

Community Economic Opportunity Plan

The Jacobs Center for Neighborhood Innovation and the Jacobs Family Foundation were founded in 1995 by Dr. Joe and Vi Jacobs, founders of Jacobs Engineering Group in Pasadena, California.

Neighborhood Innovation District

As the operating arm of the family foundation, the Jacobs Center for Neighborhood Innovation (JCNI) is working to revitalize 60 acres of land and build the capacity of residents in the community. JCNI's assets are primarily land; fundraising is done to support programs in partnership with other community organizations in the area. Over the years JCNI has changed its practice of providing community grants to become a place-based philanthropy so it can focus all of its resources on one community, southeastern San Diego's Diamond Neighborhoods, to make a significant impact.

JCNI fosters a high level of resident engagement and participation in its work. The Jacobs family worked with the community to develop a vision for the area, which led to the creation of Market Creek Plaza and the nation's first and only Community Development IPO in 2006. Today, this retail center has hundreds of community investors. Future developments will provide additional investment opportunities for residents.

Key Areas of Focus

PEOPLE – Support and build the capacity of residents and community organizations in southeastern San Diego's Diamond Neighborhoods. Build networks of actively engaged residents to spur creativity and continued economic growth.

PLACE – Revitalize 60 acres of land to provide residents with greater access to amenities that improve their quality of life. Transform the area into a vibrant town center and an innovative district that lays the foundation for future investments.

PROGRAMS – Connect residents to community programs that help increase their educational success, pathways to sustainable careers, and develop as leaders. Support other community organizations by providing resources to help fulfill their missions.

Purpose and Intent

The purpose of this Community Economic Opportunity Plan is to help ensure that investments are maximized to enhance the overall quality of life for residents of the Diamond Neighborhoods. The Community Economic Opportunity Plan sets the foundation to transform this community into one with a stronger, more equitable economy.

Plan Development Process

During the fall of 2014, JCNI convened and directed a series of focus groups and stakeholder interviews to gain feedback. Over 50 stakeholders¹ have participated in the input process to date.

¹ Nine (9) individuals from the Fall sessions and twenty-six (26) from February sessions plus five (5) informed stakeholders and seven (7) from the Redevelopment Community Working Group in March.

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This included groups representing affordable housing, labor unions, community members, minority contractors, and individuals considered “Informed Stakeholders”. Additionally, public review of the full plan will take place for a minimum of 30 days including opportunities for online feedback, stakeholder sessions, a Town Hall meeting, and a series of “living room” convening’s with members of Jcni’s Executive Team.

Definitions

The following terms are commonly used throughout this Neighborhood Benefits Program. Due to varying usage and interpretation, the plan defines key terms at the onset to ensure clarity.

1. **“Best Effort”** is defined as using reasonable efforts to satisfy the provisions of the agreement, including among other things: assigning staff resources to these efforts and determining in advance a plan of action as to how the effort will be made that will show the greatest chance of success.
2. **“Contractor”** is defined as any individual, firm, partnership, owner operator, corporation, or combination thereof, including joint ventures, which is an independent business enterprise, and which is properly licensed for the work intended, and has entered into a direct contract with Jcni.
3. **“Diamond Neighborhoods”** is defined as the area located south of Chollas Parkway, west of 69th Street, north of Division Street, and east of Interstate 15, including, without limitation, the following zip codes: 92102, 92105, 92113, 92114, and 92115.
4. **“First Source”** refers to a plan or program requiring consideration of a particular source of job applicants such as a job-training organization or agenc(ies).
5. **“Family Supporting Wage”** refers to an approximate income needed to meet a family’s basic needs.
6. **“Local Resident”** refers to a person whose primary place of residence is within the Diamond Neighborhoods, as defined by the area located south of Chollas Parkway, west of 69th Street, north of Division Street, and east of Interstate 15, including the following zip codes: 92102, 92105, 92113, 92114, and 92115.
7. **“Local Company”** refers to a company whose primary location and/or business headquarters is located in the Diamond Neighborhoods as defined above.
8. **“Minority-owned business”** is defined as a business enterprise that is at least 51% owned by a minority individual or group(s), and whose management and daily business operations are controlled by one of more of those individuals. Jcni shall presume that minority includes, but is not limited to, Black, Hispanic, Asian Pacific Islanders, American Indian or Alaska Native.
9. **“Permanent Job”** refers to jobs that are non-construction related. Including part-time, full-time, or seasonal work that are part of an ongoing staffing need for a Jcni tenant, subcontractor, or vendor.
10. **“Women-owned business”** is defined as a business enterprise that is at least 51% owned by a woman or women, and whose management and daily business operations are controlled by one or more of these individuals.

