



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Jill Bourne

**SUBJECT: ENHANCING EQUITY THROUGH  
EDUCATION: LEARNING  
RESILIENCY AND COLLEGE AND  
CAREER READINESS PROGRAMS**

**DATE:** May 13, 2021

Approved

Date: 5/13/2021

## **BACKGROUND**

The City Council's approval of the Mayor's March Budget Message for Fiscal Year 2021-2022 included approval of a memorandum from Councilmembers Esparza and Arenas directing the City Manager to "produce a Manager's Budget Addendum providing performance metrics for all currently budgeted and newly proposed Learning Loss and College and Career Readiness programs, and bring forward a comprehensive and strategic plan for COVID-related learning loss for grades K-12."

The City of San José (City) plays a critical role in supporting the educational needs of our communities, from early childhood through school-age, young adulthood, and beyond. In May 2018, the City Council adopted the Education and Digital Literacy (EDL) Strategy, which focuses on the enhancement and coordination of educational opportunities for students of all ages with an emphasis on providing learning supportive resources, evidence-based standards, and data collection to measure outcomes. In collaboration with an expansive network of local experts, City departments, and stakeholders in education, Library staff developed the City's first Education Policy (#0-30), which was approved by City Council on February 11, 2020.

Implementation of the EDL Strategy and Education Policy led to the development and City Council adoption of program quality standards for all City sponsored programs in four educational development areas: Early Education, Expanded Learning, College and Career Readiness, and Digital Literacy. As adopted, the Education and Digital Literacy Strategy seeks to implement the following values:

- **Equity** of access to quality educational experiences for all children of San José is essential and must be cultivated by actively removing barriers;
- **Opportunity** to experience a wide variety of educational options should be extended to all learners, connecting students to skill-based learning, mentors, and potential career pathways;
- **Quality** of program offerings must be demonstrated by establishing standards for student learning and assessing program efficacy; and,

- **Accountability** to our youth and their families is the primary consideration when assessing any programmatic outcome or resource investment in learning and education.

## **ANALYSIS**

Through the EDL Strategy, the San José Public Library (Library) and Parks, Recreation, and Neighborhood Services (PRNS) departments are committed to providing supportive programs focused on enrichment, recreation, and skills development. These programs bolster skills needed for academic success, support workforce development, aim to keep our youth safe, increase civic engagement, and enhance social and emotional growth.

Building on existing workplans and objectives, staff has identified that: 1) programs in the Expanded Learning category may best be aligned to address the needs involved with “Learning Loss” and accelerating academic growth and recovery from the impacts of the COVID-19 pandemic; and 2) programs in the College and Career Readiness category may be aligned through deeper coordination and performance measurement to improve outcomes for San José residents. Each category is addressed below.

### **Learning Loss and Accelerating Recovery**

The COVID-19 pandemic resulted in significant impacts to students throughout San José who missed out on in-person class, school, and socialization experiences, while also, in many cases, struggled to maintain learning levels through digital/distance education.

### **Feedback from Local Education Agency Partners**

Active since 1997, the Schools-City Collaborative (S/CC) is comprised of the Mayor, City Administration, the County Superintendent, and City School District Superintendents and Local Education Agency (LEA) leaders. The S/CC meets twice yearly to discuss efforts of mutual benefit to LEAs and the City of San José associated with the EDL workplan as outlined in the Education Policy. Special meetings and working groups are held on an ad hoc basis.

In April 2021, staff convened a special S/CC workshop involving City leaders, Superintendents, and LEA leaders. The meeting focused on Expanded Learning with specific attention to developing pathways for partnership, strength-based collaborations, and an exchange of ideas about prioritizing City programs that support the current issues for students recovering from the academic impacts of the pandemic. Through discussion and follow-up questionnaire, 17 LEA leaders expressed interest in the following:

- 64% interested in partnership in school-based referrals into City programs
- 47% interested in partnership around learning materials and resources
- 41% interested in exploring partnerships with LEA/site-specific half-day programming
- 23% interested in partnership around summer lunch coordination

Leaders also identified the types of programs or resources of most interest on behalf of students, by selecting all that apply, as follows:

- 88% mental health
- 58% opportunities to socialize/play
- 58% creative expression/the arts
- 58% science/technology
- 58% math skills development
- 58% science/technology
- 52% ELA/literacy skill development

City staff received the majority of this information on May 4, 2021 and have begun to analyze school district responses to this information. Staff will continue to engage with individual school districts and estimate potential program impacts or growth opportunities before the May 20, 2021, meeting of the Neighborhood Services and Education (NSE) Committee and the agendaed discussion of summer programming.

