



# Memorandum

**TO:** NEIGHBORHOOD SERVICES  
AND EDUCATION COMMITTEE

**FROM:** Jill Bourne

**SUBJECT: COLLEGE AND CAREER  
READINESS REPORT**

**DATE:** October 19, 2021

Approved

Date

10/26/21

## **RECOMMENDATION**

Accept the report on College and Career Readiness, including the development of Quality Standards for all City funded, operated, or endorsed programs, and initiatives being implemented such as San José Engage, San José Aspires, Career Online High School, Working Scholars, SJPL Works, and San José Works.

## **OUTCOME**

The Neighborhood Services and Education Committee will be informed about progress to date on the College and Career Readiness programs, initiatives, and partnerships, provided by City departments:

- College and Career Readiness Quality Standards for all City programs;
- College and Career Readiness Logic Model, designed to assist in program planning, implementation, management, evaluation, and reporting across all City departments offering College and Career Readiness programs;
- San José Aspires, which seeks to provide San José's students with the skills, knowledge, and resources needed to achieve their academic or career goals;
- Career Online High School, which offers adults the opportunity to earn an accredited high school diploma and a career certificate;
- SJPL Works, which provides an extensive network of resources for small business owners, entrepreneurs, and career/employment seekers;
- San José Works Youth Jobs Initiative, which aims to provide 1,000 youth with employment opportunities; and
- Additional College and Career Readiness programs and initiatives including Resilience Corps Learning Pathway Pilot, Teens Reach programming and volunteering, and the partnership with work2future.

## **BACKGROUND**

The Education and Digital Literacy Strategy provides a framework for organizing and enhancing City efforts to impact educational outcomes, including College and Career Readiness. A timeline of the Education and Digital Literacy milestones and reporting is provided in Attachment A.

## **ANALYSIS**

Every student should be able to choose a meaningful path upon graduating from high school, whether it be attending a community college or four-year university, launching a small business, or developing valuable trade skills. In support of these community needs, the City employs an iterative approach that utilizes small scale pilots and gradual expansion to assess program impact and ensure that City staff can develop and deliver quality programming at scale.

### **College and Career Readiness Quality Standards**

On November 12, 2020, staff provided a report to the Neighborhood Services and Education Committee including information on programs and prior year efforts in the area of College and Career Readiness (CCR)<sup>1</sup>. This included the proposed CCR Quality Standards for all City-sponsored programs (adopted by City Council on December 1, 2020)<sup>2</sup>.

Upon adoption of the CCR Quality Standards by City Council, San José Public Library (“SJPL”, “Library”) staff identified the need for an Assessment Tool based on the Quality Standards in order to understand current performance across CCR programs and to track the progress of these programs towards an Advanced CCR Quality Standards rating.

Each program will use the Quality Standards Assessment Tool (Attachment B) to rate the level of quality in each of the CCR Quality Standard Focus Areas to establish a baseline rating for their program. Programs may be scored as “Not Met,” “Basic,” “Emerging,” or “Advanced,” according to the definitions in each Focus Area as outlined in the Quality Standards. A final score allows users to rate the program overall across all Focus Areas. The tool also provides space for reflection and planning on how program managers may work to eventually meet the Advanced rating, allowing for continuous quality improvement in each College and Career Readiness program and ensuring the achievement of effective outcomes.

In fall 2021, San José (SJ) Aspires will be the first program to implement the Assessment Tool as well as the Quality Standards as a whole. After the initial evaluation of both SJ Aspires and the implementation of the Assessment Tool, Library programs such as Teens Reach and Career Online High School will begin the assessment process in Fiscal Year (FY) 2022-2023. Each CCR program will be re-assessed annually to ensure progress in identified areas and continued alignment with Quality Standards.

