County of Santa Clara oversees many of the primary services provided by municipal government, including public health and county hospitals; social services including foster care; elections; county law enforcement, departments of corrections, probation, public defender and district attorney.

#### *Santa Clara County Office of Education*

The Santa Clara County Office of Education (SCCOE) acts as the coordinating body for the 34 school districts in Santa Clara County, including the 19 that serve the children of the City of San José. The SCCOE is governed by an elected, seven-member County Board of Education and administered by the County Office of Education Superintendent.

#### **My Brother’s Keeper Priorities for San José**

Much has been learned over the six months since the MBK: SJ Local Action Summit. Ongoing conversations, a deep dive into the data and a firm commitment to action have informed the process, findings and recommendations that are documented in this report. The vision that emerges from this work is three-fold: first, to understand the facts. A deeper exploration of the status of boys and young men of color in San José will better inform the priorities for future work. Second, develop policies that can improve program outcomes. And finally, use the President’s MBK invitation to develop and leverage existing communities of action to ensure a laser-focus on outcomes for our boys and young men of color.

This process has resulted in defining the MBK: SJ Initiative along four priorities:

- Entering school ready to learn;
- Reading at grade level by third grade;
- Graduating high school ready for college and career, and

- Reducing youth engagement in crime and providing pathways to success for youth who have interacted with the criminal justice system.

In doing so, MBK: SJ acknowledges the critical role that these play on the course of a young man's life and the assets that the City of San José already has that can be leveraged to further improve outcomes for boys and young men of color.

The following sections provide an overview of the data, and what it tells us about how boys and young men of color are faring in each of our four priority areas. For each area, the overview is followed by a scan of some of the key entities in the community (both municipal and community-based) that work on the related educational, workforce and justice system topics. (A more complete list can be found in Appendix A.) This is followed by a review of the policies and programs implemented by the City of San José in each of the priority areas.

The final section of this report recommends a Framework for Action that takes a coordinated and collaborative approach and one that leverages existing priorities and community assets. With a vision to integrate MBK goals into the City's priorities, the MBK: SJ Framework for Action can enhance existing City programs and infrastructure through data-driven work plans with a razor-sharp focus on outcomes and a collaborative impact.

### **Priority 1: Entering School Ready to Learn**

During the early years of a child's life, the brain develops rapidly, and is heavily influenced by the child's experiences. Unfortunately, boys of color are more likely than their counterparts to live in poverty, which presents an array of environmental factors that can harm their development and life outcomes. Research shows that children who have early learning experiences are more likely to have the skills expected to be successful in kindergarten and beyond. With gaps between boys from lower- and higher-income families beginning in infancy, efforts to eliminate disparities must start at the very earliest ages and focus on both parents (caregivers) and teachers.

All children should enter school ready to learn physically, cognitively, socially and emotionally. Based on 2013 assessment data carried out by Applied Survey Research (ASR) in four school districts in San José (Alum Rock, Evergreen, Franklin-McKinley and Oak Grove), boys are significantly less ready for kindergarten in all domains of school readiness: kindergarten academics, self-regulation, self-care, motor skills and social expression.

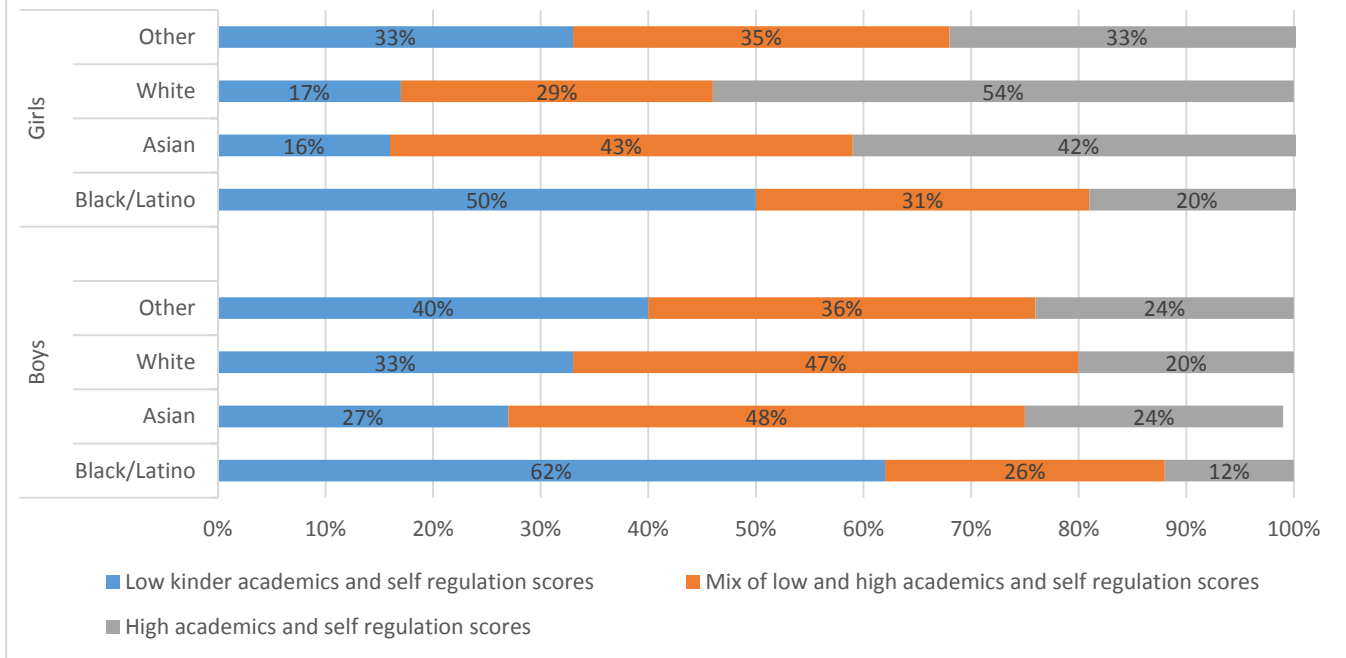
The chart below focuses specifically on two of these domains: kindergarten readiness and self-regulation for boys and girls. In previous studies, ASR has found that when kindergarteners have strong skills in both kindergarten academics and self-regulation, they are three times as likely as their less-ready peers to be proficient or advanced in third-grade English Language Arts standardized tests (STAR).<sup>10</sup>

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<sup>10</sup> Applied Survey Research. (2010). School readiness and student achievement: A longitudinal analysis of Santa Clara and San Mateo County students. Report can be downloaded at [www.appliedsurveyresearch.org](http://www.appliedsurveyresearch.org).

### Percent of Kindergarteners by Proficiency Group and Race, 2013

Source: Kindergarten Observation Form, Applied Survey Research

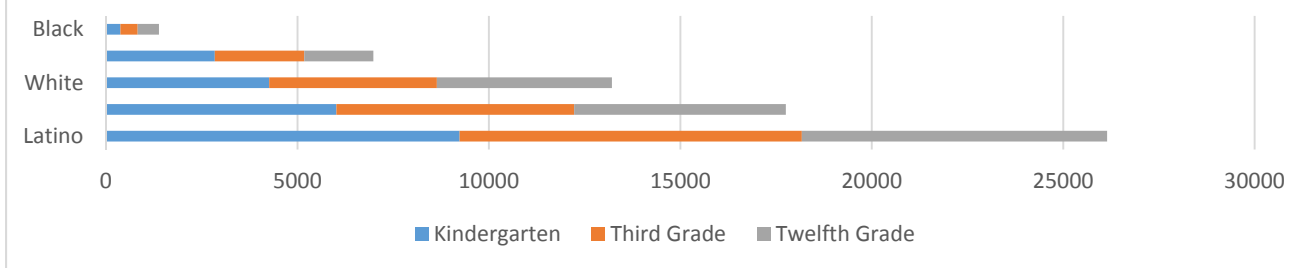


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Kindergarten academics and self-regulation are significant indicators for third grade success. The data show that only 12 percent of black and Latino male kindergartners<sup>12</sup> had high scores on both indicators, while Asian, white and other were almost double that rate. Boys scored significantly lower than girls across all demographics.

### Santa Clara County Enrollment by Race for Selected Grades, 2014-15

Source: California Department of Education



<sup>11</sup> Applied Survey Research. (2013). Kindergarten Observation form. Administered in Alum Rock School district, Evergreen School district and Franklin-McKinley School District.

<sup>12</sup> Black boys are grouped with Latino because the number of black boys (9) in the four districts was too small to report separately

## **Entering School Ready to Learn: Overview of Key Programs in the Community**

### *The Santa Clara County Office of Education*

The Santa Clara County Office of Education is funded by the U.S. Department of Health and Human Services (HHS) to provide Head Start services to 2,150 Head Start-eligible, preschool-age children in Santa Clara and San Benito counties. Head Start centers are located in most cities in the two-county area, including San José. The Early Head Start Program enrolls eligible infants and toddlers and provides services in collaboration with East Side Union High School District, San José Unified School District, Kidango, Inc., and the SCCOE State Preschool Program. The Department of Early Learning Services also supports other programs and initiatives, including State Preschool, the Inclusion Collaborative (children with disabilities in early care and education), the Local Early Education Planning Council, the California Preschool Instructional Network, Educare of Silicon Valley and Transitional Kindergarten.

### *First 5 Santa Clara County*

In 1998, Californians voted to dedicate tobacco taxes to local health and education programs for young children ages 0-5. This funding source created First 5 commissions in each county across the state. First 5 funding for children's programs is based entirely on local planning and decision making specific to the needs of families in the county, and not on state mandates. Under its 2015-2018 strategic plan, First 5 Santa Clara County has created early learning strategies and outcomes that work with high-need families, early learning educators and policy advocates focused on partnerships. First 5 Santa Clara County has taken the lead in advocating for universal developmental screenings throughout Santa Clara County, increasing the early childhood education (ECE) professional pipeline and county-wide implementation of a local quality-rating improvement system for ECE programs throughout the county.

### *Strong Start Coalition*

The Strong Start coalition was convened in 2012 and includes community leaders, early education providers, nonprofit organizations, elected officials, members of the business community and other key stakeholders who are committed to finding local solutions that will expand access to high-quality early learning opportunities. This coalition has also conducted legislative advocacy efforts at the state level.