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11. **“Veteran-owned business”** is defined as a business that is at least 51% owned by one or more veterans or in the case of any publicly owned business, at least 51% of the stock of which is unconditionally owned by one or more veterans; and whose management and daily business operations are controlled by one or more veterans.

Development Values

JCNI as owner and developer of significant parcels of land in the Diamond Neighborhoods has developed a Master Development Plan as a result of a wide-range of community input and civic engagement efforts. These efforts have created a set of Development Values used by JCNI to evaluate the level of contribution and alignment of each major project prior to being finalized. Community input will be actively sought for all major development projects and will be asked to provide input regarding alignment with the Development Values. Projects that do not show a consistent ability to meet or exceed these Development Values will not be selected. JCNI is committed to developing its properties with clearly defined values including:

Economic Parity/Equity: We will increase investment of new capital from public and private sources as well as provide new retail opportunities that will increase circulation of dollars within the district, thus expanding local markets, building infrastructure, and increasing the purchasing power of area residents.

Sustainable Development: We will apply green building and resource conservation strategies around a higher density, transit oriented center and corridor to strive to achieve LEED-ND certification and optimal livability standards.

Long-term Ownership: We will explore diverse mechanisms for inclusive community ownership opportunities. This will be achieved by strong community engagement in planning, individual and collective asset building, shared learning opportunities, and equitable governance structures.

Financial Stability: We will create productive land uses, manage risk, and invest returns in sound maintenance and expansion of assets to assure the self-sufficiency and economic health of the community beyond the sunset of the Jacobs Center for Neighborhood Innovation.

Job and Business Growth: We will maximize opportunities for the creation of quality jobs and new businesses, bringing essential services to the area and building lasting assets for the community.

Place-Making and Quality of Life: We will incorporate aesthetic features (architectural, art and cultural) and safety considerations into the built environment to enhance the positive identity or “brand” of the Euclid and Market district as an appealing place to live, work and play.

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Community Economic Opportunity Plan Elements

This section details key elements of the Community Economic Opportunity Plan which include the following:

- A. Community Input & Voice
- B. Local & Diversity Procurement
- C. Local Hire
- D. Workforce Training: Construction Pre-Apprenticeship Career Pathways
- E. Youth Workforce Development
- F. Housing
- G. Philanthropic Partnerships
- H. Community Facilities District
- I. Accountability and Compliance

A. Community Input & Voice

The people who live and work in the community are essential in providing guidance and ensuring that a collective vision for the revitalization of the community is being carried out. JCNI's Civic Engagement Team, working hand-in-hand with the Redevelopment Team, has developed multi-faceted strategies to seek out and receive ongoing community input and voice. This includes the formation of a Redevelopment Community Workgroup comprised of resident leaders from the Diamond Neighborhoods. Additionally, community members at large will be sought to engage in key redevelopment issues and projects through both formal and informal means. JCNI is committed to ensuring openness and transparency. To that end, JCNI will ensure that the community receive updates on major projects and are invited to provide input on key decision points requiring community participation, and mobilizing resident leadership to engage a wider community voice and feedback.

How does this element apply?

1. The Redevelopment Community Workgroup will convene and be staffed by JCNI, meeting on a frequent basis of no less than four (4) times a year. Staff will bring updates and plans for major redevelopment projects to the workgroup. Members will provide input prior to wider community engagement to ensure relevancy and participation.
2. The Redevelopment Community Workgroup will also be tasked with communicating with other residents regarding key redevelopment issues and projects. Members will be asked to communicate, educate, and mobilize their networks when necessary for issues requiring public decision-making processes such as bond measures and public funding opportunities.
3. JCNI will mobilize community through new and emerging outreach efforts including the use of digital engagement and social media such as Facebook, Twitter, Instagram and the JCNI website at www.JacobsCenter.org.
4. All competitive bid opportunities will be noticed on the JCNI website at www.JacobsCenter.org.

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5. Plans and specifications for construction projects will be available for public view at the Jacobs Center at 404 Euclid Avenue.

B. Local & Diversity Procurement

JCNI is committed to maximizing opportunities for locally owned businesses including those that represent diverse constituent groups such as Minority-owned, Veteran-owned, Service-Disabled Veteran-owned and Women-owned businesses. The goal of the procurement element of this plan is to stimulate the economy of the Diamond Neighborhoods through procurement efforts utilized by JCNI. This includes procurement of both construction and non-construction contractors; subcontractors; and vendors of goods and services.

