



# Capital Region Economic Assessment

**December 31, 2023**

*A holistic economic  
assessment of the  
eight-county  
Capital Region*



Prepared in partnership for California Jobs First (Regional Plan Part 1)



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**Note:** Analysis produced hundreds of detailed data points spanning in-depth views of different years, industries, demographics, geographies, and other factors. This report offers a summary of findings and implications. More extensive analysis can be found in the Capital Region Databook at [www.weprospertogether.org/research](http://www.weprospertogether.org/research).

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## State Requirements Index

Item	Location
<p><b>Economy and Economic Development Analysis</b></p> <ul style="list-style-type: none"> <li>Identify economic development opportunities and forces in the region</li> <li>Review inequities in economic development across the region</li> <li>Identify major low- and high- wage industries and occupations in the region</li> <li>Explore economic well-being and cost of living across the region</li> <li>Discuss the impacts caused by economic shocks (e.g., pandemics, natural disasters) or longer-term economic shifts (e.g., global market signals, automation, policy levers) in the region. These include economic harm to communities (i.e., workers, small businesses, impacted industries, the public sector, and selected regions and populations) as well as the potential for new economic development opportunities.</li> </ul>	<p>Economic dynamics and inequities are addressed throughout Sections 3 and 4.</p> <p>“Opportunity jobs” analysis in Section 4 explores low and high-wage industries and occupations.</p> <p>Detailed analysis of cost of living and well-being can be found in Section 3.</p> <p>Discussion of economic shocks and shifts is framed in the introduction and then woven throughout Section 4 and Section 5.</p>
<p><b>Climate and Environmental Impact Analysis</b></p> <ul style="list-style-type: none"> <li>Identify short term and long-term impacts of climate change on the people and economy of the region. These include disproportionate impacts on disinvested communities and expected increases in occupational hazards for workers.</li> <li>Identify major sources of air pollution, water pollution, toxic and hazardous waste and their impacts on diverse communities, especially disinvested communities</li> <li>Identify major sources of Greenhouse Gas (GHG) emissions and their impacts on diverse communities, especially disinvested communities.</li> <li>Assess impacts of climate change on targeted emerging industries, sectors, or clusters and how these impacts might hinder success of the proposed plans and transition strategies (e.g., damage to critical infrastructure, loss of productivity, loss of population)</li> </ul>	<p>Climate and environmental analysis is located in Section 3. Environmental implications for industry and target sectors / clusters are also discussed in Sections 4 and 5.</p>
<p><b>Public Health Analysis</b></p> <ul style="list-style-type: none"> <li>Provide a snapshot of the impacts of the current economic trends and climate change effects on public health, especially the impacts on disinvested communities.</li> </ul>	<p>Public health analysis is included in Section 3.</p>

<ul style="list-style-type: none"> <li>• Explore the main causes of chronic illnesses and diseases in the region, and whether and how they are related to economic inequalities, climate impacts, environmental factors, etc.</li> <li>• Analyze health disparities across the region, disaggregated by race, gender, and other demographics.</li> </ul>	
<p><b>Labor Market Analysis</b></p> <ul style="list-style-type: none"> <li>• A snapshot of labor and workforce dynamics in the region, including an overview of major employers, occupations, and wages, the impacts of the recent trends, changes, and forces on the labor market, and projected labor trends in existing key industries.</li> <li>• Identify Industry-specific labor standards that meet high-road priorities.</li> <li>• Identify barriers that limit access to high-quality jobs.</li> <li>• Identify relevant training programs, apprenticeships, or high road training partnerships in the region.</li> </ul>	<p>Labor market research is included in Section 4, including “opportunity jobs” analysis defining jobs meeting high-road priorities.</p>
<p><b>Industry Clusters Analysis</b></p> <ul style="list-style-type: none"> <li>• A snapshot of current major industries as well as industry trends and projections.</li> <li>• Include an in-depth analysis of potential growth clusters based on the region’s comparative advantages, market trends, workforce, infrastructure assets, policy trends, aligned state/federal investments, supply chain, and innovation ecosystem</li> <li>• Identify major sources of GHG emissions, air and water pollution, and toxic or hazardous waste from existing or proposed clusters.</li> <li>• Conduct measurements of potential for job growth within industries.</li> <li>• Identify workers and sectors at risk of displacement due to identified trends and analyses</li> </ul>	<p>Industry clusters analysis is located in Section 5. See Section 3 for identification of environmental hazards associated with regional industries.</p>

# 1. Introduction

The Capital Region is at a pivotal moment. Encompassing Colusa, El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, and Yuba Counties in the heart of northern California, this region is a mix of urban dynamism, suburban growth, and rural tradition with distinctive competitive advantages that include the presence of world-renowned research institution UC Davis, burgeoning capabilities in semiconductor manufacturing and other advanced industries, and rich working lands that stretch across the eight-county region.

The demographic diversity of the Capital Region is vital to its strength as well. These eight counties are home to one of the most racially, ethnically, and culturally diverse populations in the country. Half of area residents are people of color, including a sizable Latino population, large and diverse refugee communities, and members of several Tribal Nations. This diversity enriches the region's social fabric and contributes to the dynamism of the regional economy.