## **Entering School Ready to Learn: Policies and Programs of the City of San José**

### *San José Public Library*

In 2014, the San José Public Library undertook an extensive look at the local early childhood education field, including interviews with local parents and caregivers and library agencies. This work resulted in a comprehensive approach toward developing an Early Learning Education Strategy that capitalizes on the Library's strengths and resources, and brings the Library further into alignment with community efforts surrounding early learning. The strategy is based on four themes: provide early learning experiences, support parents and caregivers, support early educators and serve as a community resource.

Current Library initiatives include:

- increased access to play-based learning with *Wee Play San José* centers at seven locations;
- 50 weekly story times that engage 8,000 visitors each month in language and learning activities that develop pre-reading skills;

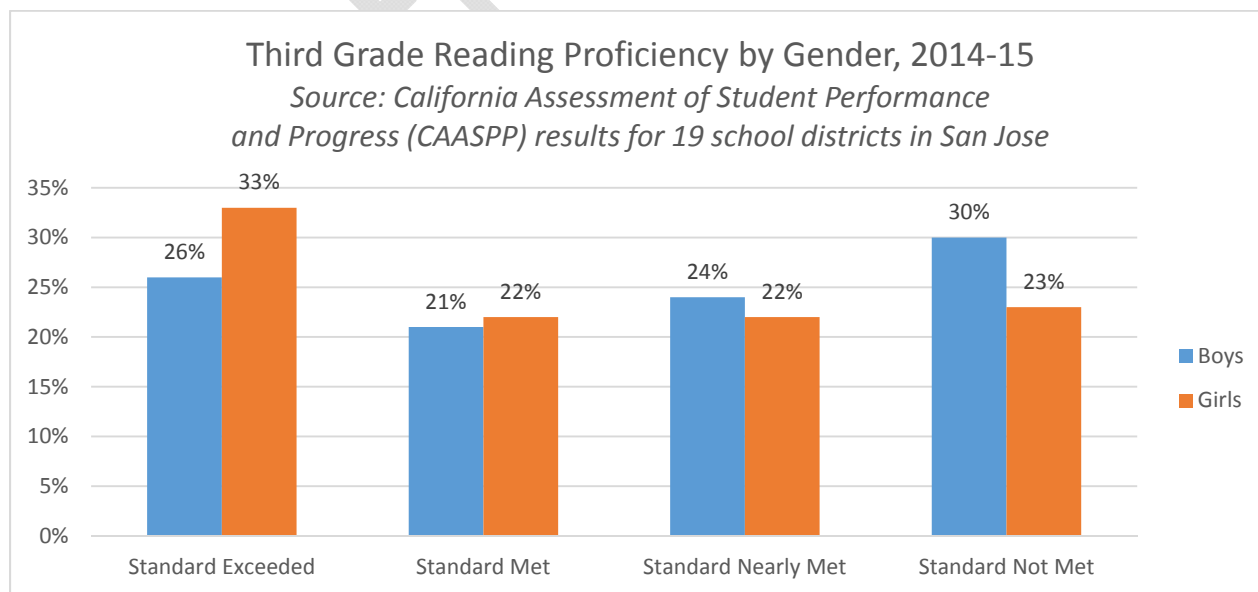
- *1,000 Books Before Kindergarten*, a reading challenge that encourages families to share books and reading often to receive a strong start in learning;
- a Bridge Library collection at Educare Silicon Valley, the first in a series of collaborations with First 5 Santa Clara County that brings Library collections and staff to community hubs;
- the *Summer Reading Challenge*, an annual city-wide event that, in 2015, worked closely with 49 preschools and family childcare homes to expand participation to an additional 2,000 early learners.

*The City of San José’s Parks, Recreation and Neighborhood Services (PRNS) Department*  
 PRNS’s Recreation Preschool Program prepares children for kindergarten with age-appropriate activities, learning concepts, socialization skills and fun. Operating August through June, the program engages over 500 two- to five-year-old boys and girls in program activities at the City’s various community centers.

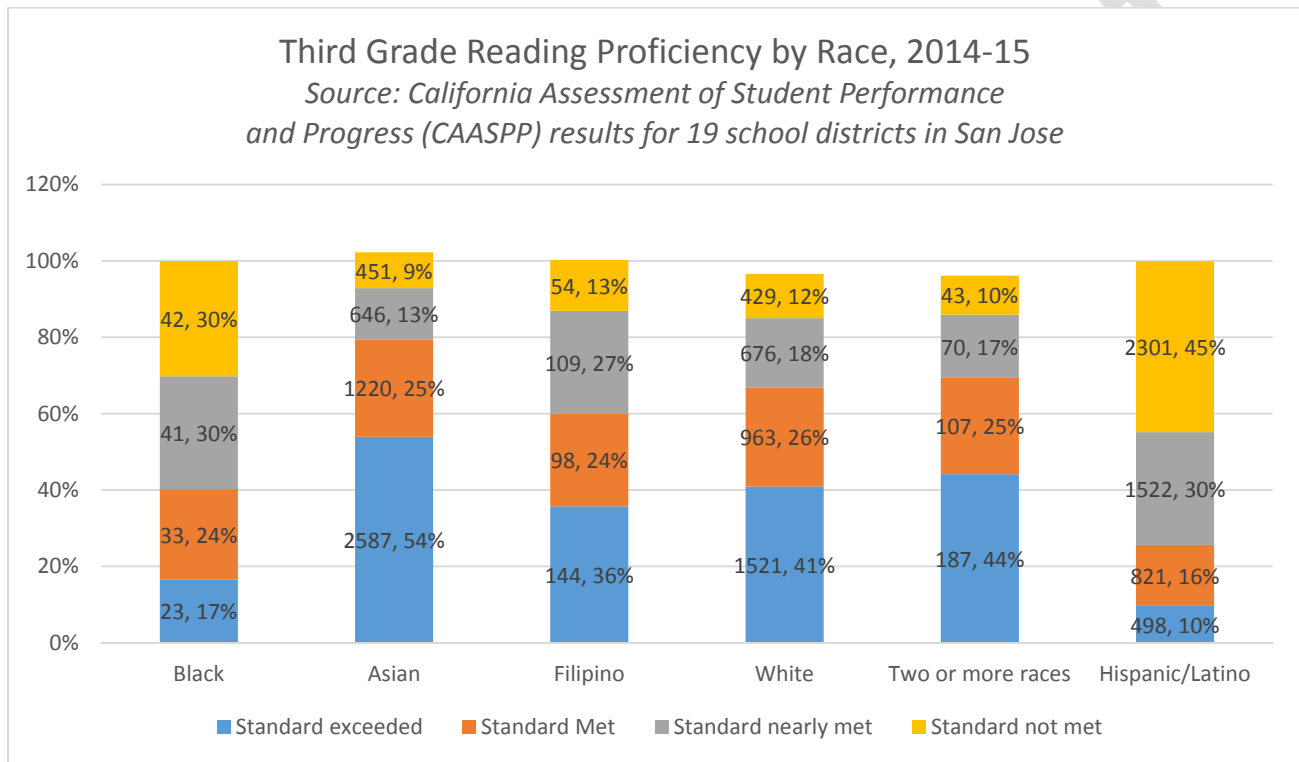
**Priority 2: Reading at Grade Level by Third Grade**

All children should be reading at grade level by the end of third grade, when reading to learn becomes essential. Children who are not reading at proficient levels by the end of third grade are more likely to struggle throughout their school years, potentially making them less likely to finish high school or attend college.

Latino children represent the vast majority of children in San José. Of the nearly 6,000 third graders tested for reading proficiency in 2014-15, one-half were Latino, 31 percent were Asian and 2 percent, or 104 children, were black. Overall outcomes are low for both boys and girls, but lower for boys. Only 47 percent of boys and 55 percent of girls exceeded or met the standard according to the California Local Testing Agency (CAASP). Boys consistently scored lower than girls and 54 percent of boys did not meet the standard.



Racial disparities are even more significant: 60 percent of black third graders - double the percentage of white - and 75 percent of Hispanic/Latino third graders tested below the standard for reading proficiency. This amounts to just over 80 black third graders who would have required earlier interventions in order to be reading at grade level; for the Hispanic/Latino children, intervention was needed for over 3,800 students.

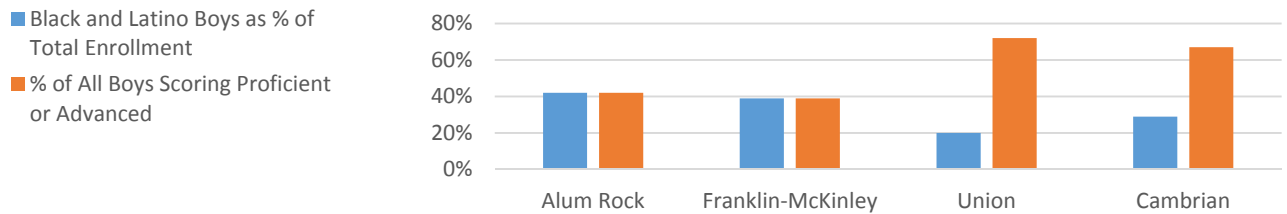


While current information is not readily available for third grade proficiency by both gender and race,<sup>13</sup> the available information suggests that boys of color are not proficient in reading by the third grade, and where they go to school may play a role. The chart below demonstrates that boys who are in school in districts that are predominantly black and Latino fared far worse on the third-grade English Language Arts (ELA) standardized (STAR) tests than those who are not.

<sup>13</sup> ASR has submitted a request for this data to the California Department of Education.

## English Language Arts Performance for Boys in Districts as Compared to Black and Latino Enrollment in Selected Districts, 2012-13

Source: California Department of Education



### Reading at Grade Level: Overview of Key Programs in the Community

#### *The Santa Clara County Office of Education*

The Santa Clara County Office of Education supports 34 school districts, of which 19 fall within San José City boundaries. Five of these serve San José’s high schoolers and 15, its elementary school children.