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<sup>1</sup> <https://sanjose.legistar.com/LegislationDetail.aspx?ID=4647596&GUID=2F0FAB80-64E5-49E8-A7E4-D267EA4215DE&Options=&Search=>

<sup>2</sup> <https://www.sjpl.org/sites/default/files/2021-03/college-and-career-readiness-quality-standards.pdf>

## College and Career Readiness Logic Model

During the Neighborhood Services and Education Committee discussion on November 12, 2020, Chair Arenas and Councilmembers Carrasco and Esparza provided specific feedback, requesting more meaningful internship and early job placement opportunities for workforce development program participants. Chair Arenas requested that the team overseeing the CCR Quality Standards implementation develop a logic model, similar to that developed for the Early Education and Expanded Learning program areas. Subsequently, the Neighborhood Services City Service Area team began to coordinate a CCR Logic Model<sup>3</sup> across City departments.

Library staff connected with other City departments such as Environmental Services, Housing, Information Technology, Parks, Recreation, and Neighborhood Services, Public Works, and Transportation, as well as Economic Development and Cultural Affairs work2future, and Library San José Works (SJ Works) to learn about the various CCR programs offered by the City. The CCR Logic Model Scope (Attachment C) highlights programs and opportunities for youth (14-18) and young adults (18-29) provided by each City department.

The CCR Logic Model (Attachment D) allows the City to visualize existing programs and current opportunities available to students in high school or college and young adults for skill building, apprenticeships or internships, or certifications; pathways for departmental collaboration; and a way to identify gaps across the college and career continuum. The Logic Model will be used to identify a range of needs across the City and to integrate resources and services into program planning. It will assist program managers to make an intentional effort to ensure equity of access to City programs, remove barriers to access and build relationships with program participants based on understanding and respect to different learning needs and styles. This information can be used to determine how and where to allocate resources, navigate changes in scheduling and service delivery, as well as guide budgetary planning and decision-making. Staff recommends that the CCR Logic Model be utilized, in conjunction with the CCR Quality Standards, by each City department to identify appropriate performance metrics for represented CCR programs.

### *Next Steps*

In FY 2021-2022, staff across City departments will work together to develop an integrated system approach with the goal of connecting youth and young adults with CCR programs which includes:

1. Providing equity of access to programs through use of the equity index and other data mapping tools that have been developed to identify and prioritize access and inclusion in under-resourced communities;

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<sup>3</sup> <https://www.sanjoseca.gov/home/showpublisheddocument/72799/637565818424030000>

2. Journey mapping for all City sponsored CCR programs;
3. Establishment of performance goals and metrics for CCR programs;
4. Identification of staffing and data needed to ensure program participants are connected to opportunities and provided pathways to City CCR programs; and
5. Creation of a Community of Practice among City departments and key community partner agencies and organizations, which will facilitate dialog among program managers and inform understanding around the scope of CCR programs, best practices, and alignment with the CCR Quality Standards.

## **San José Aspires**

San José (SJ) Aspires is an online College and Career Readiness platform designed to support students as they progress through high school and pursue a post-secondary education.

Since its inception in 2018, SJ Aspires has provided students with a financial award as they completed six different online learning modules. Students in the pilot version of the program (from Overfelt High School, Alpha: Cindy Avitia Charter School, Silver Creek High School, James Lick High School, and San José Conservation Corps and Charter School) were eligible to receive up to \$500 to support their post-secondary educational goals.

### *Beyond the Pilot: SJ Aspires Program Design*

Students can receive awards for academic achievements, participating in extra-curricular activities, and volunteer work or work experience. A full list of awards is included in Attachment E and is also available on the SJ Aspires webpage [www.sjp.org/sj-aspires-awards](http://www.sjp.org/sj-aspires-awards). Students are awarded their educational funds when they provide proof of enrollment at a post-secondary institution, including community colleges, technical and trade schools, and four-year colleges and universities. Understanding that students may not graduate from high school and immediately enroll in a post-secondary institution, students will have up to three years from the time they graduate to claim their award. Additionally, to provide more flexibility, the post-secondary institution does not have to be located in California in order for students to claim their award.