The region's location between the agricultural heartlands of the Central Valley and the tech-enabled innovation of Silicon Valley represents another asset for the region. These geographies have deep economic interconnections and overlapping labor markets; over 110,000 Capital Region residents commute to work in the Bay Area each day. For workers who do not need to report to the office every day, the Capital Region provides all of the amenities and advantages of a major metropolitan area in a more livable and affordable setting.

These varied assets are creating opportunities for a stronger and more sustainable regional economy powered by growth, prosperity, and inclusion. Economic growth alone—often measured using job counts, average wages, and capital investments—is no longer enough. The quality of the growth matters too, both in terms of prosperity and inclusion. Greater prosperity comes from competitive firms creating quality jobs and bringing money into the regional economy. Inclusion requires making those jobs accessible for all residents, with particular attention to those who have historically found economic mobility out of reach.

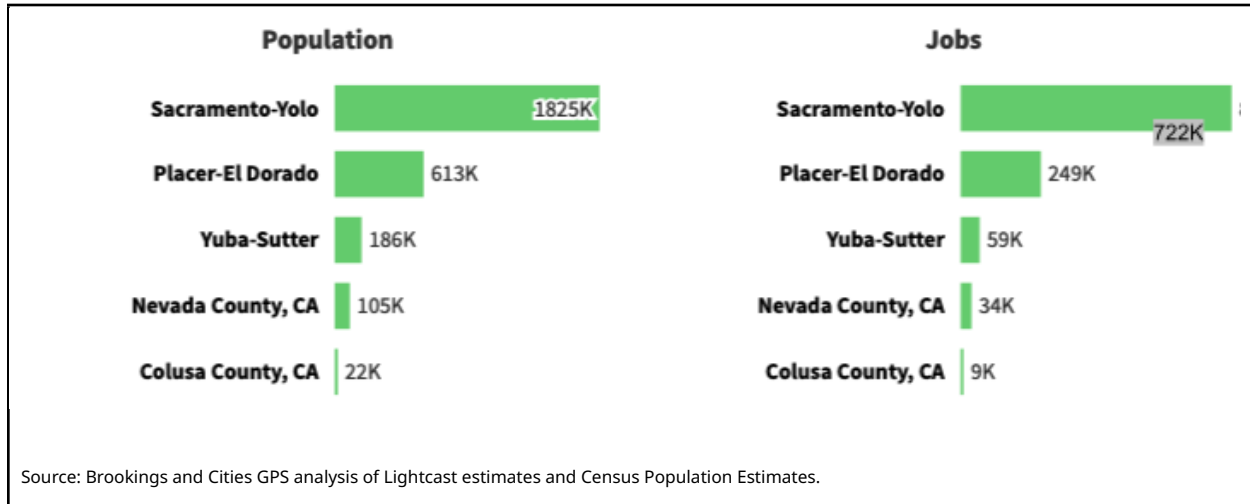
Strategic problem solving and collaborative action can help ensure that the region's economic future is one of positive transformation and inclusive growth. By building on its inherent strengths—emergent innovation-intensive sectors, rich working lands, demographic diversity, strategic location—the region can generate the growth and prosperity needed to put more area residents on the path to financial self-sufficiency and stability.

## The Capital Region Economy

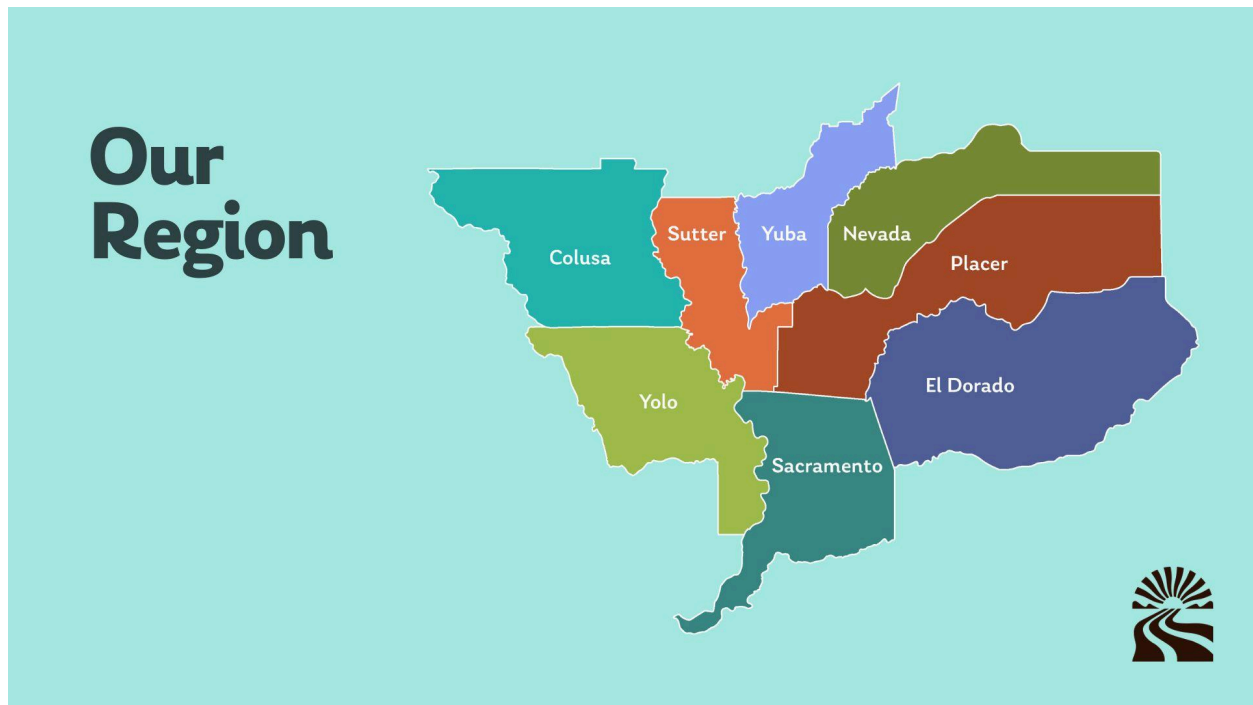
Each of the eight Capital Region counties has a differently sized population and economy. Sacramento County is far and away the largest in the Capital Region with some 1.61M residents. The next largest county—Placer—is just one-fourth as large at 420,000 but still nearly twenty times larger than Colusa County, the smallest county in the region. Job counts follow a similar pattern, with over 150 percent more jobs in Sacramento County than in the other seven counties combined.