#### *The Region V County Offices of Education*

The Region V County Offices of Education provides services to expanded learning programs in Santa Clara and neighboring counties to the south that are funded through After School Education and Safety Program of the California Department of Education (ASES) and 21st Century Community Learning Centers (CCLC). CCLC is the only federal funding source dedicated exclusively to after school programs that provide services to students attending high-poverty, low-performing schools. ASES funds local education and enrichment programs that are created through partnerships between schools and local community resources to provide literacy, academic enrichment and safe, constructive alternatives for students in kindergarten through ninth grade.

#### *The Santa Clara County After School Collaborative (SCCASC)*

SCCASC is a capacity building collaborative of community based organizations, school district and site staff and local government that is dedicated to the advancement of quality after school programs. The collaborative focuses its activities on developing high quality programs; ensuring a well-trained workforce and advancing supportive public policy and advocacy.

### Reading at Grade Level: Overview of City Policies and Programs

#### *School-City Collaborative*

Chaired by the Mayor and managed by the City Manager’s Office, the School City Collaborative brings together the 19 superintendents with key City department directors, including Parks, Recreation and Neighborhood Services, and the Library. The Collaborative’s work plan reflects the joint priorities of the City and school districts and currently includes, for example, SJ Learns extended learning program; SJ Works Summer Youth Employment Program; safety; joint use of open and recreational spaces and truancy.

#### *San José Public Library*

San José Public Library contributes to the educational ecosystem by providing dynamic opportunities for educational enrichment during out-of-school time. Studies by the U.S. Department of Education

point to the cumulative effects of summer learning loss, as well as the positive impact that reading for fun has on academic achievement. The Library's *Summer Reading Challenge* encourages students to read every day throughout the summer to retain skills and return to school ready to learn. In 2015, over 18,500 children and youth participated in the challenge, and 94 percent of participants surveyed reported reading for an average of 20 minutes per day.

To support students during the school year, the Library offers Homework Clubs at 12 locations, pairing students with trained volunteers to provide one-on-one assistance to students in grades K-8. Students frequently utilize the Library's 1,538 public computers, with peak use occurring on weekdays after school. In addition, the Library is currently developing a pilot program in collaboration with three school districts to enhance school library and classroom book collections by creating a seamless connection between schools and Library e-book collections. The student e-book platform, set to launch in early 2016, includes tools for educators to assess student reading levels and provides interactive features for students that encourage reading engagement. To further extend access to high quality reading materials, the Library will provide tablet e-readers for loan in targeted communities.

#### *The City of San José's Parks, Recreation and Neighborhood Services (PRNS) Department*

PRNS operates 10 community center hubs that are a focal point for program delivery, and manages 42 community and neighborhood centers that provide spaces for service delivery by nonprofit groups, neighborhood associations and school districts. With funding from the California Department of Education After School Education and Safety Program (ASES), PRNS provides after-school programming for approximately 600 children in one elementary school in the Berryessa Union School District and four schools in the Alum Rock Union Elementary School District.

SJ Learns was shaped by the SJ Learns Working Group, which brought together leaders from the community, education, philanthropy and government to create a roadmap for a sustainable initiative to substantially expand the reach and quality of extended learning and after-school programs city-wide. Administered by PRNS and managed by Silicon Valley Community Foundation, the initiative put out a request for proposals that encouraged school districts to present innovative programs that reach low-income San José children in grades K-3. Expected to reach 1,500 school children over two years, this initiative expects to make significant progress on raising student achievement by the third grade. Its partnership strategy will leverage the talents, expertise and resources of all stakeholders: schools, students and parents, philanthropy, business and the City of San José.

### **Priority 3: Graduating from High School Ready for College and Career**

In 2014, the Pew Research Center published results on the disparities in annual earnings among young adults as a result of education levels. The median income for a high school graduate nationally is \$28K, while that of a college graduate with a bachelor's degree or more is two times that.<sup>14</sup> High school dropouts have lower earning power and job opportunities in today's competitive global economy and will earn \$400k - \$500k less over a lifetime<sup>15</sup>.

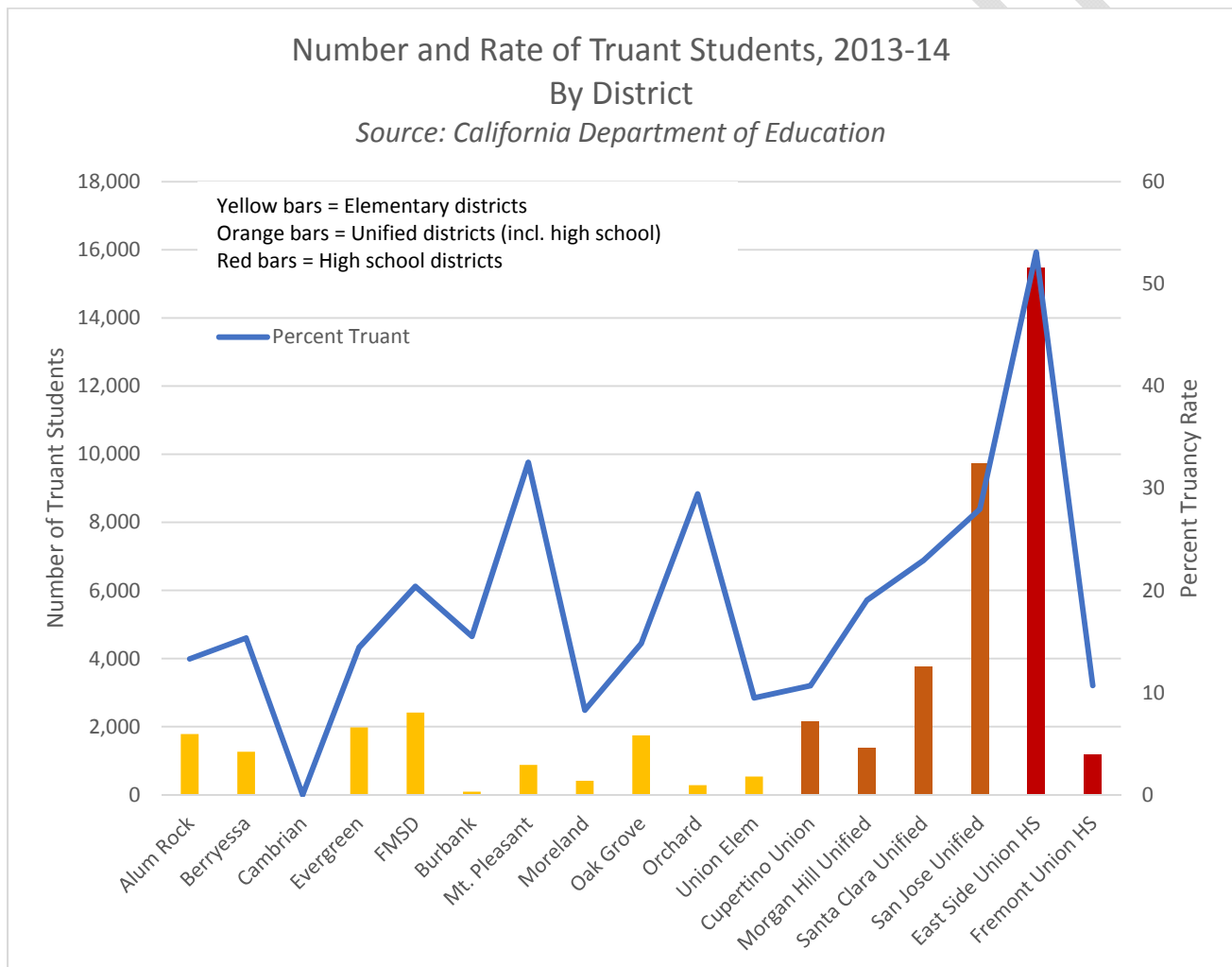
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<sup>14</sup> Pew Research Center, "The Rising Cost of Not Going to College." February 11, 2014

<sup>15</sup> Santa Clara County Office of Education, Charles Weis, Ph.D. "SJ2020." 2010.



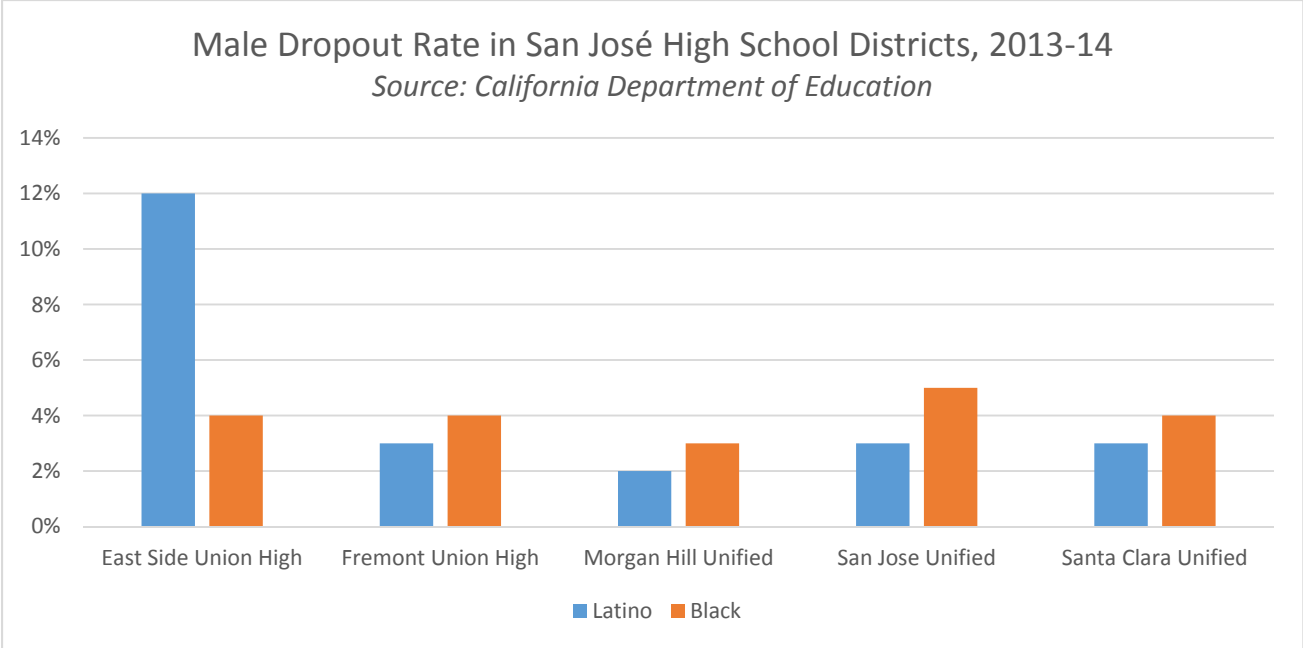
In California a truant student is one who misses more than 30 minutes of instruction without an excuse three times during a school year. Missing instruction time harms a student’s chances of succeeding in school, and truancy is a predictor of low student achievement and high dropout rates.<sup>16</sup> Elementary school attendance is as critical to a student’s long-term success as high school attendance. “When students are chronically absent from elementary school, they fall behind academically, they are less likely to graduate from high school, and they are more likely to be unemployed, on public assistance, or victims or perpetrators of crime,”<sup>17</sup> according to a 2015 report from California Attorney General Kamala Harris. The chart below confirms that in San Jose, truancy during a student’s early years is a significant predictor for high school truancy.