#### Program Alignment and Growth Options

Within the EDL Strategy, the Expanded Learning category of City programs provides services and supports to students during out-of-school time, such as before/afterschool and summer, and partners with LEAs to extend academic learning beyond the school day. Key City programs in the Expanded Learning category include:

- San José (SJ) Learns which is an established program that provides crucial academic support for students who are struggling in the classroom, incorporates partner cost-matching, theory of change and logic model, Expanded Learning Quality Standards (ELQS), performance assessment, data collection through the Santa Clara County Office of Education DataZone, and reporting.
- R.O.C.K. 'n' Learn offers children a safe, quiet space to complete distance learning under staff supervision. After completing distance learning, City staff offer enrichment, healthy recreation, developmental assets, homework assistance, safety, and fun afterschool care for children while ensuring CDC safety measures. The program is in alignment with the ELQS.
- The R.O.C.K. (Recreation Of City Kids) Afterschool program offers a safe and supportive environment for youth in grades K-8 to receive care every day school is in session, from the time the first dismissal bell rings until 6:00pm. City staff provide homework support and lead youth in a variety of recreation activities, including enrichments and STEAM projects. The program is aligned with the ELQS.
- Additional Afterschool Student Engagement includes the Homework Help and Homework Club Programs: Homework Club provides students ages Kindergarten - 8th grade with afterschool homework assistance by volunteers in a range of subjects including reading, writing, math, social studies, and science. Homework Club assess quality using the ELQS, specifically focusing on skill-building, safe and supportive environments, and quality staff.

- The Proposed Resilience Corps Education Unit is a workforce development program that was included in the Council-approved Mayor's March Budget Message and aims to accelerate learning growth among low-income K-12 students by connecting qualified staff to LEAs and/or Expanded Learning Providers.

A full description of these Expanded Learning programs, including considerations for program modifications to meet the needs of children, teens, and students in Summer and Fall 2021 and performance measurement, is included in Attachment A.

### **College and Career Readiness**

At the November 2020 meeting of the NSE Committee, staff presented an overview of College and Career Readiness (CCR) programs and a proposed draft of CCR Quality Standards for all City-sponsored programs. NSE Committee members provided feedback and took action to forward the draft CCR Quality Standards to the City Council for consideration. The CCR Quality Standards were approved for adoption by City Council on December 1, 2020.

#### City Council Feedback and Logic Model

During the NSE Committee discussion, Chair Arenas and Councilmembers Carrasco and Esparza provided specific feedback, requesting more meaningful internship and early job placements, especially through the San José Works program. Chair Arenas requested that the team overseeing the CCR Quality Standards implementation consider development of a logic model, similar to that developed for the Early Education and Expanded Learning program areas, and staff committed to developing this model. Subsequently, the Neighborhood Services City Service Area (CSA) team began to coordinate a CCR Logic Model across City departments.

The CCR Logic Model will highlight programs and opportunities that City departments provide to teens (14-18) and young adults (18-29), in alignment with the CCR Quality Standards. In addition, the logic model will allow the City to visualize ways that departments may collaborate with one another, find gaps, and learn about additional opportunities available to students in high school, college, or pursuing a certification or being part of an apprenticeship. Staff recommends that the CCR Logic Model be utilized as a vehicle for identifying appropriate performance metrics for represented CCR programs across City departments as listed in the table below:

<b>COLLEGE AND CAREER READINESS LOGIC MODEL SCOPE</b>	
<b>City Department</b>	<b>CCR Program</b>
Mayor’s Gang Prevention Task Force + PRNS	BEST
	Clean Slate
	Female Intervention Team
	Project Hope
	Safe School
	Trauma to Triumph
	DigiArt
	Community Service Aide
	Teen Community Centers
SJ Works	Subsidized
	Unsubsidized
	Occupational Skills Training
	Apprenticeships
Library	School Library ID Cards
	SJ Aspires
	Teens Reach
	Youth Commission
	Teen HQ
	Teen Centers
	SJPL Works Center
	Partners in Reading + ESL Programs
	Career Online High School
Working Scholars	
Public Works	Apprenticeships
Cross-Departmental (Environmental Services, Housing, Information Technology, Library, PRNS, Public Works, Transportation)	Internships

Staff anticipates that the draft CCR Logic Model will be ready for review by the NSE Committee during its annual College and Career Readiness update in Fall 2021. Due to the breadth and complexity of the citywide system of CCR programs, the addition of a limit-dated Community Programs Administrator would facilitate and expedite the development of a comprehensive Strategic Plan for CCR efforts, along with the establishment of appropriate program metrics, assessment, and methods of reporting. The Community Programs Administrator could be housed within the Education Division of the Library and could function across departmental lines to support this CSA-wide effort.