How does the element apply?

1. JCNI will have established clear and transparent procurement policies.
2. JCNI will ensure that the best economic interest of both the organization and the community are taken into account in the procurement of construction and non-construction contracting needs.
3. JCNI will conduct wide-ranging outreach efforts for any procurement opportunities related to both construction and non-construction contracting needs.
4. For construction contracts, JCNI will share outreach lists with the developer and/or the general contractor with requirements for bid notices to be sent to this list.
5. Additional value will be placed on local businesses, in circumstances allowed by the funding source, should their cost of goods or services as well as their capacity to perform meets the scope of work requirements.
6. JCNI will make best efforts at contracting with qualified local and diverse businesses where the funding source allows criteria for these entities.

C. Local Hire

JCNI has the unique opportunity to invest in the Diamond Neighborhoods not only through development projects but also through hiring practices. A considerable number of projects will be identified that can connect local residents to immediate opportunities for employment. This element demonstrates a commitment to maximize employment opportunities for local residents. To be effective, the Local Hire element must be rooted in a community partnership approach utilizing wide-ranging outreach efforts. Establishing and maintaining relationships with employers is vital as well as maintaining communication with local workforce training partners, nonprofit agencies, faith-based organizations, staffing agencies, and hiring halls to identify qualified local workers. As job openings arise with contractors, vendors, or tenants, JCNI will offer a coordination role to support the "best effort" provisions for Local Hire. This element pertains to both construction jobs as well as permanent jobs.

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How does the element apply?

1. JcNI will make best efforts to offer Local Hire intermediary services by working with hiring managers to understand job requirements, qualifications and interview processes; providing support for screening applicants through a network of workforce partners; advertising position openings; hosting hiring events; interview preparation workshops; targeted outreach for qualified local job seekers; and other tailored services to meet employer needs in partnership with local training agencies, educational institutions, and community networks.
2. Contractors, vendors and tenants will make best efforts to hire from First Source referrals of qualified local workers. An employer will not be required to hire any applicant it does not consider qualified, regardless of the source of referral.
3. Contractors, vendors, or tenants will be asked to share these Local Hire provisions with the onsite and/or hiring management staff in order to achieve the highest level of local participation possible.
4. Construction Jobs: In some cases, JcNI will negotiate construction projects based upon ground leases where a separate entity is responsible for development and construction management. In these cases JcNI will maintain as much leverage as possible based on the terms of these agreements to make best efforts towards Local Hire. For workers employed on JcNI managed construction projects, contractors will be asked to make best efforts to promote the following standards for any construction contract or subcontract valued at over \$50,000:
 - a. 20% of total jobs to be performed by Local Residents,
 - b. 50% of total jobs to be performed by City of San Diego Residents,
5. Permanent Jobs: For workers employed in full-time, part-time, seasonal or temporary non-construction jobs with contractors, vendors, or tenants, best efforts shall be made to promote the following standards for any permanent jobs on contract or lease agreements valued at over \$50,000:
 - a. 50% of total jobs to be performed by Local Residents,
 - b. 100% of total jobs to be performed by County of San Diego Residents,
6. For any JcNI supported career pathway training program the following standards will be promoted:
 - a. Utilize First Source hiring practices in which JcNI's contractors, subcontractors, vendors, and tenants offer qualified graduates of designated programs the first opportunity to fill job openings.

D. Workforce Training: Construction Pre-Apprenticeship Career Pathways

JcNI has a commitment to creating family-supporting wage jobs for local residents. The construction sector can provide access to these careers. JcNI will focus efforts on pre-apprenticeship career pathway training because it is a key element of the construction workforce pipeline. JcNI's Redevelopment Values focus on creating sustainable development such as green building and resource conservation for optimal livability standards. This vision extends to support for property owners. Through partnerships, JcNI will make best efforts to connect local residents

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to existing training and career opportunities in the construction sector and assisting to augment capacity where needed, including exposure to green building technologies. JcNI will work to identify and bridge any limitations of the current system that may have created barriers for local residents, including minorities and young adults, from entering the construction industry. Collectively local school districts, community colleges, universities, nonprofit agencies, employers, trade organizations, and the local workforce system represent a large pool of resources that can be leveraged to connect local residents to training and preparation for construction careers.

How does the element apply?