Among black students attending high schools in San José, the dropout rate remains higher than for Latinos, with one significant exception—East Side Union High School District. The 12 percent dropout rate for boys there is about three times that of other districts.

<sup>16</sup> Center for American Progress. “The High Cost of Truancy.” March 26, 2015

<sup>17</sup> California Attorney General, Kamala D Harris. “In School + on Track 2015. Attorney General’s 2015 Report on California’s Elementary School Truancy & Absenteeism Crisis.

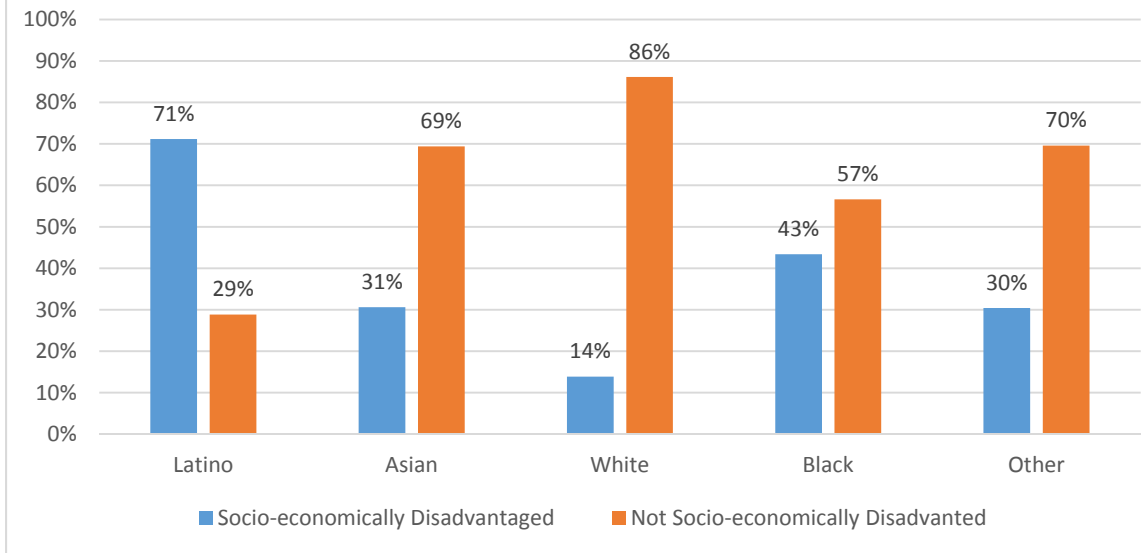


According to the definition adopted by the State Board of Education, socio-economically disadvantaged students are those who meet either one of two criteria: neither of the student’s parents has received a high school diploma, or the student is eligible for the free or reduced-price lunch program.

The chart below shows an interesting statistic: Socio-economically disadvantaged Latino boys are graduating at higher rates than non-socio-economically disadvantaged Latino boys as well as their peers. This warrants further investigation because it is not reflective of the trend we are seeing for other races.

## High School Graduation Rates for Male Youth in San Jose, 2013-14

Source: California Department of Education



### **Graduating from High School Ready for College and Career: Overview of Key Programs in the Community**

#### *Kids in Common*

Kids in Common focuses on systemic change to improve children's lives in Santa Clara County through advocacy for effective investment and policies for children and support for the mobilization of public and private resources to meet children's needs. Kids in Common is the convener and coordinator for College Day, a collaborative, county-wide effort to create a college-going culture among students in Santa Clara County, and to inspire and support first-generation students in their pursuit of a college education.

#### *The San José State University Division of Student Affairs*

The San José State University Division of Student Affairs is focused on improving the student experience and engaging the San José State University community throughout San José. The Division hosts several initiatives and partnerships, including the College Day Family and Community Conference, which provides families, parents and students an opportunity to learn about preparing, saving and paying for college. Through programs like the Asian American and Pacific Islander Initiative, Advancing Latino Achievement and Success and the African American College Readiness Summit, members of the SJSU and San José community are invited to visit SJSU to participate in programs that seek to boost college enrollment and graduation among communities.

#### *The California Student Opportunity and Access Program (Cal-SOAP)*

Cal-SOAP is an outreach program of the California Student Aid Commission that works with school districts and high schools as well as with high school and college student counseling staffs to improve the flow of information about college and financial aid for traditionally underrepresented students.

San José Cal-SOAP focuses on increasing the number of students from groups with historically low college eligibility that go to college by promoting academic preparation for postsecondary education. Cal-SOAP staff and volunteers work with parents and students on financial aid processes and application procedures and to increase the transfer rate from community college to four-year institutions.

*County of Santa Clara-Office of the District Attorney Truancy Abatement Team*

County of Santa Clara-Office of the District Attorney Truancy Abatement Team works with schools and parents of truant youth with the goal of reaching agreements and improving attendance.

**Graduating from High School Ready for College and Career: Overview of City Programs and Policies**

*San José Public Library*

San José Public Library offers a variety of services that support students on their path to graduation from high school and preparation for college or a career. An abundance of resources are available 24/7 via the Library website, including:

- practice tests and tutorials for the standardized exams required by most post-secondary educational institutions including, for example, the SAT (Scholastic Aptitude Test) and GRE (Graduate Record Examination), and for employment placement including ASVAB (Armed Services Vocational Aptitude Battery) and for civil service jobs; resume builders and personalized feedback on resumes and cover letters;
- online real-time tutoring in English, Spanish and Vietnamese;
- online job training and career coaching;
- video tutorials on Microsoft Office, Adobe design tools and QuickBooks, and
- virtual technology courses on programming and coding.

The Library is participating in a pilot program through the California State Library to offer Career Online High School (COHS), a fully accredited online program that gives students the opportunity to earn a high school diploma and credentialed career certificate. Aimed at adults age 19 and over, COHS brings non-traditional learners back into the educational system and prepares them for employment. During the pilot phase, the Library will enroll 24 students in COHS. To assist with the transition from high school to college, the Library received a grant from the California State Library to develop a Life Skills Academy with workshops focused on real world skills to help students gain independence.

At the main Library facility downtown, a new Teen Center and Works Center will debut in early 2016. The Teen Center will prominently feature a “makerspace” where youth can develop technological skills, and the Works Center will provide a bridge to employment with career coaching and drop-in interview sessions. Over one in four participants in Library dropped-in interview sessions held during fall 2015 received offers of employment. In collaboration with the Office of the Mayor and Robert Half Associates, SJ Library Works is expected to launch in the spring, offering online employment training for entry-level, tech-enabled jobs in finance and information technology.

*work2future*

Work2future housed within the Department of Economic Development, is San José’s Workforce Investment Board and part of the Public Workforce System that supports economic expansion and the

development of the nation's labor pool. With a Board of Directors that comprises small and large businesses, educational institutions and community-based organizations, work2future provides job seekers, including youth, the skills training and support needed to find a job. Work2future serves approximately 470 youth and young adults annually. Work2future provides critical services to job seekers through its One-Stop Career Centers, as well as small business development services.

Work2future is collaborating with the Office of the Mayor and the SJ TechHire Working Group (participating organizations are listed in Appendix B) to develop and roll out SJ TechHire. The program is designed to provide accelerated training opportunities for disconnected youth that will enable them to compete for well-paying tech-enabled jobs.

#### *SJ Works Youth Summer Employment Program*

The SJ Works Youth Summer Employment Program, implemented by the City as a collaboration between work2future and PRNS, provides at-risk youth access to job opportunities during the summer months in an effort to deter youth violence. The program works with community agencies in gang-impacted and low-income communities to provide at-risk youth with summer employment, job skills training and wrap-around services. During the summer of 2015, the program served 234 youth with a 93% retention rate; the goal is to increase that number to 1,000.