A full description of College and Career Readiness programs, including considerations for program modifications to meet the needs of participants in Summer and Fall 2021 and performance measurement, is included in Attachment B.

## **Performance Measures and Indicators of Success**

### Quality Standards

Central to the EDL Strategy is 1) the implementation of quality standards for all City-sponsored programming and 2) the measurement of results and accountability for ensuring that public dollars are being spent in areas of education that have the highest value and impact. Alignment of programs to Quality Standards ensure that the Standards serve as benchmarks for measuring program outcomes and include program curriculum, assessments tools and time, staff training and development, and improvement plans. Performance metrics are also developed and measured in quality improvement plans.

Quality Standards were adopted by City Council in each educational development area, as follows:

- Early Education Quality Standards on March 26, 2019
- Expanded Learning Quality Standards on May 7, 2019
- Digital Literacy Quality Standards on May 19, 2020
- College and Career Readiness Quality Standards on December 1, 2020

### Data Collection and Program Assessment

Additional indicators of successful programs focus on local evaluation including (a) program metrics of outputs and impact gathered by user surveys and program staff, (b) program delivery fidelity to the Quality Standards and alignment with the Continuous Quality Improvement (CQI) plans, and (c) program participant surveys regarding satisfaction, quality, and impact.

These tools and metrics will hold our programs accountable to the community through systematic planning and delivery of city programming in a way that provides a greater benefit to struggling children in learning spaces due to families being unable to afford connectivity or computing devices, or other ancillary academic and skill building support. As a result, City programs can positively augment formal educational programs and support students citywide.

Through the Quality Standards, data collection, and program assessment strategies, the City has a framework for evaluating programming success beyond attendance, identifying target metrics for performance, and measuring outcomes. Although not all programs may be assessed in the same way, a comprehensive approach to program measurement will provide a greater understanding of who is being served, where gaps in service exists, and how to improve opportunities for broader access and higher quality experiences.

## **Budget Impact**

### SJ Learns

Current funding for SJ Learns will support school-site programs that serve approximately 1,000 students in cycles that overlap in FY 21-22. Additional funding of \$500,000, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2021-2022, would

expand capacity of the SJ Learns program, so that schools and partner organizations may provide equitable, high-quality learning experiences for an additional 800 young students in extended-day and summer learning in 16 high-need neighborhoods. The collective trauma of the COVID-19 pandemic has highlighted a need for more in-person learning experiences and trained staff in trauma informed care, social and emotional learning, and whole child learning. Leveraging the expertise of our school districts, County Office of Education, and other community partners, we will identify opportunities to expand the program and to identify better ways to counter learning loss among our youth with the highest need. Program outcomes will be assessed and reported through the established process. The recommended source of funding for the additional \$500,000 will be included as part of the May 17<sup>th</sup> Budget Study Session focused on community and economic recovery from the pandemic.

### R.O.C.K.

The goal of the R.O.C.K program is to provide a safe and supportive environment for youth in grades K-8, quality homework support, recreation activities, and STEAM programming. The program currently serves 1,000 students at 20 school sites. Early review of LEA feedback indicates interest in partnering to identify spaces for approximately 800 students in either school-referral City programs or school-site programs. Staff will continue to work with LEAs to develop options for Summer and Fall 2021. For context, the approximate cost to the City of providing program seats through PRNS for 1,080 students would be \$2.10 million; a 50% cost-share with LEAs would result in required funding for student support programs of \$1.05 million, but any cost-share arrangement must still be coordinated with the LEAs.

### Resilience Corps Education Unit

The primary goal of the Resilience Corps Education Unit (Resilience Corps EDU) is designed to address economic and workforce development needs among college students, with a secondary goal designed to accelerate learning growth for K-12 students in San José. Funding this program will support efforts to ensure that financially struggling qualified college and graduate school students living in San José's high-poverty census tracts are placed with high-quality and well-established expanded learning program providers serving San Jose K-12 students. Regardless of immigration status or citizenship, first generation college students and local residents will be prioritized for placement in the Resilience Corps EDU. For context, the proposed budget to support a 20-30 member Resilience Corps EDU cohort has been estimated to cost \$650,000-\$850,000 for 2021-2022; however, this budget is part of the pending Resilience Corps proposal that will be discussed at the May 17<sup>th</sup> Budget Study Session.