**Figure 1. Sacramento County far exceeds all other Capital Region counties in terms of population and number of jobs.**



The Capital Region encompasses two regional labor markets: The four-county Sacramento-Roseville-Folsom metro area and the two-county Yuba City metro area. These two metro areas combine to form a larger super-labor market that includes Nevada County, with only Colusa County standing alone. Inter-county commuting remains strong despite having diminished somewhat since the metro areas were first formed. A closer look at commuting patterns reveals that the Capital Region is in fact composed of five distinct subregions: Colusa, El Dorado-Placer, Nevada; Sacramento-Yolo; and Yuba-Sutter.

**Figure 2. The eight-county Capital Region**

The regional economy has generally kept pace with that of the state and the nation. The region's traded sectors have grown in recent years, bringing new wealth into the region (though somewhat more slowly than state and national benchmarks would suggest). Only Colusa and Yuba-Sutter outperformed California and the United States on traded sector growth. Industries that employ workers in the skilled trades—construction, logistics, manufacturing, utilities—have also experienced rapid growth that will only intensify with needed investments in climate-resilient infrastructure.

Local-serving industries have played an outsized role in the economy, bringing in much needed revenue and employing large numbers of local workers during high seasons. This pattern of growth powered by local-serving sectors has supported economic growth but will be difficult to sustain if the aim is broadly shared prosperity for all Capital Region residents. Deliberate strategic investment and action will be needed to bolster emerging traded-sector strengths and improve access to jobs that offer greater economic mobility.

### **We Prosper Together's Collaborative and California Jobs First**

We Prosper Together's Collaborative ("the Collaborative") views the California Jobs First process as an opportunity to move toward a more inclusive regional economy. Participants share a common vision: An equity-based, low-carbon economic development plan developed through an intentionally inclusive, transparent, co-owned, and data-informed process.

The Collaborative focuses on the generation of quality jobs, clear and well-supported career pathways, and an equitable and sustainable economy that spans the eight-county region. It will

build on existing strategic plans and efforts underway in order to reinforce current work and maximize the benefit of ongoing subregional economic and community development activities.