#### *The School Liaison Unit of the San José Police Department*

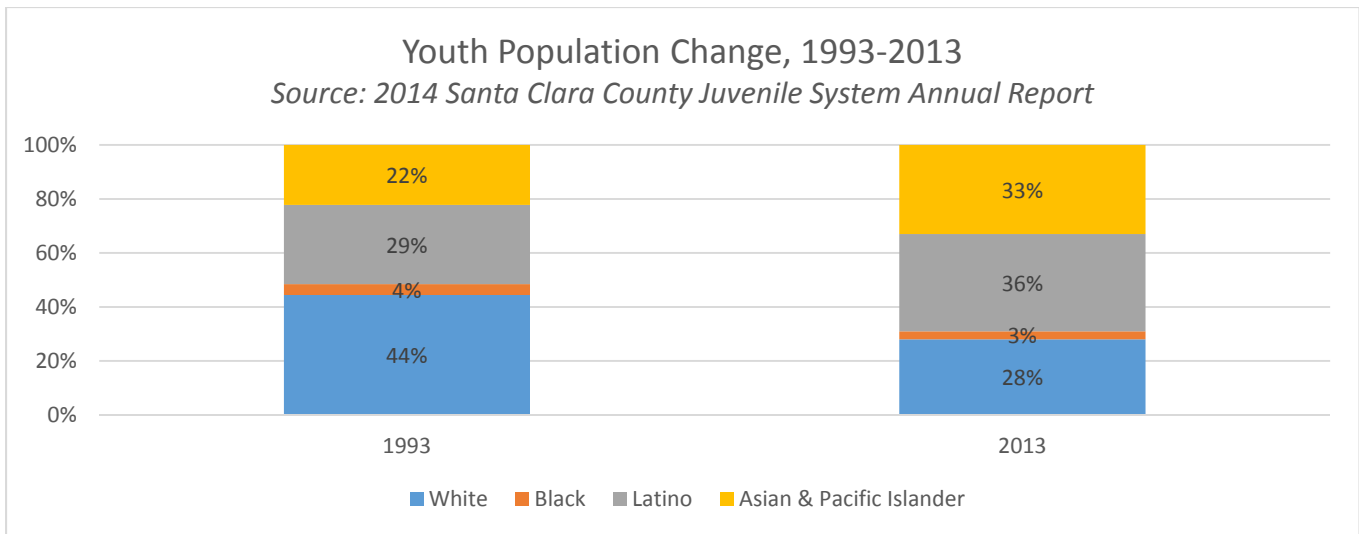
The School Liaison Unit of the San José Police Department works with the City's 19 school districts on school safety committees and truancy committees. The Truancy Abatement Burglary Suppression (TABS) program seeks to reduce the number of daytime burglaries and reduce truancy. The Together Empowering and Mentoring Kids (TEAM) program allows patrol officers to visit elementary schools with a primary goal to support crime prevention and youth safety with an emphasis on gang prevention education. Senior grade students at the school are the target audience, as they are often looked upon as leaders in the school. Enlisting the group's buy-in to set a gang prevention climate can have positive ripple effects upon other students.

#### **Priority 4: Reducing Youth Engagement in Crime and Providing Pathways for Success for Youth who have interacted with the Criminal Justice System.**

The 2014 Santa Clara County Juvenile System Annual Report highlights the significant increase in County's youth population (21%) over the 20-year period from 1993 to 2013 as well as a dramatic change in its racial composition. While the number of Latino and Asian youth increased significantly, the proportion of white youth decreased by 16% and black youth decreased by 1%.<sup>18</sup>

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<sup>18</sup> The Juvenile Justice Court; Probation Department, Juvenile Services and Institutions Divisions; District Attorney's Office; Offices of the Public Defender and Alternate Defender; Social Services Agency, Department of Family and Children Services; Mental Health Department; and W. Haywood Burns Institute. "Santa Clara County Juvenile Justice System Annual Report. 2014"

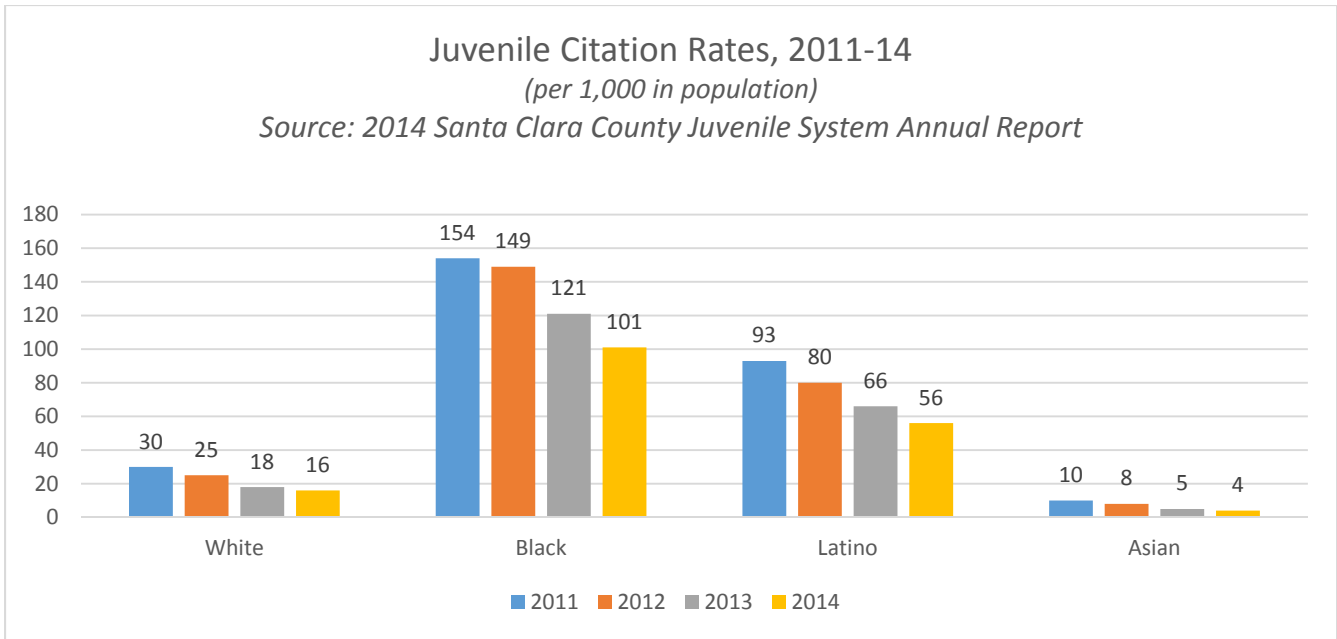


Disparities among the numbers of disconnected youth in San José provide yet another picture of the effectiveness—or ineffectiveness—of County and City’s efforts to prepare youth for college and career. Here again, disparities are evident among racial groups. While population numbers for black youth are too small to include, estimates show that 13 percent of Latino youth and young men are connected to neither school nor employment. Measure of America describes a “disconnected neighborhood” as one that demonstrates low levels of human development and educational attainment and high levels of poverty, adult unemployment and a high degree of racial segregation. A significant finding is that nationally, black youth struggle more with employment while Latino youth struggle more with education.<sup>19</sup>

The good news is that between 2011 and 2014, youth involvement across the justice system decreased in Santa Clara County, from arrests, to petitions filed, referrals and finally admissions to Juvenile Hall. The largest decrease has been in arrests, which totaled 9,720 in 2011 and fell to 5,636 in 2014. And, despite entrenched disparities, these decreases benefited all racial and ethnic groups.

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<sup>19</sup> idem



However, the Juvenile System Annual Report also points out that Latino and black youth remain overrepresented in arrests and citations. The disparity gap - the number of times a group is more likely to be arrested or cited than their peers - is 6.4 for black youth and 3.6 for Latino. While Latino youth represent 36 percent of the population, they accounted for 67 percent (3,767) of those arrested or cited in 2014; black youth represent 3 percent of the juvenile population, but represented 9 percent (518) of arrests or citations in the same year. This compares unfavorably with white youth, who account for 28 percent of the population yet only represented 15 percent of arrests and citations.

**Reducing Youth Engagement in Crime and Providing Pathways for Success for Youth who have interacted with the Criminal Justice System: Overview of Key Programs in the Community**

*Santa Clara County District Attorney's Office*

The Santa Clara County District Attorney's Office convenes the Parent Project, a program geared toward helping parents with adolescents mandated to participate in a juvenile diversion program. It is the largest program of its kind in the country. Since 2008 over 1,800 parents have participated in the 12-week course.

*Santa Clara County Office of Education Alternative Education*

The Santa Clara County Office of Education Alternative Education seeks to help students who were unsuccessful in traditional educational settings learn in a personalized environment that fosters human dignity and promotes academic, social, emotional and personal success. They serve at-risk and incarcerated youth in juvenile probation department facilities and community schools serving students released from their home districts. Alternative Education emphasizes improving students' literacy, numeracy and social skills, preparing them to obtain a General Education Development (GED).

## **Reducing Youth Engagement in Crime and Providing Pathways for Success for Youth who have interacted with the Criminal Justice System: Overview of City Programs and Policies**

### *Mayor's Gang Prevention Task Force*

The Mayor's Gang Prevention Task Force (MGPTF) is a national model of collective impact that promotes public safety through a collaboration of stakeholder groups consisting of government, law enforcement, community, youth service providers, faith-based organizations, schools and concerned residents. Established in 1991, the MGPTF is a coordinated inter-agency effort to curb gang-related activity and has been a driving factor in keeping San José one of the "safest big cities in America." The MGPTF most recently engaged in an extensive community engagement process to update its Strategic Work Plan, "Trauma to Triumph," a plan to break youth violence and foster hope. The five strategic goals for the period of 2015-2017 are as follows:

1. Strengthen the Existing Continuum of Services;
2. Establish a Community of Learning;
3. Explore and Implement a web-based Management Information System for MGPTF;
4. Leverage MGPTF Resources and Expertise at the Local, State, Federal and International Levels, and
5. Strengthen Community Education and Mobilization.

### *Bringing Everyone's Strengths Together (BEST)*

BEST is the funding arm of the MGPTF and is the program through which the MGPTF coordinates and contracts with a variety of agencies to deploy a continuum of services consisting of gang prevention, intervention, suppression and re-entry services. The program provides funding to agencies and programs delivering services that are in alignment with the following five eligible services:

1. Personal transformation through intervention and case management services, cognitive behavior change and life skills education;
2. Street outreach worker service: gang outreach, intervention and mediation;
3. Outpatient substance abuse services;
4. Vocational/job training services, and
5. Parent awareness/training and family support.

BEST funding provides critical support to numerous community-based organizations that provide a wide array of violence prevention and gang suppression programs. Collectively, they reach thousands of high-risk and gang-involved youth each year. A complete list of BEST agencies can be found in Appendix C; three are highlighted here:

- Fresh Lifelines for Youth (FLY) is a nonprofit that works with youth ages 15-18 who are in the juvenile justice system or at risk of formal entry to the system to inspire them to change the trajectory of their lives, build their assets, and ultimately reduce their delinquent behavior. FLY's Law Program serves youth, including those who are on probation or incarcerated, with a 12-week legal education course. That is followed by a Leadership Program for youth who have completed the program and want and need to continue making changes to their behavior, but do not yet have all the skills and support to be successful on their own. The FLY Mentor Program trains a limited number of mentors to participate in the Court Appointed Friend and Advocate (CAFA) Program. CAFAs are specially appointed by a judge in the juvenile justice



system to provide additional court advocacy for their mentee, including submitting court reports, making recommendations, attending juvenile court proceedings and addressing the court on behalf of the youth. This year, FLY is expanding the CAFA program to focus on African American youth, a population in Santa Clara County particularly impacted by disproportionate minority contact (rates of contact with the juvenile justice system of a specific minority group that are significantly different between one racial group and another<sup>20</sup>) and therefore deemed as having increased potential to benefit from the court advocacy of a CAFA.

