

Goal 1: Create Jobs	
<p>Connect Opportunity Youth to employment, increase residents' ability to acquire middle-skill jobs, and create jobs through local sourcing with anchor institutions. The SDPZ has a 16.2% unemployment rate. 40.1% of Opportunity Youth are unemployed.</p>	
Activity 1A	Connect Opportunity Youth, aged 16-24, to employment
<p>Rationale/Evidence: A 2012 White House Report on the Economic Value of Opportunity Youth (OY) found that they are more likely to rely on government supports, report worse health status, and are more likely to be involved in criminal activity. The high youth unemployment rate indicates the need to address OY's access to jobs in order to improve long-term economic success within the SDPZ. Work experience and internships will address OYs' insufficient soft and vocational skills, and connect them to employment.</p>	
<p>Implementing Partner: San Diego Workforce Partnership (SDWP), is the city-designated Workforce Development Board. SDWP distributes local, state, and federal workforce funds to contracted providers via competitive procurement. SDWP will track funds received, and collect and report data related to OY employment. Supporting partners, such as IRC, Second Chance and Urban League offer OY workforce training programs that could be expanded given additional resources during the SDPZ term.</p>	
<p>Committed Financial Support</p> <p>Grant or Direct Allocation</p> <ul style="list-style-type: none"> Local, Regional, or Tribal Government: \$5,000,000, City of San Diego, 07/01/2016-06/30/2025, CONNECT2Careers, a summer employment program that addresses San Diego's ongoing skills gap by providing meaningful work experiences that prepare young adults ages 16-24 for in-demand jobs. Federal Government: \$10,500,000, Dept. of Labor, Workforce Innovation and Opportunity Act (WIOA) funds administered by SDWP within the SDPZ, 07/01/2016-06/30/2025, Opportunity Youth served receive outreach, recruitment and orientation; intake, eligibility determination and registration; objective assessment and referral; Individual Service Strategy (ISS); case management; follow-up services. 	
<p>Financial Support Needed</p> <p>Grant or Direct Allocation</p> <ul style="list-style-type: none"> \$3,000,000, Department of Labor, YouthBuild, 10/01/2017-03/30/2020, To provide education and employment to disadvantaged youth, ages 16-24. Either San Diego Workforce Partnership or listed SD Promise Zone supporting partners could be grantees. \$1,050,000, Dept. of Labor, Face Forward, 10/01/2017-09/30/2019, To provide education and employment to disadvantaged youth, ages 16-24. Either San Diego Workforce Partnership or listed SD Promise Zone supporting partners could be grantees. \$2,000,000, Summer Jobs and Beyond: Career Pathways for Youth (CPY), 05/01/2017-04/30/2019, To provide employment-related services to eligible youth who are new entrants to the workforce, including those with limited current or past work experience. SD Workforce Partnership would be the grantee. \$3,950,000, Private Foundation or combination of sources, 10/01/2017-09/30/2020, Additional funds needed to provide education and employment to disadvantaged youth ages 16-24. Either SD Workforce Partnership or SD Promise Zone supporting partners, or a combination of the two, could be grantees. 	
<p>Committed Non-Financial Support</p> <ul style="list-style-type: none"> San Diego's Mayor has committed to enlisting 100 local companies to hire OY. JCNI provides a Community Room in Encanto available at no-charge for hiring events, youth workforce fairs, etc. 	
<p>Non-Financial Support Needed</p> <p>OY need to be better connected to employers for longer-term employment. TA regarding strategies to engage additional employers would be beneficial.</p>	
<p>Expected Outcomes and Measurement</p> <ul style="list-style-type: none"> Create 10,000 internships and jobs for Opportunity Youth over 10 years. With an additional \$1M/year in federal support (\$10M over 10 year term), we propose to serve an additional 5,000 OY during the 10 year term. 	
<p>Data Collection, Tracking and Sharing</p> <ul style="list-style-type: none"> SDWP's Research Department analyzes workforce trends, in-demand jobs, and high-growth industries in 	