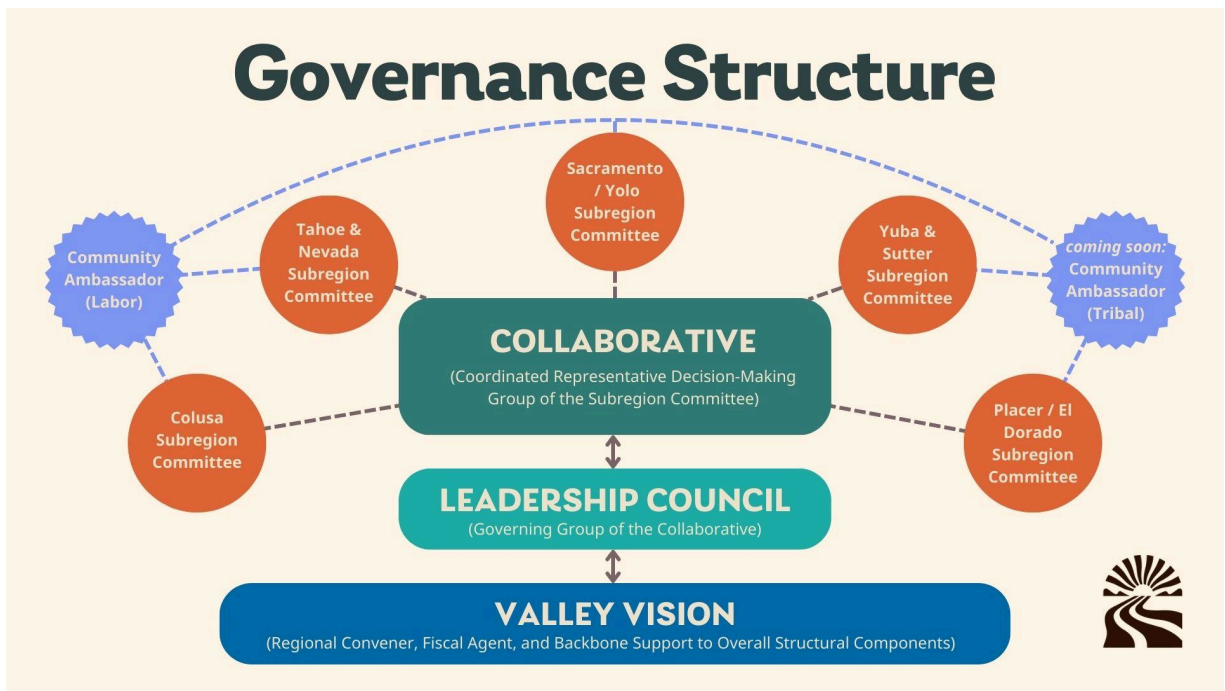
The Collaborative recognizes that the process is truly inclusive only when it actively involves divergent voices and makes deliberate efforts to engage communities that have too often been left out of economic development conversations. It strives to meet communities where they are with accessible opportunities to contribute to decision-making. This means encouraging, recognizing, and appreciating one another's contributions to this work and the insights and expertise that each contributor brings to the process.

The Collaborative is using this planning process to develop a more inclusive and collaborative approach to economic development. The plan produced in the months ahead will prioritize quality job creation and equitable access to economic opportunity, whether that means well-supported career pathways, entrepreneurial assistance, or small business support. It will identify concrete actions needed and delegate responsibilities among stakeholders based on their areas of expertise and capacities to act. It will set ambitious timelines that reflect a bias toward action and an emphasis on well-defined metrics, explicit target outcomes, and transparent performance measurement to ensure that the resulting economic prosperity benefits all parts of the Capital Region.

## Organizing for Inclusive Action

### Collaborative Structure

We Prosper Together’s Collaborative brings together stakeholders from across the eight-county region. Subregional committees afford Collaborative members the space to explore what will be required to accelerate truly inclusive economic growth in their particular geographies. These committees are overseen by a Leadership Council that provides guidance and structure for the California Jobs First process. Valley Vision serves as regional convener, fiscal agent, and backbone support for the entire Collaborative. Please see Appendix 2 for a complete list of Collaborative members.



### Community engagement

Community engagement that extends beyond the Collaborative itself is a crucial component of this work. Recognizing that subregional entities are better positioned to engage with the communities and organizations in their area, each subregional hub partner was tasked with heading up community engagement in their respective subregions. Subregional hub partners each developed their own community engagement plan, which was then submitted to regional convener Valley Vision. The activities set forth in these plans provide an avenue for gathering ground-level insights into the regions assets and opportunities as well as barriers to quality jobs and local economic and community priorities. The plans also explain how each subregion intends to welcome historically disinvested communities into this process, which is a key objective of the California Jobs First community engagement process. Subregional partners began implementing

their plans in November and will continue community engagement activities through February. Insights and findings from these subregional efforts will be detailed in the July 2024 regional California Jobs First plan.

## An updated approach to economic development

Compared to several decades ago, regions today face a more competitive, challenging environment for generating broadly-shared prosperity. This involves contending with the challenges and opportunities created by a series of macroeconomic forces:

- **Globalization:** Nearly 40 percent of global GDP now comes from cross-border transactions involving goods, services, and capital.<sup>1</sup>
- **Agglomeration:** Twenty years ago, 125 U.S. counties accounted for 50 percent of the nation’s total growth in business establishments. Today, a group of just 20 counties does the same. This dramatic concentration of economic power has resulted in an uneven distribution of high-quality job growth across the United States.<sup>2</sup>
- **Digitalization:** Jobs with higher levels of digital skills intensity pay higher annual wages on average and are less subject to automation when compared to low digital skill jobs.<sup>3</sup>
- **Demographics:** Population growth in communities of color is driving the expansion of the U.S. workforce. Many of these workers have lower levels of educational attainment due to historical and socioeconomic barriers to education and advancement.

As one consequence of these forces, regions have seen a simultaneous expansion of high- and low-wage jobs that hollowed out middle-skill, mid-wage occupations and reduced intergenerational economic mobility for countless Americans. Thus while some 90 percent of individuals born in 1940 out-earned their parents (after accounting for inflation), only 50 percent of those born in the 1980s are in the same position.<sup>4</sup>

These realities demand new goals and approaches to economic development. Conventional economic development practitioners have long relied on a combination of business attraction, opportunistic deal-making, regional branding and marketing, and greenfield projects to drive

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<sup>1</sup> James Manyika et al., “Digital Globalization: The New Era of Global Flows,” McKinsey Global Institute, February 24, 2016.