### College and Career Readiness Strategic Plan and Performance Metrics

As described above, staff anticipates that the citywide CCR Logic Model may be completed in Fall 2021, with existing funding and capacity. However, the development of a Strategic Plan and appropriate performance metrics CSA-wide would be expedited by the addition of a limit-dated CCR Community Programs Administrator, to be housed in the Library's Education Division, but working across departments and with the Deputy City Manager for Neighborhood Services. The estimated cost of this position in 2021-2022 is \$173,000.

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### SJ Aspires

Funding staff positions and other administrative costs for SJ Aspires, currently anticipated to be funded with resources from the American Rescue Plan in the amount of \$538,000, would maximize philanthropic funding for student scholarships for 1,000 students who qualify by income and as first generation college attendees, each able to earn \$5,000 in scholarship funds for any college or career training-related expense. After a successful pilot phase, scholarship donations to the SJ Aspires program have exceeded \$6 million. City support for the small staff team to facilitate execution of this program will provide a sustainable basis for further fundraising, as well as program management, data collection, assessment, and outcome reporting.

### San José Works

Funding for San José Works allows staff to provide high-quality internships for opportunity youth who do not have employable skills; design programs to educate youth regarding financial literacy by leveraging technology and learning; create a work-based learning curriculum that fosters students' work readiness skills, and is focused on the needs of students (e.g. gang-involved, non-college bound) who will benefit the most. Ongoing funding for SJ Works of \$1.5 million is continued in the 2021-2022 Proposed Operating Budget to further citywide efforts to enhance internship and employment opportunities for youth.

### COORDINATION

This memorandum has been coordinated with the Parks, Recreation, and Neighborhood Services Department, Office of Economic Development, City Attorney's Office, and the City Manager's Budget Office.



JILL BOURNE  
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### ATTACHMENTS

Attachment A: Expanded Learning Programs

Attachment B: College and Career Readiness Programs



## Attachment A

### Expanded Learning Programs

#### San José Learns

San José Learns (SJ Learns) was created in response to low academic performance among students in low-income communities in San José, where approximately half of third-graders are not proficient in English Language Arts (ELA), Reading, and Mathematics, and nearly 5,000 at-risk K-3 students lack access to free, quality, school-based after school programs.

High-quality extended learning programs provide crucial academic support for students who are struggling in the classroom and are especially important for students from families who cannot afford fee-based alternatives.

First implemented in 2015, SJ Learns aims to bolster academic achievement by funding promising and innovative expanded learning programs that serve San José public school students in transitional kindergarten (TK) through 3rd grade. SJ Learns provides Local Education Agencies (LEAs: public school districts and charters) with resources that leverage their own expanded learning program budgets, as well as that of any provider(s) they select, to increase the number of at-risk students who attend high-quality expanded learning programs.

Additionally, SJ Learns facilitates dialogue among participating LEAs, school sites, program providers, and the broader learning community to inform understanding around best practices and shape policy, including aligning curriculum with in-school learning, and alignment with the Expanded Learning Quality Standards. In FY 2019-20, SJ Learns served 833 students in 13 elementary schools.

An annual SJ Learns program evaluation is conducted by a third-party evaluator, Social Policy Research Associates (SPR). Leveraging these third-party evaluations and the tools outlined in this memorandum, performance metrics and program metrics, guided by the SJ Learns Theory of Change and Logic Model (available [here](#)), have been developed.

In 2021, the aim of the SJ Learns program evaluation is to understand how expanded learning programs support students and their families, particularly in the context of distance learning and the shelter-in-place order, as well as how the City of San José can best support the expanded learning in the City. Specifically, the evaluation seeks to answer the following research questions:

- How have programs shifted as a result of the shelter-in-place order?
- How are programs engaging parents and students in the context of the distance learning?
- How are SJ Learns programs advancing equity within their host schools?
- How have relationships between expanded learning programs and schools/district evolved during distance learning?
- How can we best support grantees to enhance expanded learning opportunities in San José?