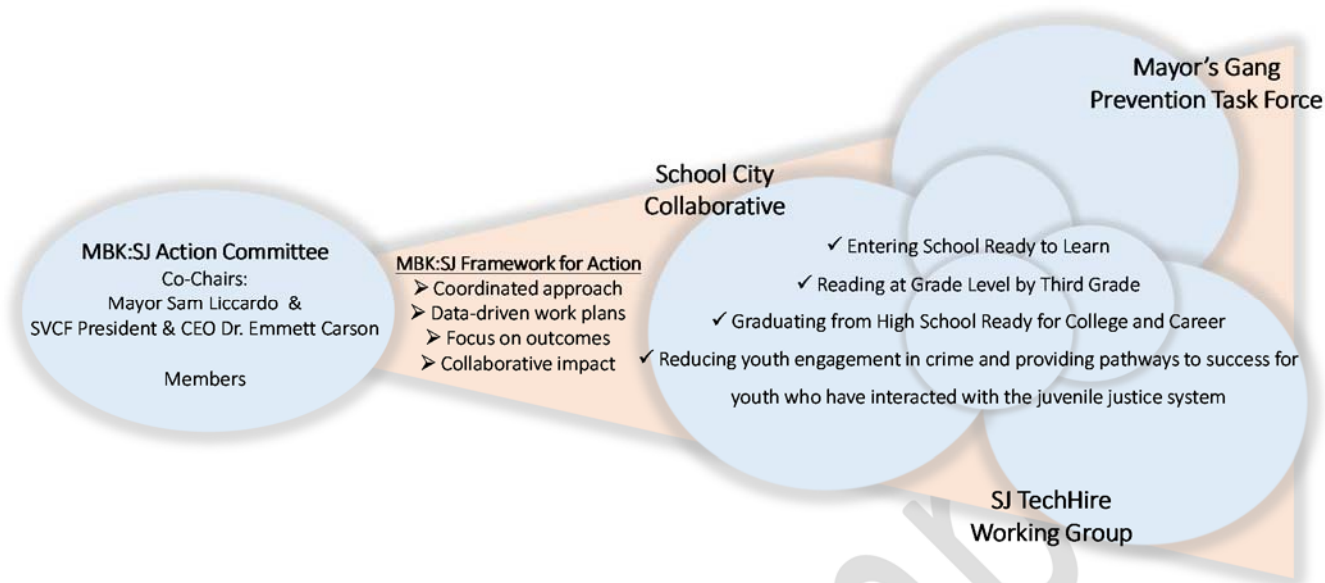
- Bill Wilson Center is committed to working with the community to ensure that every youth has access to the range of services needed to grow to be healthy and self-sufficient adults. The Drop-In Center is a safe place where young people and young parent families can begin to form bonds with caring adults and access essential resources for their overall well-being. The primary goal of the program is to get homeless youth into safe and permanent housing. Services at the Drop-In Center include basic necessities such as food, clothing, personal care items, lockers, and access to phone, computers and email. Showers and washer and dryer facilities are also available free of charge. Support services are also provided at the Drop-In Center. These services address a variety of needs including housing referrals, mental health services, job readiness training, education support, counseling, HIV testing and education, parenting and independent living skills workshops and computer training.
- Alum Rock Counseling Center (ARCC) employs a strategic service delivery system that is unique, delivering programs in homes, in schools, at community centers and at the neighborhood clinic. ARCC programs including Crisis Intervention Prevention for Youth (CIPY) & Truancy Reduction and Support Services (TRSS).

### **Recommendations for MBK: SJ Action Plan**

The figure below presents a Framework for Action for MBK: SJ. With leadership provided by an MBK: SJ Action Committee, chaired by Mayor Liccardo and Dr. Emmett Carson, the vision is to work together through existing initiatives and collaborative efforts to coordinate the approach, implement data-driven work plans and ensure a continued laser-focus on improving the lives of our boys and young men of color.

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<sup>20</sup> Development Services Group, Inc. 2014. "Disproportionate Minority Contac." Literature Review. Washington DC.: Office of Juvenile Justice and Delinquency Preprogram.



The five steps outlined below provide key milestones on the pathway toward implementation of the MBK: SJ Framework for Action:

1. Convene MBK: SJ stakeholders on December 3, 2015 to:
  - a. Learn more about the policy and program review
  - b. Provide recommendations for policy and program priorities
2. Appoint an MBK: SJ Action Committee to put MBK: SJ Action Framework into effect:
  - a. Coordinated approach
  - b. Data-driven work plans
  - c. Razor-sharp focus on outcomes
  - d. Collaborative impact
3. Coordinate and collaborate with the following community collaborations in order to activate an MBK: SJ Action Plan:
  - a. School City Collaborative
  - b. Mayor's Gang Prevention Task Force
  - c. SJ TechHire Collaborative
4. Focus efforts on City of San José policies and related programs that have the greatest possibility for impact.
  - a. Entering kindergarten ready to learn
    - i. Early learning: SJ Public Library
    - ii. Preschool program: PRNS
  - b. Reading at grade level by third grade
    - i. SJ Learns after-school programs: PRNS
    - ii. Digital inclusion for increased access to educational resources: PRNS and SJ Public Library
  - c. Graduating from high school ready for college and career
    - i. School success programs: SJ Public Library
    - ii. SJ Library Works – libraries as workforce readiness centers

- iii. SJ Works – summer youth employment: work2future & PRNS
  - iv. SJ Tech Hire – employment readiness in tech-enabled jobs: work2future
  - v. Manufacturing Initiative – career pathways in manufacturing: work2future
  - d. Reducing youth engagement in crime and providing pathways to success for youth who have interacted with the criminal justice system.
    - i. Mayor’s Gang Prevention Task Force / BEST: PRNS
    - ii. Safe Summer Program: PRNS
    - iii. Truancy Abatement and Apprenticeship program: SJPD
    - iv. SJ Works – summer youth employment: work2future & PRNS
  - 5. Expand the use, collection and coordination of data
    - a. Use data to detect trends, inform policy and programs, raise public awareness and advocate for/support other municipal or state program or policies
    - b. Collect, use and publish age, gender and ethnicity data to design and evaluate programs
    - c. Develop key performance indicators and develop public dashboards to monitor progress
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**Appendix A – Selected Key Community Program by MBK: SJ Priority Areas**

Name of Organization	Description of Initiative
<b>Entering school ready to learn</b>	
<p>Educare of California at Silicon Valley            Contact: Dr. Lisa Kauffman, Executive Director            1399 Santee Dr., San Jose, CA 95122  <a href="http://www.educaresv.org">www.educaresv.org</a>            Organization Type: Early Education Center</p>	<p>Educare of California at Silicon Valley is the premier early childhood education venue, offering best practices, early childhood education teacher training, and quality early education services for children in the Franklin-McKinley Children's Initiative area in Central San José.</p>
<p>Estrella Family Services            Contact: Cathy Boettcher, Executive Director            1155 Meridian Ave., Suite 110, San Jose, CA 95125  <a href="http://www.estrellafamilyservices.org">www.estrellafamilyservices.org</a>            Organization Type: Nonprofit</p>	<p>EFS programs offer quality early learning opportunities to promote family stability as well as prepare children for school and academic success. Serve over 500 children ranging in age from 3 to 12 through a variety of programs that include: before and after school care, full day preschool, summer all-day enhanced care, part day preschool and a summer camping program.</p>
<p>First 5 of Santa Clara County            Contact: Dr. Jolene Smith, Chief Executive Officer            4000 Moorpark Ave. #200, San Jose, CA 95117  <a href="http://www.first5kids.org">www.first5kids.org</a>            Organization Type: Nonprofit</p>	<p>First 5, under its strategic plan 2015-2018, has created early learning strategies and outcomes that work with high need families, early learning educators, and policy advocates focused on partnerships and advocacy behind universal developmental screenings throughout Santa Clara County, increasing the ECE professional pipeline and county-wide implementation of a local quality-rating improvement system for ECE programs throughout the county.</p>
<p>Grail Family Services            Contact: Veronica Goei, Executive Director            2003 E San Antonio St., San Jose, CA 95116  <a href="http://www.gfsfamilyservices.org">www.gfsfamilyservices.org</a>            Organization Type: Nonprofit</p>	<p>Grail Family Services was founded in the 1960's to serve the Mayfair Community of East San José. Focuses on children 0-8 years in the areas of literacy, oral language and cognitive development, and family engagement.</p>
<p>Santa Clara County Office of Education            Contact: Mary Ann Dewan, Deputy Superintendent, Student Services            1290 Ridder Park Dr., San Jose, CA 95131  <a href="http://www.sccoe.org">www.sccoe.org</a>            Organization Type: Public Agency</p>	<p>The Early Learning Services Department provides a variety of services for young children, families, districts and community stake holders within Santa Clara, Santa Cruz, Monterey and San Benito counties. The department includes Head Start, Early Head Start, State Preschool, the Inclusion Collaborative (children with disabilities in early care and education), the Local Early Education Planning Council (LPC), California Preschool Instructional Network (CPIN) and Transitional Kindergarten. The department also leads early learning efforts for the office, such as the Santa Clara County Early Learning Master Plan, Educare of California at Silicon Valley and statewide strategic planning efforts for transitional kindergarten.</p>