<sup>2</sup> Economic Innovation Group, “The New Map of Economic Growth and Recovery,” May 2016, 10.

<sup>3</sup> Mark Muro, Sifan Liu, Jacob Whiton, and Siddharth Kulkarni, “Digitalization and the American Workforce,” Brookings Metro, November 2017, 21-22.

<sup>4</sup> Raj Chetty et al., “The Fading American Dream: Trends in Absolute Income Mobility Since 1940,” *Science* 356(6336)(2017).

economic growth. While these methods did find some success in the past, they no longer align with today's realities and priorities.

Fostering inclusive economic growth today requires an updated approach to economic development, one that pays explicit attention to the drivers of economic competitiveness:

- **Traded sector industries**, to bring new wealth into the area economy
- **Entrepreneurship and small businesses**, to bring new ideas to market and accelerate intergenerational wealth-building
- **Skilled workers**, to expand access to higher-wage work and ensure that local firms can find the employees they need
- **Innovation ecosystems**, to generate and commercialize novel technologies
- **Well-connected and efficient transportation and broadband infrastructure**, to ensure that people, goods, and information can get where they need to go in a timely and environmentally sustainable manner
- **Effective regional governance**, to foster collaboration among the private, public, community, and philanthropic sectors

This approach to economic development also recognizes the drag that economic inequality places on regional economies. Broadly shared economic prosperity promotes economic stability for everyone, which in turn encourages investment, entrepreneurialism, and intergenerational wealth-building. After all, a regional economy cannot be considered truly successful if it only works for some residents.

## Nested roles for maximum impact

Achieving greater economic success requires coordinated action within and across the regional, local, and community levels. Effective collaboration across this entire ecosystem is essential for inclusive economic growth. Actors at each level have specific expertise and capabilities that can be leveraged and combined for maximum impact. Key contributors to this collaborative effort include regional and local economic development organizations, chambers of commerce, community-based organizations, workforce development boards, labor unions, institutions of higher education, and metropolitan planning organizations.

- **Regional economic development** most often focuses on a specific metropolitan area. Activities focus on promoting key industry clusters in the region and strengthening the workforce, innovation, and infrastructure assets shared by local jurisdictions.
- **Local economic development** typically takes place at the city scale. Cities shape their local business climates via land use and zoning, site selection, permitting,

licensing, and tax structures. Many also support entrepreneurship and small businesses, often with an emphasis on local-serving Main Street businesses.

- **Community development** occurs at the neighborhood level. It uses geographically targeted initiatives and hyper-local strategies such as community land trusts, focused workforce training programs, corridor redevelopment projects, and placemaking efforts to increase the economic mobility of community residents.

## A strong foundation for strategy development

We Prosper Together’s Collaborative has spent the past six months delving deep into the inner workings of the regional economy. This intensive Discovery stage involved both quantitative and qualitative research focused on understanding the regional economy’s distinctive traits, key trends, and specific subregional needs and priorities. A thorough review of the Envision Tahoe Prosperity Playbook, the Greater Sacramento Region Prosperity Strategy, the Yuba-Sutter and Colusa County comprehensive economic development strategies (CEDs), the 2018 Brookings report Charting a Course to the Sacramento Region’s Future Economic Prosperity, and other relevant publications shed light on current approaches and suggested opportunities for building on work already underway. Insights and implications surfaced during this stage will form the foundation for the next phase of California Jobs First work, which will begin in early 2024.

This report sets out findings and implications that emerged during the Discovery stage. Drawing on novel quantitative analytics and in-depth qualitative research, it captures the distinct priorities that inform economic and community development at the local, subregional, and regional levels. It sets out a pragmatic assessment of key assets, opportunities, and challenges facing the Capital Region.

In addition, this report captures the beginnings of a shared philosophy and framework for inclusive economic development. Establishing consensus on core principles and approach from the start will encourage smart goal-setting, informed decision-making, and regular performance measurement and course correction. This new way of working will boost collaboration and coordinated action to the benefit of all Capital Region residents.

### The role of research in the Capital Region California Jobs First process

Valley Vision enlisted an external Lead Research Partner to provide analysis and advice throughout the process. Building on a 2017-2018 collaboration with Brookings Metro, the Collaborative engaged Cities GPS as an advisory group comprised of Fellows, Nonresident Fellows, and alumni experts who led the prior effort and comparable initiatives throughout the United States. Past work in California includes B3K Prosperity, Fresno DRIVE, Inland Empire Growth and Opportunity (IEGO), and Stanislaus 2030.

As Brookings-affiliated projects, the Cities GPS team is also providing in-depth California Jobs First support for the Central Coast and Inland Empire regions and offering counsel to several others; Brookings Metro will share lessons learned and best practices with regions via the Irvine Foundation, which is working to extend the reach of promising approaches and solutions across the state and nationally.

We Prosper Together's Collaborative views research as a way to build an evidence-based platform for collaboration and strategic action. When done well, research can give stakeholders the means to explore the current situation in depth, surface possibilities for the future, and establish a shared vocabulary and common principles for Collaborative action. The most effective research inspires confidence among all involved by meeting people where they are and responding to their priorities and concerns.