Students in SJ Aspires have full access to a Student Community Portal. This portal allows students to track the awards they've received, submit documentation to claim awards that are unclaimed, compare their progress with that over other students through an anonymous leaderboard, and see what awards are upcoming that would be important to complete.

SJ Aspires and the San José Public Library Foundation have formally partnered with Citibank to host the Scholar Dollar Savings Accounts for students in SJ Aspires. Students can login to their account through the bank's portal and view the funds they have received.

### *Academic Year 2020-2021*

The reach and scope of SJ Aspires was expanded in Academic Year 2020-2021 to include Overfelt High School, San José High School, and Opportunity Youth Partnership. Through significant philanthropic support secured by the San José Public Library Foundation and the Mayor's Office, approximately 685 students were served. Enrolled students claimed over \$170,000 in scholar dollars through the completion of over 2,150 activities or modules.

### *Academic Year 2021-2022*

Students currently enrolled in SJ Aspires are members of Overfelt High School's class of 2024, San José High School's class of 2023, and 12<sup>th</sup> graders at Opportunity Youth Academy. Students from Overfelt and San José High may receive up to \$5,000 in financial awards during their high school career. Opportunity Youth students are eligible to receive up to \$1,250 in financial awards during their senior year.

SJ Aspires will enroll an estimated 525 additional 9<sup>th</sup> and 10<sup>th</sup> grade students into the program for Academic Year 2021-2022. This includes an estimated 150 incoming 9<sup>th</sup> grade students at Overfelt High School and an estimated 386 9<sup>th</sup> and 10<sup>th</sup> grade students at San José High School. Students will be selected for the program based on their financial need or measures such as parent education level or first generation student status. SJ Aspires will also work with the schools and families to prioritize enrollment for students who would be the first in their family to attend college.

The Student Community Portal will be enhanced to include badges to provide extra motivation, automations to help students save and submit award documentation more seamlessly, and a mobile application for students to use.

## **Career Online High School**

Career Online High School (COHS) is a nationally accredited program that enables adults 18 and older who live in San José to earn a high school diploma and career certificate in one of ten high-demand career fields. The California State Library, SJPL, and San José Public Library Foundation offer fully paid scholarships to COHS students. Students complete this online program within 18 months (SJPL completion average is 12 month) on their own schedule, in their own homes with family support, and anywhere that internet access is available. Students receive mentoring from the Library's Partners in Reading staff, coursework support from an academic coach, guidance on job search and preparation from SJPL Works, and access to transition specialists from community colleges.

Since the program's inception in 2016 to the end of FY 2020-2021, 120 adults have graduated from COHS. With the support of San José Public Library Foundation, the Library has conducted four in-person and two virtual graduation ceremonies. Currently, 39 students are enrolled in the

program. In the summer of 2021, the Library secured 20 additional scholarships and over 150 scholarships are currently available to students who join the program. All students who join COHS receive a scholarship that fully covers the cost of the program.

### *Working Scholars*

An additional pathway for post-secondary education was provided to COHS graduates through the Working Scholars program, a pilot collaboration between California State Library and Working Scholars, the nonprofit arm of Study.com. With additional support from the San José Public Library Foundation, several COHS graduates were provided the opportunity to apply to Working Scholars to earn a fully accredited four-year college degree at no cost to the student. Initially, six students enrolled in the program and four are continuing their coursework. Two students are anticipated to complete the program and receive their degree in 2022 and early 2023.

### **SJPL Works**

SJPL Works provides free career and business development resources, including programs and access to print and e-book collections, workspaces, conference rooms, and technology.