<p>San Diego. SDWP will track and report, annually, the # of OY served, unemployment and employment rates for OY, and number of employers receiving placement. Data will be shared with SDPZ collaborative at least annually.</p> <ul style="list-style-type: none"> Data sources include: Census ACS, Longitudinal Employer-Household Dynamics LEHD/LODES (LEHD Origin-Destination Employment Statistics) Census 	
<p>Timeline/Milestones for Implementation</p> <p>Over the 10-year SDPZ term, we will:</p> <ul style="list-style-type: none"> Enroll 16,000 youth Provide work-readiness course to 14,000 youth Place 10,000 youth Engage 100+ businesses within the SDPZ Create employer-informed/led taskforce to guarantee student placements after program completion 	
Activity 1B	Increase the number of residents employed in middle skills jobs in growing industry sectors by expanding programs that provide industry-recognized post-secondary credentials.
<p>Rationale/Evidence</p> <p>Research compiled by JP Morgan Chase has found middle skill jobs are the fastest growing job type that provides family sustaining wages (www.jpmorganchase.com/skillsatwork). More than 24,000 middle skills jobs will be available in San Diego by 2019. Locally-identified growth sectors include healthcare, green economy, and construction. With a focus on productive education, the return on investment is high. Local residents be will connected to these new opportunities.</p>	
<p>Implementing Partners</p> <p>SDWP is building a workforce system based on the proven practice of combining practical education and hands-on work experience resulting in an industry-recognized credential. SDWP will track funds received, and collect and report data.</p> <p>JCNI will convene partners and act as business intermediary within the SDPZ.</p>	
<p>Committed Financial Support</p> <p>Grant or Direct Allocation</p> <ul style="list-style-type: none"> Federal Government: \$20,000,000, Dept. of Labor, WIOA funds administered by SDWP within SDPZ, 07/01/2016-06/30/2025, Invested in training SDPZ residents. 	
<p>Financial Support Needed</p> <p>Grant or Direct Allocation</p> <ul style="list-style-type: none"> \$1,360,000, Department of Labor, Training to Work - Adult Reentry, 10/01/2018-09/30/2019, To provide education and training that enables individuals to obtain industry-recognized credentials in growing sectors and industries. \$1,000,000, 01/01/2017-12/31/2018, Private financial support through foundations such as JP Morgan Chase could further build SDPZ. 	
<p>Committed Non-Financial Support</p> <ul style="list-style-type: none"> SDWP's Research Department analyzes workforce trends, in-demand jobs, and high-growth industries in San Diego. JCNI provides a Community Room in Encanto available at no-charge for hiring events, youth workforce fairs, etc. 	
<p>Non-Financial Support Needed</p> <p>Assistance with data-tracking of credentialing information.</p>	
<p>Expected Outcomes and Measurement</p> <ul style="list-style-type: none"> Train 2,000 residents to acquire industry -recognized credentials (construction, NIMS, etc.). Increase the number of entities providing credentialing and placement. 	
<p>Data Collection, Tracking and Sharing</p> <ul style="list-style-type: none"> SDPZ will track and report, annually, the # of individuals who acquire industry-recognized credentials,* the # of residents in middle-skill jobs, and the # of entities providing credentialing. *Currently, training providers, such as colleges, track the number of industry recognized credentials, but that information is not aggregated anywhere. 	

<ul style="list-style-type: none"> Data starting point: CalJobs (state labor exchange) provides info about SDWP clients 	
<p>Timeline/Milestones for Implementation</p> <ul style="list-style-type: none"> Create a way to aggregate and track credentialing data, in collaboration with local credentialing providers, such as community colleges, adult education, apprenticeship programs, and private post-secondary institutions in 2017. Identify and engage new credentialing partners (e.g., Building Trades, Continuing Education), via the California Division of Apprenticeship Standards. Promote local & state goals/policies to increase the number of industry-recognized post-secondary credentials. 	
Activity 1C	Identify local sourcing opportunities with anchor employer institutions and champion model policies that encourage equitable practices.
<p>Rationale/Evidence Anchor institutions are an untapped source for job creation. The SDPZ will encourage local sourcing of materials and champion policies that encourage equitable practices by anchor employers to leverage their power as consumers and create living wage jobs for SDPZ residents. San Diego is home to major hospitals (Scripps Health, Sharp Healthcare, Kaiser Medical Center), higher education (SDSU, UCSD), the City government, and SDUSD, which together employ more than 100,000 individuals.</p>	
<p>Implementing Partners SDWP will track funds received, and collect and report data. *San Diego Unified School District (SDUSD) already has experience with local sourcing for fresh produce, which will be leveraged and built upon during the SDPZ term. JCNi will partner with SDWP, CivicSD, and supporting partners and act as a convener, coordinator, and industry attractor.</p>	
<p>Financial Support Needed</p> <p>Grant or Direct Allocation</p> <ul style="list-style-type: none"> \$2,000,000, Community Development Financial Institution (CDFI) funding available through a CDFI such as LEAF (one of only three CDFIs in the country with a focus on cooperatives). Start-up funding for each worker-owned cooperative/business. 	
<p>Expected Outcomes and Measurement</p> <ul style="list-style-type: none"> Create 10 new for-profit worker-owned cooperatives/businesses during ten year designation. Create 500 new jobs for SDPZ residents during ten year designation. At least 80% of these businesses will be minority owned business enterprises (MBEs) At least 20% of these businesses will be women owned business enterprises (WBEs) 	
<p>Data Collection, Tracking and Sharing</p> <p>The City will track and report annually the number of purchasers who adopt local purchasing preferences, the number of local sourcing contracts created, the number of jobs created, and the dollars brought into the zone (\$ amount of contracts) and will share at SDPZ Executive Committee meetings.</p>	
<p>Timeline/Milestones for Implementation</p> <ul style="list-style-type: none"> Map promise zone neighborhood supply chain in 2016 Develop model local sourcing policy and case statement, building on work of SDUSD in 2017 Work closely with anchor institutions to determine how their procurement decisions can create jobs (determine supply chain needs and capacity building opportunities) Build at least one new worker-owned cooperative/business during the 10 year SDPZ term. 	