Quantitative analysis, qualitative research, and community engagement each offer vital insights into the on-the-ground realities of the regional economy. Together they provide a candid picture of the region's competitive position and potential economic opportunities.

**Quantitative analysis** examines hundreds of indicators in order to surface insights into regional economic performance, key economic drivers, labor market dynamics, industry clusters, and public health and environmental trends. It draws on public data sources (e.g., U.S. Census, Bureau of Labor Statistics) as well as proprietary data sets (e.g., Lightcast, Dun & Bradstreet). These data were analyzed across a number of dimensions, including shift-share decomposition and job concentrations by NAICS industry classification, traded vs. local-serving status, advanced industry status, and supply chains. This report also employs several novel empirical methods, including an Opportunity Industries approach that assesses industry subsectors for quality job concentration and an Intraregional Value Chains analysis to identify hyperlocal firm relationships across industry sectors and companies with common talent needs.

**Qualitative research** brings together desk research, interviews, and active engagement with stakeholders from the public, private, community, philanthropic, academic, and nonprofit sectors. A thorough review of existing economic strategies and relevant plans established a baseline understanding of economic development goals and activities currently underway. Focused conversations with specific firms, intermediaries, program delivery and service providers, and other key actors provided opportunities to reality-test quantitative findings and gather insights from those involved in the day-to-day operations of the regional economy. In addition, a review of state and federal legislation and programs (e.g., Infrastructure Investment and Jobs Act, Inflation Reduction Act, U.S. Economic Development Administration programs) identified opportunities to leverage policy trends and initiatives focused on energy transition, national security, reshoring, and other relevant economic concerns.

**Community engagement** extends qualitative research by inviting active participation from residents, workers, and others who have historically lacked a voice in economic



development. Listening sessions, roundtables, surveys, polls, and other outreach provided direction and validation grounded in lived experience. Insights gained through community engagement and qualitative research provide a deeper appreciation of the concerns and goals of specific demographics and the real-world implications of potential interventions.

During Phase I, the Collaborative also organized a committee of regional researchers from across the eight-county region to advise research activities. Building on Valley Vision's existing Researchers' Roundtable, the **California Jobs First Research Advisory Ad Hoc Committee** is working to build capacity for applied research to support inclusive economic development.

The Committee's primary objectives are:

- Engaging local research partners in joint problem-solving and providing input on California Jobs First research in order to ensure that data and qualitative insights are interpreted accurately.
- Identifying relevant data sources, published work, and research underway (particularly for subjects where publicly available information is limited).
- Leveraging and expanding local capacity for collaboration among researchers.
- Exploring potential collaborative research opportunities for future phases of California Jobs First and beyond

These intertwined strands of research have provided a set of lenses to help stakeholders identify possibilities and make choices about strategic objectives in the next phase of the California Jobs First process.

## 2. Understanding the stakeholder ecosystem

The Capital Region’s California Jobs First effort builds on a deep collaborative network. It draws on long-standing relationships while also putting in place mechanisms for engaging a wider stakeholder base. From early in this process, inviting people and organizations into the regional Collaborative has been an essential activity for cultivating engagement from a broad range of populations and geographies. Working together, the Collaborative is creating champions and building a shared vision for the Capital Region.

Stakeholder engagement within the Collaborative provided the means for delving deeper into the Capital Region and the communities that comprise it. After onboarding organizations, agencies, businesses, and individuals into the Collaborative, Valley Vision conducted a stakeholder mapping survey to learn more about the specific concerns, priorities, and connections of each Collaborative member.

### An overview of Capital Region stakeholders

#### We Prosper Together’s Collaborative

We Prosper Together’s Collaborative has adopted a big tent approach to membership. It includes stakeholders from a wide array of industries, geographies, and communities. Membership is open to all and only requires the submission of a commitment letter. That said, the importance of inclusion and balanced representation are explicit expectations that continue to guide outreach and recruitment efforts. The table below lists eligible Collaborative members by stakeholder type. A complete list of Collaborative members can be found in Appendix 2.

Geography	Stakeholder Type
Colusa County	Business and business associations
El Dorado County	California Native American Tribes
Nevada County	Community-based organizations
Placer County	Disinvested communities
Sacramento County	Economic development agencies
Sutter County	Education
Yolo County	Employers
Yuba County	Environmental justice organizations
	Grassroots organizations
	K-16 Educational Collaborative
	Labor organizations
	Philanthropies
	Regional Climate Collaborative
	Rural and agricultural communities
	Worker centers
	Workforce entities

### Subregional Committees and Community Ambassador Grantees

As part of a focused approach to community engagement, Valley Vision funded approximately 20 partners to develop subregional strategies and project pipelines that highlight local priorities, assets, and challenges to be addressed through California Jobs First. Subregional funded partners designated as Committee Leaders (for each subregional table) and Community Ambassadors (representing and providing support for historically underrepresented groups, including labor and Native communities) are listed below.