1. JcNI will play a key role in the development of a robust and collaborative local workforce training ecosystem that maximizes access to construction career pathway opportunities for local residents by partnering with stakeholders in the public, for-profit, labor union, and nonprofit sectors.
2. When determined feasible and necessary JcNI will make best efforts to develop new pre-apprenticeship program models in partnership with other entities.
3. JcNI will support endeavors to increase capacity of the current system to address limitations for local residents to gain access to training and careers.
4. JcNI will make best efforts to partner with union and non-union pre-apprenticeship and apprenticeship training providers, including training centers and programs, veteran-owned, women-owned, and minority owned contractors. These partnerships will focus on the recruitment and support of local residents in pre-apprenticeship programs, emphasis on “earn-and-learn” models and creating a qualified pool of applicants ready to enter careers in the construction trades.
5. Key programmatic elements to be addressed in pre-apprenticeship pathways include outreach to under-represented groups, quality hard and soft skills training preparation, on-the-job and hands-on learning, social supports such as mentorship and career navigation, direct access to paid training and employment, and support services to address barriers such as reliable transportation and childcare subsidies.

E. Youth Workforce Development

The emerging generation of young people in the Diamond Neighborhoods are impacted by the current and future economic vitality of the region. Investments in neighborhood infrastructure are proven strategies towards economic revitalization and job creation. However, intentional efforts will be needed to integrate youth workforce opportunities into those investments. There is research that indicates that youth workforce programs can have long lasting economic impact. Summer jobs programs in particular have shown to increase the health and safety of urban communities by significantly decreasing youth violence². JcNI recognizes that all neighborhood youth deserve the opportunity for access to workforce and career preparation opportunities

² Boston: <http://www.bostonglobe.com/metro/2013/07/08/new-study-says-boston-teens-who-have-summer-jobs-are-less-prone-violence/lj5VGwix2EeuXukTwm4RAI/story.html>

Chicago: <http://www.washingtonpost.com/blogs/wonkblog/wp/2014/12/08/one-cheap-way-to-curb-crime-give-teens-a-summer-job/>

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including youth who are disconnected, sometimes referred to as “Opportunity Youth³” such as those that may have left school early without graduating, who are not employed, who are involved or have family members in the justice system, current and former foster youth, and low income youth. This will include a focus on career pathways, access to paid-opportunities such as internships and summer jobs, and effective programs that connect young people to academic enrichment, positive peer environments, and connections to their community through art, culture, and experiences with the natural environment.

How does this element apply?

1. JCNI will focus on identifying the future of jobs in the region and the Diamond Neighborhoods. This includes identifying the skills required to be competitive, tangible opportunities to prepare youth for participation in the labor market, increasing access and support for all youth to achieve success.
2. JCNI will engage in a partnership approach to develop youth workforce opportunities with the private sector, philanthropy, government, schools, nonprofits, and youth-serving organizations.
3. JCNI will make best effort to increase the quantity and quality career pathways programs that ensures youth are learning relevant skills, including hands-on career exposure and paid internship opportunities.
4. JCNI will make best efforts to support local school’s efforts to improve academic achievement for elementary, middle, and high school students.
5. JCNI will make best efforts to identify resources and create coordinated efforts to increase the number of available summer jobs and internships opportunities including for those most at-risk of youth violent crime.

F. Housing

JCNI is committed to increasing the diversity and supply of quality housing including an emphasis on eco-friendly structures in the Diamond Neighborhoods. This element of the plan intends to increase both rental and ownership opportunities using an approach that builds upon a trifecta of philanthropic-public-private partnerships that have the ability to drive change in the community. Our approach is rooted in sustainable, affordable, accessible, and equitable housing. JCNI housing developments will focus on the implementation of high performing, integrated, and low impact infrastructures in places that attract, people promote activity, and build vibrancy.

How does the element apply?

1. JCNI will make best efforts to ensure that 25% of all newly built units are set aside for affordable housing.
2. JCNI will make best effort to create incentives that stimulate the production of new units to meet the needs of all residents across lifecycles.

³ <http://aspencommunitysolutions.org/the-fund/>

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3. JCNI will encourage and promote housing for the elderly and people with disabilities, utilizing redevelopment opportunities that are in close proximity to public transportation, grocery stores, restaurants and other essential support services.

G. Philanthropic Partnerships

As tenants and development projects are pursued, JCNI will seek entities that understand the value of being part of a neighborhood innovation district. Potential philanthropic contributions and investments will be sought from public, private and corporate sources for the explicit purpose of supporting all parties shared interests in building a neighborhood innovation district that includes financial and in-kind support for education, workforce, arts, and cultural programming.