<p>Silicon Valley Community Foundation: Center for Early Learning  Contact: Avo Makdessian, Director  2440 West El Camino Real, Suite 300, Mountain View, CA 94040  <a href="http://www.siliconvalleycf.org">www.siliconvalleycf.org</a>  Organization Type: Nonprofit</p>	<p>The mission of Silicon Valley Community Foundation's Center for Early Learning is to conduct research, convene community leaders and advocate for change to ensure that young children have access to high-quality early learning opportunities and healthy development. Policy advocacy priorities include access to high-quality preschool and universal school readiness assessments for all kindergarten-eligible 3- and 4-year-olds in Silicon Valley. Research priorities include the holistic analysis of early learning on families through the Parent Story Project, as well as research on the availability of developmental screenings for all children in Silicon Valley.</p>
<p>Strong Start Coalition  Contact: Matthew Tinsley, Director, Strong Start Project  1290 Ridder Park Dr., San Jose, CA 95131  <a href="http://www.sccoe.org">www.sccoe.org</a>  Organization Type: Working Group</p>	<p>Includes community leaders, early education providers, nonprofit organizations, elected officials, members of the business community and other key stakeholders who are committed to finding local solutions that will expand access to high quality early learning opportunities. Convened in 2012, the coalition has conducted legislative advocacy efforts at the state level to encourage increased investments in early learning. Strong Start builds upon the strong leadership of the Santa Clara County Office of Education (SCCOE) and its many partners in the field of early education.</p>
<p><b>Reading at grade level by third grade</b></p>	
<p>1000 Hearts for 1000 Minds  Contact: Paul Escobar, Senior Associate  2001 Gateway Place, Suite 101E, San Jose, CA 95110  <a href="http://www.hearts4minds.org">www.hearts4minds.org</a>  Organization Type: Initiative</p>	<p>A joint initiative of the Silicon Valley Leadership Group Foundation and the Office of San Jose Mayor Sam Liccardo that endeavors to narrow the achievement gap in Silicon Valley by building partnerships between leading education nonprofits and our most innovative companies in the region. These partnerships with after-school reading and support programs include Boys and Girls Club of Silicon Valley, Citizen Schools, and Reading Partners Silicon Valley.</p>
<p>Region 5 After School Partnerships  Contact: Mara Wold, Region Lead, Region 5  901 Blanco Circle, Salinas, CA 93912  <a href="http://www.region5afterschool.org">www.region5afterschool.org</a>  Organization Type: Public Working Group</p>	<p>The mission of Region 5 After School Partnerships is to build the capacity of potential and existing After School Education &amp; Safety (ASES) and 21st Century Community Learning Centers (CCLC) grantees to build, implement, and sustain compliant and high quality before-, after-school and summer programs. Focused on facilitation of obtaining funding streams for after school programs, provides and brokers resources for programs, conducts trainings on California core competencies for before- and after-school professionals, provides consulting services, coaching and mentoring in Monterey, San Benito, Santa Clara and Santa Cruz counties.</p>

<p>Santa Clara County After School Collaborative  Contact: Doreen Hassan, After School Programs Specialist  <a href="http://www.sccasc.org">www.sccasc.org</a>  Organization Type: Public Working Group</p>	<p>The Santa Clara County After School Collaborative (SCCASC), formed in 2004, is a capacity building collaborative of community based organizations (CBOs), school district and site staff, local government, and concerned citizens who work, or have a stake in, public and privately funded after-school programs. Convenes a public policy and advocacy working group that participates in the National Lights On! Campaign and the California Student Aid Commission's Day on the Hill event for after-school program funding advocacy.</p>
<p>Western Association for College Admission Counseling  2629 Foothill Blvd. #124, La Crescenta, CA 91214  <a href="http://www.wacac.org">www.wacac.org</a>  Organization Type: Nonprofit</p>	<p>A volunteer nonprofit organization of over 1,500 members. For the past five years, WACAC has "adopted" a school district to provide professional development for high school counselors and advisors with the stated goal of increasing access of all students to college. In 2013-14, WACAC adopted the San Jose Unified High School District and over one year, worked closely with the counselors and advisors there for the entire year to develop action plans to support.</p>
<p><b>Graduating high school ready for college and career</b></p>	
<p>Cal-SOAP  Contact: Sonia Ramos, Director, San José Cal-SOAP  3095 Yerba Buena Road, P-101, San Jose, CA 95135-1598  <a href="http://www.sanjosecalsoap.com">www.sanjosecalsoap.com</a>  Organization Type: Nonprofit</p>	<p>Formed in 1978 by the state legislature, Cal-SOAP was designed to improve the flow of information about college and financial aid for traditionally underrepresented students. Each Cal-SOAP "project" area specializes in serving students within its community, but generally provide academic advisory support, tutoring, parent outreach and college awareness workshops. San Jose Cal-SOAP focuses on increasing the number of students from groups with historically low college eligibility that go to college, promoting academic preparation for postsecondary education, increasing knowledge about college and preparing parents for financial aid processes and application procedures, increasing the transfer rate from community college to four-year institutions, and helping service population explore, develop and clarify career interests.</p>
<p>Centers for Employment Training  Contact: Hermelinda Zapien, CEO/President  701 Vine St., San Jose, CA 95110  <a href="http://www.cetweb.org">www.cetweb.org</a>  Organization Type: Nonprofit</p>	<p>Provides job training to all adults with a focus on specific careers such as culinary arts, green building construction, medical assistant careers, and building maintenance.</p>
<p>Centers for Training and Careers  Contact: Rose Amador, President/CEO  749 Story Rd. # 10, San Jose, CA 95122  <a href="http://www.ctc-sj.org">www.ctc-sj.org</a>  Organization Type: Nonprofit</p>	<p>Provides job readiness assessments and workshops, classes on retail job skills, and vocational certified training in construction and medical administration in East San José.</p>

<p>Silicon Valley De-Bug  Contact: Raj Jayadev, Founder  701 Lenzen Ave., San Jose, CA 95126  www.siliconvalleydebug.org  Organization Type: Nonprofit</p>	<p>Silicon Valley De-Bug is a media, community organizing, and entrepreneurial collective based out of San Jose, California. With an added emphasis on youth in San José, De-Bug runs De-Bug Media, De-Bug Organizing and De-Bug Entrepreneurial, which have yielded an award-winning bilingual magazine, successful social justice campaigns, and successful youth entrepreneurial ventures such as After Dark Prints and The Darkroom.</p>
<p>SJSU Division of Student Affairs  Contact: Reggie Blaylock, Vice President, Student Affairs  1 Washington Sq., San Jose, CA 95192  www.sjsu.edu/president/  Organization Type: University</p>	<p>The SJSU Division of Student Affairs is focused on improving the student experience and engaging with its SJSU community throughout San José. The Office hosts several initiatives and partnerships that support SJSU's vitality in the community, including the Asian American and Pacific Islander Initiative, Advancing Latino Achievement and Success, the African American College Readiness Summit, College Day, Day of Service, and Super Sunday. Together, these initiatives invite members of the SJSU community throughout San José to visit SJSU and learn more about what it takes to get into college and the importance of creating a college-going culture throughout San José.</p>
<p><b>Reducing youth engagement in crime and providing pathways to success for youth who have interacted with the criminal justice system</b></p>	
<p>Fresh Lifelines for Youth  Contact: Ali Knight, Chief Operating Officer  568 Valley Way, Milpitas, CA 95035  www.flyprogram.org  Organization Type: Nonprofit</p>	<p>Fresh Lifelines for Youth is dedicated to breaking the cycle of violence, crime, and incarceration of teens by inspiring youth in probation and those at-risk of entering the justice system to build on their strengths and alter the trajectory of their lives. FLY builds communities of positive adult role models for youth and partners with local juvenile justice systems to bring the youth voice to policy discussion, helping the system be more effective.</p>
<p>Kids in Common  Contact: Dana Bunnett, Director, Kids in Common  1605 The Alameda, San Jose, CA 95126  www.kidsincommon.org  Organization Type: Nonprofit</p>	<p>Focuses on systems changes through the Children's Agenda focused on safety, health, learning and life success. Among their advocacy priorities in each area, they emphasize healthy food options, family stability, juvenile arrest rates, access to healthcare, developmental development, school readiness, third grade reading proficiency, and high school graduation rates.</p>
<p>MetroEd  Contact: Alyssa Lynch, Superintendent  760 Hillsdale Ave., San Jose, CA 9513  6www.metroed.net  Organization Type: Joint Powers Agreement District</p>	<p>MetroEd is a joint powers agency governed by six school districts, overseeing the Silicon Valley Career Technical Education program and the Silicon Valley Adult Education program. Programs are focused on 12 (of 15) CA Industry Sectors designed for juniors and seniors in high school. SVCTE provides both career and college pathways that stem from students' desire to enhance career technical education with college education upon completion of programs.</p>



<p>Santa Clara County District Attorney's Office  Contact: Chris Arriola, Supervising Deputy District Attorney, Juvenile and Community Prosecution Units  West Wing, 70 W. Hedding St., San Jose, CA 95110  <a href="http://www.santaclara-da.org">www.santaclara-da.org</a>  Organization Type: Public Agency</p>	<p>The Santa Clara County District Attorney's Office has made very significant contributions to reducing youth involvement in the juvenile justice system by introducing a myriad of programs aimed toward providing second chances. Four crucial areas have yielded strong partnerships with multiple stakeholders, including Truancy Abatement, Project 95122, the Parent Project, and dedicated Community Prosecutors with focused technical teams in each San José zip code.</p>
<p>Santa Clara County Office of Education, Alternative Education  Contact: Yvette Irving, Director, Alternative Education  1290 Ridder Park Dr., San Jose, CA 95131  <a href="http://www.sccoe.org">www.sccoe.org</a>  Organization Type: Public Agency</p>	<p>SCCOE Alternative Education seeks to help students who were unsuccessful in traditional educational settings learn in a personalized environment that fosters human dignity and promotes academic, social, emotional and personal success. They serve at-risk and incarcerated youth in juvenile probation department facilities and community schools serving students released from their home districts. Alternative Education emphasizes improving students' literacy, numeracy and social skills preparing them to obtain a GED.</p>
<p>Santa Clara County Probation Department  Contact: Laura Garnette, Chief of Probation  840 Guadalupe Pkwy., San Jose, CA 95110  <a href="http://www.sccgov.org">www.sccgov.org</a>  Organization Type: Public Agency</p>	<p>The Santa Clara County Probation Department operates juvenile probation services, which provide early intervention, supervision, treatment, rehabilitation and record-sealing services for eligible youth. All services provided rely on dedicated partnerships with city, state, and county governments to reduce recidivism, improve prevention, and offer alternatives for intervention.</p>
<p>Santa Clara County Public Defender's Office  Contact: Jose Franco, Deputy Public Defender  120 W. Mission St., San Jose, CA 95110  <a href="http://www.sccgov.org">www.sccgov.org</a>  Organization Type: Public Agency</p>	<p>SCC Public Defender's Office convenes a juvenile justice systems collaborative specifically focused on prevention. School engagement and suspension alternatives, alternatives to zero tolerance and the school engagement improvement project (SEIP) are focus areas of the juvenile justice systems collaborative. SEIP began as a four-school pilot project focused on reducing truancy, improving attendance and improving schools' ability to engage students.</p>
<p>Teen Force  Contact: John Hogan, Founder and CEO  1080 N. 7th St., San Jose, CA 95112  <a href="http://www.teenforce.org">www.teenforce.org</a>  Organization Type: Nonprofit</p>	<p>Provides youth workforce development programs for teens aged 14-20, including work readiness training, skills development and job placement services.</p>