Subregion	Committee Leaders	Description
Colusa County	North Valley Community Foundation  <i>Subcontractors:</i> Tri Counties Community Action Partnership S2 Consulting EB3 Development	North Valley Community Foundation is a philanthropic organization. Through grantmaking, financial partnerships, financial and philanthropic services, they serve as the North Valley hub for social change.
Tahoe and Nevada County	Tahoe Prosperity Center Nevada County Economic Resource Council  <i>Subcontractor:</i> Sierra Business Council	<p>The Tahoe Prosperity Center is a community and economic development non-profit that serves the Tahoe Basin. The TPC works regionally with local businesses, jurisdictions, non-profits, and community members to advance identified, data-driven initiatives that better the environment, community, and economy for everyone living and working in Tahoe.</p> <p>The Nevada County Economic Resource Council works to enhance the economic vitality of Nevada County by supporting the retention, creation and attraction of quality jobs and talent while retaining the county's unique environment.</p>

<p>Sacramento and Yolo Counties</p>	<p>Sacramento Asian Pacific Chamber of Commerce (Business Outreach Lead) Civic Thread (Community Outreach Lead)</p> <p><i>Subcontractors:</i> Everyday Impact Consulting Sac BHC Black Artist Foundry Civic Well</p>	<p>The Sacramento Asian Pacific Chamber of Commerce represents thousands of diverse business owners in the region and offers the technical support, resources and advocacy businesses need to thrive as part of an inclusive economy in the Sacramento region.</p> <p>Since 1998, Civic Thread (formerly WALKSacramento) has been on a mission to empower institutionally underserved communities to achieve healthy built environments.</p>
<p>Yuba &amp; Sutter Counties</p>	<p>Civic Thread</p> <p><i>Subcontractors:</i> Center for Workers' Rights Everyday Impact Consulting Yuba-Sutter Economic Development Corporation</p>	<p>See above.</p>
<p>Placer &amp; El Dorado Counties</p>	<p>Sierra Business Council</p> <p><i>Subcontractors:</i> El Dorado Community Foundation Placer Community Foundation</p>	<p>The Sierra Business Council is a Sierra-based nonprofit organization with a mission to catalyze and demonstrate innovative approaches and solutions to increase community vitality, economic prosperity, environmental quality, and social fairness in the Sierra Nevada.</p>

<b>Target Community</b>	<b>Community Ambassador</b>	<b>Description</b>
<p>Labor</p>	<p>Sacramento Central Labor Council</p>	<p>The Sacramento Central Labor Council, AFL-CIO is made up of more</p>

		than 90 affiliated unions, representing 170 thousand union members in manufacturing, retail, construction, hospitality, public sector, health care, entertainment and other industries in Sacramento, Yolo, Amador, El Dorado, Placer and Nevada Counties.
Tribal Nations	TBD	

### Leadership Council

The Leadership Council is an appointed body of up to 38 members. It is a decision-making group with at least 12-15 member seats explicitly reserved for representatives of disinvested communities from throughout the Capital Region. The table below outline indicates the eligible Leadership Council members by representation.

Eligible members <small>*at least one seat per subregion is designated for disinvested community representation</small>	Number of seats
Regional / At-Large Disinvested Communities	[ 10 ]
Colusa subregion*	[ 2 ]
El Dorado / Placer subregion*	[ 3 ]
Tahoe / Nevada subregion*	[ 3 ]
Sacramento / Yolo subregion*	[ 5 ]
Yuba / Sutter subregion*	[ 3 ]
Tribal Entities	[ 3 ]
Regional / At-Large Required Partners	[ 9 ]
TOTAL	[ 38 ]

The Leadership Council was seated in December 2023 after a thorough nominations review process. It will hold its first meeting in January 2024. The mission of the Leadership Council is to advance an inclusive, transparent, co-owned, and data-informed coordinated planning process to develop a roadmap for growing a sustainable and equitable economy in the eight-county Capital Region. This plan will prioritize strategies and investments that generate high-quality jobs as well as clear pathways into those jobs. They will play an active role in driving strategy during the planning phase of the California Jobs First efforts.

### **Ad Hoc Committees**

During the early stages of the planning process, several ad hoc committees were launched to help create the structure of the Collaborative and ensure that inclusivity was embedded from the start. These ad hoc committees included an Equity Committee tasked with defining equity for the region, a Research Advisory Committee, a Launch Committee, and a Community Engagement Committee. Individuals were identified for committee membership through their engagement in the Collaborative.

### **Identifying other organizations and networks**

Effectively reaching such a broad range of stakeholders requires leveraging existing partnerships for maximum impact. Valley Vision takes part in several key regional partnerships (listed below) either as a convener, an active participant, or in a backbone support role. The stakeholders within these partnerships contribute to the region's California Jobs First planning phase and will provide input and support during the implementation phase.