To the success and impact of the program, SJ Learns uses the following metrics:

1. Number of students served;
2. Number of students who maintained or gained academic growth;
3. Levels of program and attendance;
4. Evidence of student agency, engagement, and social emotional development;
5. Evidence of strong partnerships in place between schools, programs, and parents;
6. Recommendations about how to leverage partnerships through the Expanded Learning Community of Practice, including spotlighting promising practices; and,
7. Recommendations about overall program quality, based on alignment with the Quality Standards of Expanded Learning in California and goals outlined in the SJ Learns logic model/theory of change.

Data regarding participant demographics, including race and gender, are collected and may be disaggregated to understand the impacts of the program at each site and cumulatively through the annual assessment.

### R.O.C.K. ‘n’ Learn

To meet the childcare needs of families, and to provide students, K-8 grades, a safe and supportive environment in which to participate in their distance learning classes, the Parks, Recreation, and Neighborhood Services and Library Departments offered the R.O.C.K. ‘n’ Learn (RNL) program at 15 community centers and parks and six libraries between August 24, 2020 and June 11, 2021. To eliminate any barriers to access, eligible families were provided a full scholarship. City staff worked closely with school districts to identify and refer vulnerable students experiencing challenges with distance learning. In addition, City staff worked with school districts to provide free lunches daily and secured shelf stable meals for school holidays through the City’s allocation of the Coronavirus Relief Fund. Since August 2020, RNL has served 676 unduplicated youth in 45 unique classrooms at 21 locations. The RNL program will be suspending operations in June due to the school year end, with staff transitioning focus to summer recreation. In the Fall, staff anticipates a return to the more traditional RNL program, with the re-commencement of on-site instruction at schools.

### R.O.C.K. Afterschool Program and Homework Clubs

The Library and PRNS are committed to exploring options that improve school supportive services in PRNS R.O.C.K. programs and in the Library’s Homework Clubs. This includes any modifications or considerations needed to meet the needs of students academic success and social emotional wellbeing. To evaluate the success of these afterschool programs, the Library and PRNS will use annual Continuous Quality Improvement (CQI) plans guided by the Expanded Learning Quality Standards and associated assessment tools.

### Resilience Corps Education Unit

The Resilience Corps Education Unit (Resilience Corps EDU) pilot aims to accelerate learning growth among low-income K-12 students by connecting qualified college students to Local Education Agencies (LEA) and or Expanded Learning Providers.

The Resilience Corps EDU looks to partner with SJSU College of Education, and other local Community Colleges, to recruit and place interested college students in positions that support their educational attainment and that of the K-12 students. After placement, the chosen and qualified Agency will train and support the Corps members according to their established model and best practices.

To evaluate the success of the program, the Resilience Corps EDU program will use the following metrics:

1. Number of participants enrolled as a Corps member per reporting period;
2. Number of Corps members who completed their service per reporting period;
3. Number of participating Corps members who accessed training, professional development, or other soft-skills training offered by the City, the program provider, or the college/university;
4. Number of units of college credit the Corps members received; and,
5. Type of employment related to career path of choice which the Corps members are working in after their year of service.

## **Attachment B**

### **College and Career Readiness Programs**

#### San José Aspires

For high-school aged students, the Library promotes post-secondary readiness by creating and managing a micro-scholarship program, San José Aspires (SJ Aspires). This aligns with Library's long-term goal to create a clear pathway to college and career success regardless of a learner's age or educational background.

The goal of SJ Aspires is to enable students to take advantage of resources in their community and school and recognize how taking advantage of those resources prepares them for college and career success over the long-term.

Students at San José High School, Overfelt High School, and the Opportunity Youth Academy are currently participating in the SJ Aspires programs, which provides students with the opportunity to claim financial awards during their four years of high school. As part of the pilot program, students could earn up to \$500 towards their post-secondary education. The expanded program will allow students to earn up to \$5,000.

The pilot phase of the program concluded in FY 2019-20 with 232 registered users and \$12,625 distributed in financial awards. Overall, SJ Aspires has distributed over \$27,000 in financial awards to students in the program. For the pilot cohort, over 54% of the students came from three zip codes in San José: 95122, 95127, and 95116 (30%, 14%, and 10% respectively) with the next highest participation from 95148 with 5%. Demographically, SJ Aspires split about evenly between students who identified as male or female (48% and 49% respectively); students predominately identified as Hispanic, Latinx, or Spanish Origin (71%), Asian (19%), or Black or African American (5%); 82% stated that they would be First-Generation College Students; and 55% of the students said they intended to enroll in a Community College after graduating from high school and 37% intended to enroll in four-year college or university. Please note, all gender, race and ethnicity, first-generation status, and postsecondary plans were self-reported by students as part of the pilot. Not all students answered each question, and students could enter multiple races or ethnicities.