### Appendix B – SJ TechHire Working Group

Institution Name and Contact(s)	Brief Description
Employment Pathways Project Contact: Elyse Rosenblum, Director	Employment Pathways Project is catalyzing a national effort to increase employer demand for opportunity youth. The project works to harness the power of the private sector to create an employer-led movement in developing new sources of talent.
Evergreen Valley College Contact: Lena Tran, Dean, Business and Workforce Development	The Business and Workforce Development Division at Evergreen Valley College offers a combination of multi-disciplinary and real-world applications that meet the demands of the global workforce in many disciplines, including Computer Information Technology and Computer Science.
Foothill College Contacts: Jon Rubin, Director, Business & Education Partnerships, Career/Workforce Education Division David Ellis, Sr. Program Coordinator, Apprenticeship Program	Workforce Development and Instruction at Foothill College offers more than 35, six- to 24-month programs that are designed by instructors in conjunction with industry experts. Programs incorporate internship components to offer participants on-the-job experience.
LinkedIn Contact: Nicole Isaac, Head of Economic Graph Policy Partnerships	LinkedIn Economic Graph Policy Partnerships use LinkedIn data to digitally map economies by identifying the connections between people, jobs, skills, companies and professional knowledge in real time.
McKinsey Social Initiative Contacts: Martha Laboissiere, Manager of Global Programs Rohit Agarwal, Associate at McKinsey & Company	The McKinsey Social Initiative program places disconnected young adults in jobs, giving them the skills and support they need to achieve lifelong personal and professional success.
Metro Ed – Metropolitan Education School District, San Jose Contact: Alyssa Lynch, Superintendent	MetroEd operates the Silicon Valley Career Technical Education Center and the Silicon Valley Adult Education programs.
NOVA Workforce Board Contact: Luther Jackson, Program Manager	NOVA is a nonprofit, federally funded employment and training agency that provides workforce development services in Santa Clara County.
Robert Half Associates Contact: Howard Davis, Vice President Operational Support	Robert Half Associates is a human resource consulting and placement firm.
San Jose City College Contact: Ingrid Thompson, Dean of Business and Workforce Development	The Business and Workforce Development Division of San Jose City College prepares students for employment, career advancement and continuing education in a variety of fields, including business and computers.
Workforce Institute, San Jose-Evergreen Community College District Contacts: Jeff Pallin, Dean, The Workforce Institute	The Workforce Institute is a workforce intermediary for the greater San Jose and South Bay area, delivering customized training programs in alliance with Evergreen Valley College and San Jose City College.

Santa Clara County Opportunity Youth Partnership Contact: Joe Herrity	SCC Opportunity Youth Partnership is a coordinated collaborative that brings awareness to the community about the needs of Opportunity Youth.
Sobrato Family Foundation Contact: Jessica Nill	The Sobrato Family Foundation seeks to empower low-income, underserved, and at-risk populations in order to make lasting change. The Foundation's Community Impact Platform includes Pathways to Success, focused on developing career ladders to, and expanding the number of middle-skill jobs.
Step IT Up America San Jose Contacts: Scott Forst, BG Moore, Chief of Staff, UST Global Scott Forst, Executive Operations, UST Global	Started by UST Global Step IT Up America San Jose is a program to train and employ inner-city minority women and girls from community colleges for technology skilled jobs.
The STRIDE Center Contact: Stephen Hunt, Corporate Partnership Director	The STRIDE Center is a nonprofit social venture working to empower economic self-sufficiency by harnessing the power of technology and the digital economy.
Silicon Valley Leadership Group Contact: Kristina Peralta, Director of Education and Workforce Preparedness	SVLG is a public policy business trade organization that represents more than 390 Silicon Valley employers on issues, programs and campaigns that affect the economic health and quality of life in Silicon Valley.
TeenForce Contact: John Hogan, Founder and CEO	TeenForce is a self-sustaining nonprofit organization that helps teens (ages 14 – 20) gain work experience by providing work readiness training, skills development and job placement services.
Work2future Foundation Contact: David Mirrione, Executive Director	Work2Future Foundation provides publicly funded vocational education and training programs in Santa Clara County.
Year Up Contacts: John Hiester, Director of Operations and Planning Soumya Korde, Manager of Corporate Engagement and Alumni Success	Year Up's mission is to close the opportunity divide by providing urban young adults with the skills, experience and support that will empower them to reach their potential through professional careers and higher education.
Yes We Code Contact: Kay O'Neill, Consultant to the California Community College Chancellor's Office and Yes We Code	Yes We Code targets low-opportunity youth and provides them with the necessary resources and tools to become world-class computer programmers.
City of San Jose Contacts: Jeff Ruster, Director of Strategic Partnerships, City Manager's Office Chris Donnelly, Director of Operations, work2future Workforce Investment Board Khanh Russo, Director of Strategic Partnerships Ingrid Holguin, Policy Advisor for Strategic Partnerships	

**Appendix C – BEST – Bringing Everyone’s Strengths Together 2014-15 Grantees**

<b>Agency Name</b>	<b>Name of Program / Services</b>	<b>Brief Description of Services</b>
Alum Rock Counseling Center (ARCC)	Crisis Intervention Prevention for Youth (CIPY) & Truancy Reduction and Support Services (TRSS)	Referrals for truancy reduction services; therapeutic individual counseling and case management; Botvin Life Skills group curriculum; parent workshops; group mentoring; enrichment activities/field trips; and referrals to outside agencies.
Asian Americans for Community Involvement (AACI)	Project PLUS 2.0	Cognitive development groups and mentoring services targeting high-risk and gang-impacted Asian youth.
Bill Wilson Center	Drop-In Center	Asset-building workshops, STD prevention workshops, and case management for high-risk and gang-impacted youth.
Breakout Prison Outreach dba California Youth Outreach (CYO)	Gang Intervention Services	Youth street outreach/engagement in Hot Spot locations; referrals; late night gym programming; case management; gang mediation/crisis response; community calming activities; youth development groups.
Catholic Charities of Santa Clara County	Youth Empowered for Success	Youth street outreach/engagement in Hot Spot locations; referrals; late night gym programming; individual case management; parent involvement; gang mediation/crisis response; community calming activities; community service projects; youth development groups.
Center for Training & Careers (CTC)	Vision GED Program/Bright Futures	GED instruction, GED practice testing, case management, achievement ceremonies, school to career workshops, job placement assistance, FAFSA assistance and basic needs assistance; mentoring and after school meetings, community workshops, and youth leadership retreats (planned by Step-Ahead youth participants). Step-Up youth are invited to serve as Step-Ahead participants/mentors after completing Step-Up program.

FamiliesFirst, Inc. (EMQFF)	Addiction Prevention Services, School Based Programs	Substance abuse services, school workshops, teacher trainings, parent trainings, intervention plans, individual counseling.
Family Children Services (FCS)	Teen FAST	Teen FAST (Families and Schools Together) program employs school partners, parent partners, student partners and community partners in creating a supportive family environment; structured large group family sessions followed by FAST Works (ongoing life skills/follow-up).
Firehouse Community Development Corp.	Gang Intervention, Mediation and Crisis Intervention Services	Youth street outreach/engagement in Hot Spot locations; referrals; late night gym programming; case management; gang mediation/crisis response; community calming activities; youth development groups.
Fresh Lifelines for Youth (FLY)	Legal Eagle	Law education groups; peer leadership; case management; parent engagement; community service projects; field trips.
Girl Scouts of Santa Clara County	Got Choices Program	Small group sessions incorporating healthy choices, personal wellness and violence prevention; includes guest speakers and service-learning opportunities (female-specific/responsive).
HealthRIGHT360 dba Asian American Recovery Service (AARS)	Seven Challenges & Young Fathers Program	Seven Challenges drug treatment program features combination of discussion and written reflections in addressing thought process behind drug use. Youth Father's Group will target new and expecting teen fathers for group and 1:1 sessions on co-parenting, positive discipline and life skills.
Lighthouse of Hope Counseling Center, Inc.	Let's Talk	Group sessions and mentoring services for teens with physically or emotionally absent fathers.
Pathway Society, Inc.	Pathway to School Success	Substance abuse and counseling services.

San Jose Conservation Corps and Charter School	Charter School	12th grade level coursework in math, English and leadership and life skills electives.
San Jose Jazz Society	Progressions	Group instruction in progressively more difficult musical concepts incorporating cognitive development discussions. Select Saturdays in Spring: family music events and community resource fairs.
San Jose State University Research Foundation (CommUniverCity)	Joven Noble Sacred Circles	Joven Noble program; rights of passage curriculum; mentoring; leadership development/community activities.
The Art of Yoga Project	Yoga and Creative Arts	Yoga, discussion, and reflective arts and writing projects with adjudicated young women (female-specific).
The Tenacious Group	Raising Expectations Standards and Honor (RESH) 180	RESH 180 personal development programming, Take-A-Stand presentations; youth groups; follow-up sessions; girls seminar; camping.
Ujima Adult and Family Services, Inc.	Ujima Life Skills	Personal development, life skills and cultural reflection groups and youth leadership retreats; case management.
Unity Care Group, Inc	Hip Hop 360	Hip-hop dance and arts activities featuring cognitive development discussions (based on Seven Challenges process).