### *Fiscal Year 2020-2021*

In FY 2020-2021, SJPL Works offered a total of 778 programs, a 148% increase over FY 2019-2020. A total of 3,552 participants attended SJPL Works career and business programs; 125 customers received direct career or business-related reference assistance; 100 customers benefited from one-on-one, hour long career or business consultations. Customers report a high degree of satisfaction with SJPL Works programs and services. When asked if they "learned something new that is helpful to establish a business/advance my career," 92% of survey participants stated that they "Strongly Agree" or "Agree."

Business topics in support of small business growth and development comprise 56% of SJPL Works programs and are typically provided by expert partners. SJPL Works collaborated with 32 industry and nonprofit partners to offer programs addressing a wide range of business development needs including entrepreneurship programs offered in both English and Spanish, business exploration and lending, and a Teen Entrepreneur Club which introduces middle and high school students to practical business skills through a six-week session.

Career programs, comprising 44% of SJPL Works programs, address various aspects of personal career exploration and development. Women Back to Work and SJPL Works continued to collaborate to offer a successful monthly networking program for women seeking re-entry into the workforce. Led by SJPL Works business and career librarians, more than 450 people have participated in virtual weekly core career programs focusing on resume and cover letter development and review, mock interviews, and networking skills.

### *Fiscal Year 2021-2022*

Goals for FY 2021-2022 include adapting programs and services in response to the changing economic climate and the demand for flexible methods of program and service delivery:

- Utilize grant funding from the California State Library to expand SJPL's partnership with work2future in order to provide individualized career services at Library branches serving under-resourced communities;
- Build capacity for expanded community outreach through partnership with the AmeriCorps VISTA volunteer program;
- Continue to collaborate with SJPL's Family Learning Center Literacy Specialists to reach San José's most vulnerable customers through the hotspot referral program;
- Identify additional partnerships and services based on equity data and community needs; and
- Resume, when possible, the delivery of established programs to those who cannot easily pivot to virtual platforms through partnerships with the Tech Bridge at the Boccardo Reception Center, LifeMoves Villa, and monthly Parole and Community Team meetings.

### **San José Works Youth Jobs Initiative**

SJ Works Youth Jobs Initiative is a partnership between work2future and the Mayor's Gang Prevention Task Force (MGPTF), which began in FY 2015-2016 and is currently in its seventh year. In FY 2020-2021, the SJ Works 6.0 Youth Jobs Initiative provided subsidized and unsubsidized employment opportunities to 630 eligible youth.

The subsidized program is a paid internship for youth between the ages of 14 and 18 in San José who meet one of the following eligibility requirements: living in an area with an identified gang presence or hot spot, CalWORKs/Cal Fresh recipients, foster or former foster youth, justice engaged, receive free/reduce lunch, homeless, or at risk of homelessness. Subsidized employment opportunities included the direct placement of 146 youth in high growth sectors such as advanced manufacturing, business/financial services, construction, health care and social assistance, and information and communications technology. Another 228 youth were assigned to in-demand occupations including community centers, libraries, City departments, and non-profit organizations including Boys & Girls Clubs, ConXion, and Catholic Charities. The current retention rate for youth placed in subsidized positions is 89%.

The unsubsidized program is open to San José residents between the ages of 16 and 29; clients in search of employment or employment services are directly paid by the employer when hired. Clients enrolled in the unsubsidized program receive employment services such as resume building, mock interview practice, job search, access to job fairs and job leads, and Metrix learning certification. Full-time or part-time employment is obtained either independently or with

the help of a San José Works job coach. Examples of placements include manufacturing (Amazon, UPS, TTM Technologies), tech companies (IBM, Intel), afterschool programs (Boys & Girls Club, Springboard Collaborative, YMCA), and government positions with the United States Postal Service.

Placement goals for youth in employment opportunities in FY 2020-2021 are shown below in Table 1:

<b>SJ Works 6.0 Goals (2020-2021)</b>		
<b>Goal</b>	<b>Target</b>	<b>Actual to date*</b>
Subsidized (Paid Internship)	375	331
Unsubsidized (Employer-paid)	625	254

*Table 1: SJ Works 6.0 Goals (2020-2021)*

\*The actuals were lower due to the COVID-19 pandemic and the need to provide services remotely.