In the 2020-2021 academic year, San José Aspires expanded to include the full 9<sup>th</sup> grade class at Overfelt High School and the full 10<sup>th</sup> grade class at San José High School. Based on this expansion, SJ Aspires reach will allow it to evaluate the accelerated learning growth of students in its program through the following metrics:

1. An evaluation of the number of SJ Aspires' students at San José High School and Overfelt High School who earned a GPA of 3.3 or higher in the Fall 2021 and Spring 2022 semesters; these numbers would be compared with the number of students who earned a GPA of 3.3 or higher in the Fall 2020 and Spring 2021 semesters.
2. An evaluation of the number of SJ Aspires' students at San José High School and Overfelt High School who earned a GPA between 3.0 and 3.29 in the Fall 2021 and Spring 2022 semesters; these numbers would be compared with the number of students who earned a GPA between 3.0 and 3.29 in the Fall 2020 and Spring 2021 semesters.

3. An evaluation of the number of SJ Aspires' students at San José High School and Overfelt High School who attended 90% or more of their classes in the Fall 2021 and Spring 2022 semesters; these numbers would be compared with the number of SJ Aspires' students who attended 90% or more of their classes in the Fall 2020 and Spring 2021 semesters.
4. The total number of students who take the ACT or SAT exam at San José High School during the 2021-2022 school year.
5. An comparison of the total number of awards claimed by San José Aspires students at San José High School and Overfelt High School during the 2020-2021 school year with those claimed during the 2021-2022 school year.
6. A comparison of the number of tutoring awards claimed by San José Aspires students at San José High School and Overfelt High School during the 2020-2021 school year with those claimed during the 2021-2022 school year.

### Career Online High School

Adult learners in San José without a high school diploma can enroll in the Library's Career Online High School (COHS) program. Through COHS, students can earn a high school diploma and a career certificate in one of nine high-demand career fields. All COHS students receive a scholarship to cover the cost of the program; the program may take students up to 18 months to complete. The Library hosts bi-annual commencements to celebrate recent graduates from the program. During FY 2019-20, 51 students were awarded scholarships and enrolled in COHS and 39 students graduated with a high school diploma and career certificate. In total, more than 100 students have earned their degree through COHS.

To evaluate the success of the program, COHS uses three primary metrics:

- The number of new students enrolled each fiscal year;
- The number of students who graduate from the program each fiscal year;
- The percentage of students who receive a scholarship for COHS and earn their high school diploma and career certificate from the program.

### Working Scholars

In the last year, the Library began piloting the Working Scholars program. This program was made available to graduates of the COHS program and allows students the opportunity to obtain their college diploma virtually. This program is managed in partnership with Study.com, and with support from the San José Public Library Foundation. Six students enrolled in the Working Scholars program during the 2019-2020 fiscal year. Of these students, two are on track to complete the first portion of the program in 2021 and graduate sometime in 2022; an additional two students are on track to complete the program by 2027; and two students are no longer participating in the program.

Students who graduate from COHS and would like to enroll in college have the opportunity to do so through the Library's Working Scholars program. If funding is raised to allow the program to expand and reach new students, the Library would propose evaluating the program using similar metrics as those of COHS, namely:

1. The number of new students enrolled each fiscal year;
2. The percentage of students who enroll in Working Scholars and who subsequently earn their Bachelor's degree.

### San José Works

San José Works provides youth with employment services (6-week internship) and critical life skill instruction, including leadership development, financial literacy, job counseling, job readiness training and other supportive services such as transportation and clothing. High School Youth ages 14-18 who reside in San José and 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 are placed by work2future into a subsidized employment opportunity. The strategic focus for San José Works continues to focus on connecting youth to career pathways in growth sectors, such as information technology, finance, advanced manufacturing, health care and construction. Additional support includes mentoring, job readiness training, financial literacy, career counseling, supportive services (transportation, clothing), referrals to wraparound services, and mentoring.

To evaluate the success of this program, staff use the following metrics:

- Measures long-term outcomes across three combined metrics: work-based learning/readiness, and financial literacy;
- Institutionalize periodic continuous improvement cycles using data-driven illustrations, inquiries, and feedback; facilitates design sessions with youth and program staff to craft specific activities;
- Placement goals with an employer; and,
- Retention goals.