How does this element apply?

1. JCNI will make best efforts to initiate dialogue early in the relationship with tenants or contractors to determine the company's interest and ability to be an active partner in the neighborhood innovation and revitalization efforts.
2. Corporate philanthropic contributions will be used to support JCNI and partner efforts toward education, workforce, arts and cultural programming.

H. Community Facilities District

JCNI's long-term investment in the neighborhood is not limited to new construction. JCNI is also proactively addressing existing infrastructure deficits through the creation of a Community Facilities District (CFD). The CFD is a mechanism developers can use to raise funds to address any upfront public infrastructure improvements and to pay for ongoing services that are needed because of the development. In this case, JCNI is the developer and the City of San Diego, potentially with a joint powers authority, would create the CFD. Once a CFD is approved, a Special Tax Lien is placed against each property in the CFD and municipal bonds can be sold by the CFD to raise funds to pay for the upfront costs of infrastructure development and improvements. Here, the proposed improvements would address many of the existing deficiencies such as missing sidewalks, lack of connectivity, improved walkability, safety, and equitable access to transit. It is important to note that the proposed CFD will include only JCNI properties; no other properties would be subject to the special tax, even if they benefit from overall improvements. The bond is then repaid through the annual collection of the special property taxes. When completed, the infrastructure improvements are dedicated back to the City.

How does this element apply?

1. JCNI, in partnership with the City and other relevant parties, will make best efforts to develop a financially sound and feasible CFD program.
2. JCNI will communicate and engage community members on the aspects and impacts of a CFD.
3. JCNI will engage tenants of JCNI properties for feedback regarding the CFD program.

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I. Accountability and Compliance

JCNI's Community Economic Opportunity Plan is comprised of various elements with specific language that will be added to existing and future contracts, leases and scopes of work. JCNI will dedicate resources in the form of staff and technology solutions to ensure accountability towards the Community Economic Opportunity Plan.

Procurement: Each department of JCNI that is involved in procuring contracts and vendors will adhere to JCNI procurement guidelines. At a minimum this will include the following accountability efforts:

1. Maintain procurement outreach lists for goods and services that indicate local and minority status of contractors, subcontractors, as well as vendors of goods and services, including construction.
2. Make scopes of work and bid plans available to staff and the public.
3. Conduct wide-reaching outreach efforts that focus on local and minority business enterprises as defined in this plan.
4. Maintain, in an accessible database, the results of any procurement for contracts or vendors, including details on the amount of award, scope of work, and type of funding.
5. Track the outcomes for contracts and vendors in meeting scope of work and other contractual requirements.

On a regular basis, each department will add potential bidders of goods and services to an accessible procurement outreach list. At any time members of the community or other entities may request to be added to the procurement distribution list. JCNI procurement practices will be reviewed on an annual basis to ensure compliance with the aforementioned policies.

Tenants and Contractors: Contractual agreements entered into by JCNI will include standard and consistent compliance provisions, including the following as applicable and mutually agreed upon:

1. The purpose of JCNI's neighborhood benefits program and development values.
2. The definition of local resident and/or local region.
3. Guidance on best efforts towards meeting appropriate provisions consistent with this plan including the Local Hire and Local & Diversity procurement elements.
4. Reporting requirements and forms as relevant to the agreement.

Reporting: JCNI will make best effort to collect local hire data on a bi-annual basis from tenants of JCNI properties. For construction contractors and subcontractors, local hire data, including details of best efforts may be requested on more frequent basis depending upon the length of the project. For local and diversity procurement of construction contracts and subcontracts, outreach information and subcontracting plans may be required more frequently. This information will be reported as part of JCNI's dashboard and collective impact data as appropriate. Each department will monitor the performance of contractors and vendors against their scope of work with demonstrated results documented in a centralized database system to evaluate performance and suitability for future contracting opportunities.

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Compliance: Should any tenant, contractor, subcontractor or others defined within this plan be determined to be unresponsive to the best effort guidance as stated herein, JCNI will review their actions in order to evaluate the circumstances. If it is determined that party is not making best efforts to adhere to the plan guidance as outlined herein, JCNI will work with the party to identify a specific plan for improvement with targeted dates by which such improvements ought to be achieved. JCNI reserves the right to take action, up to and including, ending the relationship with the contractor, vendor or lessee as dictated by any contractual agreement entered into.

Your input is important to us. If you are interested in providing feedback to this plan please email PlanFeedback@JacobsCenter.org or call 619-527-6161.

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