For FY 2020-2021, in addition to continuing to pair youth in high growth sectors and in-demand occupations, SJ Works has launched a mentoring program for youth who participate in the subsidized program. Older adults, preferably working professionals, can become a mentor to a high school student. Upon completion of the program's first year with 54 mentors and 60 mentees, a celebration event was held on May 19, 2021. The second cohort of SJ Works mentors and mentees began meeting in June 2021.

Goals for youth placement in subsidized and unsubsidized employment opportunities for FY 2021-2022 are shown below in Table 2.

<b>SJ Works 7.0 Goals (2021-2022)</b>		
<b>Goal</b>	<b>Target</b>	<b>Actual to date</b>
Subsidized (Paid Internship)	400	287 (Pending Cohorts)
Unsubsidized (Employer-paid)	250	36

*Table 2: SJ Works 7.0 Goals (2021-2022)*

## **Additional College and Career Programs and Initiatives**

### Resilience Corps Learning Pathway

The Resilience Corps Learning Pathway pilot program<sup>4</sup> is a jobs program for young adults that focuses on critical areas of community resilience, specifically accelerating K-12 learning recovery from the COVID-19 pandemic. This program is a one-year federally funded program that is providing 50 young adults with part-time employment, ensuring a living wage during FY

<sup>4</sup> <https://www.sanjoseca.gov/Home/ShowDocument?id=70170>



2021-2022. Priority is given to young adults residing in one of the low-resource census tracts in the City of San José from the 2021 map of data related to the Fair Housing Task Force<sup>5</sup>. Second priority is given to young adults residing in a San Jose area outside of the low-resource census tracts, as well as young adults that have been impacted by the COVID pandemic.

The primary goal of the Resilience Corps Learning Pathway pilot is designed to address economic and workforce development needs among university students with a secondary goal designed to accelerate learning growth for K-12 students in San José. Resilience Corps Associates are placed with high-quality and well-established expanded learning program providers serving San José students, including City agency program providers. These providers are aligned to common core anchor standards, prioritize whole child learning opportunities – including social-emotional learning, academics, and physical activity, and follow CDC public health and safety guidelines and best practices.

This program is led by the Library with the San José Public Library Foundation as the Employer of Record. Young adults have been recruited through local colleges and universities as well as community partners (Attachment F). Program staff will apply the CCR Quality Standards in the planning process, use the Quality Standards as a guide for adjustments and improvements, and use the Assessment Tool to rate the program upon completion of the first year.

#### Teens Reach: Virtual Programming and Volunteering

Teens Reach, the youth council for SJPL, provides a key way for young adults to build their leadership skills by developing and participating in library activities, as well as becoming Library advisors and advocates. Teens Reach groups continued to meet virtually during the Library closure. This year, an average of 130 teens spent 183 hours per month participating in Teens Reach virtual meetings and events. Teens Reach groups historically created programming based on each local branch's specific teens' interests. In the past year, the virtual format provided an opportunity to offer programs to teens across San José. To understand citywide needs, TeenHQ conducted a survey on the mental and social-emotional health of teens in early spring 2021. Over 1,000 youth in grades 6 through 12, representing all 10 Council Districts and more than 35 ZIP Codes, responded to the survey. Teens expressed concerns with distancing learning, family life, and social life during the pandemic. Many teens used the open response format to share specific and heartfelt feelings about a "teenagerhood" impacted by the global pandemic.

Based on this feedback, staff implemented a variety of social-emotional aspects into existing programs, such as mental health check-ins during teen volunteer meetings. The Library created several new programs, including an AAPI Mental Health discussion with the County of Santa Clara Behavioral Health Services Department and an ongoing speaker series with LGBTQ Youth Space. TeenHQ programs also focused on creative expression as a healthy outlet. Fifteen local teens starred in the Library's first Teen Zoom Theater Live Production, QUARANTEENS,

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<sup>5</sup> <https://belonging.berkeley.edu/2021-tcac-opportunity-map>

which streamed for 3 virtual performances. The Library also partnered with the Pear Theater to provide virtual access to a LGBTQ themed production for teens.

Additionally, the Library offered three virtual volunteer opportunities for teens: Teen Book Reviewer, Short Edition short story writer, and SJ Engage. Teen Book Reviewer and Short Edition roles allow teens to write book reviews and compose original short stories for volunteer credit. In addition, the ongoing SJ Engage program explores social action and civic engagement within the San José communities. Teens review a self-paced curriculum on gun violence, immigration, homelessness and poverty, climate change and mental health for volunteer credit. As of July 2021, nearly 200 teens volunteered an average of 379 hours per month.

#### TeenHQ + work2future Partnership

TeenHQ partnered with work2future to offer 4 subsidized Library based programs. TeenHQ staff worked along PRNS and work2future staff to pivot to a virtual mode with specific learning objectives, curriculum, and technical procedures. In spring 2021, the in-depth internship program focused on media and marketing and included a Career Panel Series and Study Smart College Prep Series which was open to a wider audience. In summer 2021, a hybrid program was created which provided an opportunity for teens to meet in person, in stable cohorts, and with TeenHQ librarians at Joyce Ellington Branch Library for several hours each week. Learning objectives and participation are illustrated in Table 3.

<b>TeenHQ + work2future Partnership</b>			
<b>Time Period</b>	<b>Learning Objectives</b>	<b>Student Participation</b>	<b>Participation Hours</b>
Summer 2020	Students tell their story with video while learning about civic issues and library resources.	12 students	20 hours per week (8 weeks)
Fall 2020	Students learn first job skills and professionalism in a fun virtual environment	12 students	20 hours per week (8 weeks)
Spring 2021	In-depth internship program focused on media and marketing	3 students	20 hours per week (4 weeks)
Summer 2021	Focused on social emotional skills and real-world skills	Current enrollment = 20 students	10 hours per week (8 weeks)

*Table 3: TeenHQ + work2future Partnership*

Library staff will collaborate with work2future to host another cohort of teens for the fall 2021 session.

### **EVALUATION AND FOLLOW-UP**

In accordance with the Education and Digital Literacy Strategy, staff will continue to track the progress, implementation, and expansion of College and Career Readiness Quality Standards, the Assessment Tool, the CCR Logic Model, SJ Aspires, Career Online High School, SJ Works, and SJPL Works, Teens Reach, and Resilience Corps initiatives and will report back to the Library and Education Commission and the Neighborhood Services and Education Committee on an annual basis.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's Neighborhood Services and Education Committee agenda website for the November 4, 2021 meeting.

### **COORDINATION**

This report has been coordinated with Economic Development and Cultural Affairs and Parks, Recreation and Neighborhood Services departments, and the San José Works Youth Jobs Initiative.

### **COMMISSION RECOMMENDATION/INPUT**

The Library and Education Commission has reviewed updates to various programs as part of the Education and Digital Literacy Strategy Initiative. The Commission recommends their approval to the Neighborhood Services and Education Committee.

### **CEQA**

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

/s/

JILL BOURNE

Director, Library Department

For questions, please contact Vidya Kilambi, Division Manager (Library) at [vidya.kilambi@sjlibrary.org](mailto:vidya.kilambi@sjlibrary.org).

## **ATTACHMENTS**

Attachment A: Timeline for Key Education and Digital Literacy Milestones

Attachment B: College and Career Readiness Quality Standards Assessment Tool

Attachment C: College and Career Readiness Logic Model Scope

Attachment D: College and Career Readiness Logic Model

Attachment E: SJ Aspires Expansion Awards

Attachment F: Resilience Corps Recruitment Partners