- **The Prosperity Partnership** is composed of the Greater Sacramento Economic Council (GSEC), Sacramento Area Council of Governments (SACOG), the Sacramento Asian Pacific Chamber of Commerce, the Sacramento Metropolitan Chamber of Commerce, and Valley Vision. These organizations have worked together to align capacity and resources behind a shared economic vision, most notably through the creation of the Greater Sacramento Region CEDS in 2020.
- For the past several years, Valley Vision has convened **regional industry advisory meetings with the community colleges and workforce boards**. Regular ongoing engagement with industry aims to develop demand-driven workforce programs and align workforce investments to meet current and expected labor demand. Valley Vision's systems-based approach to economic and workforce development will be vital to the success of the region's California Jobs First effort.
- Valley Vision is organizing efforts to improve broadband access in Sacramento, Sutter, Yolo, and Yuba Counties in order to pave the way for future-ready infrastructure and regional prosperity. As manager of the **Connected Capital Area Broadband Consortium (CCABC)**, Valley Vision coordinates activities focused on filling critical broadband infrastructure gaps and improving digital access in homes, schools, and businesses. The CCABC collaborates with other consortia in the region on this difficult challenge: the Gold Country Broadband

Consortium managed by Sierra Business Council (El Dorado, Nevada, and Placer Counties) and the Upstate California Connect Consortium managed by Chico State (Colusa County). These consortia are funded by the California Public Utilities Commission to reach unserved and underserved communities in the region.

- As the convener of the **Cleaner Air Partnership (CAP)**, Valley Vision is working to address environmental challenges at a systems level while also improving public health and ensuring economic prosperity for all. CAP is a unique public-private partnership that reaches across business, transportation, health, local government, and the environment. It is committed to protecting residents’ health, promoting economic growth, and supporting equity by ensuring that the region meets clean air standards.

**Tribal Engagement**

Tribal communities are vitally important to the Capital Region. They are holders of so much of the region’s historical and environmental knowledge, yet they are among the region’s most marginalized and vulnerable. Failing to include them in initiatives would perpetuate injustice, making it imperative to understand their unique challenges and determine tailored solutions.

Statistics reveal the harsh reality of Tribal communities, many of which face elevated poverty levels and limited access to resources and job opportunities. [The Public Policy Institute of California](#) estimates that one-third of Native Americans have incomes that are below 200 percent of the poverty line. Tribal communities have dealt with a long history of disinvestment at the hands of federal, state, and local government, which has made many Tribes understandably distrustful of public-sector interventions.

To address these issues, the Capital Region’s California Jobs First engagement efforts aim to build long-term relationships based on trust. Recognizing the importance of establishing credibility within these communities, Valley Vision actively participates in cultural events, community gatherings, and respectful conversations. This includes involving Tribal leaders, elders, and community representatives in outreach efforts and appreciating the insights they provide into Tribal strengths, challenges, and ways of living.

Before launching its outreach work, Valley Vision staff first identified the Tribes in the region. The Capital Region is made up of the lands of the Bay Miwok, Konkow, Maidu, Nisenan, Patwin, Plains Miwok, Sierra Miwok, Washo, and Yuki peoples. State- and federally-recognized tribes in the region include:

County	Tribes
Colusa	Cachil DeHe Band of Wintun Indians of the Colusa Indian Community (Colusa Rancheria)  Kletsel Dehe Band of Wintun Indians

El Dorado	Shingle Springs Band of Miwok Indians
Placer	United Auburn Indian Community
Sacramento	Wilton Rancheria
Yolo	Yocha Dehe Wintun Nation
Yuba	Estom Yumeka Maidu Indians (Enterprise Rancheria), due to major business activity in Wheatland (Hard Rock Hotel and Casino)

Tribes that are unrecognized by state and / or federal authorities include the Pakan'Yani Maidu Of Strawberry Valley Rancheria (Yuba County) and Nevada City Rancheria (Nevada County), both of which are seeking restoration.

Valley Vision staff held meetings with members of Enterprise Rancheria and Nevada City Rancheria. In these meetings Valley Vision staff strived to transparently communicate intentions and highlight the potential Tribal community benefits that could come from their participation in the Capital Region California Jobs First effort. Meetings with Nevada City Rancheria led to the inclusion of one of their members, Shelly Covert, on the California Jobs First Launch Committee. Meetings with Enterprise Rancheria have helped establish ongoing communications and generate Tribal interest in the California Jobs First program. Unfortunately, multiple rounds of email outreach to the other tribes in our region were unsuccessful. As a result Valley Vision pivoted its outreach efforts to be more intentional and meet people where they are, which was important feedback received from both Tribes with whom Valley Vision met.

Valley Vision staff participated in several Tribal events, including Big Time 2023 hosted by the Shingle Springs Band of Miwok Indians, California Native American Day at the Capitol Mall, and the California Tribal Showcase in recognition of Wilton Rancheria. By taking part in these events, Valley Vision hopes to demonstrate its commitment to connecting with Tribal members. By actively engaging in these settings, Valley Vision is working to foster new relationships, understand the unique needs and priorities of Tribal communities, and work collaboratively on opportunities for economic empowerment and resilience.

In November 2023 Valley Vision opened a solicitation for a Tribal Community Ambassador. This Community Ambassador will be responsible for helping connect with other Tribes in order to ensure that Native voices are represented in regional economic development efforts. This individual will identify technical assistance and capacity building needs of individual Tribes in order to work with Valley Vision to develop ways to address those needs. They will also develop strategies and recommendations for funding opportunities open to Tribal communities. Valley Vision has received interest from two Tribal or Tribal-serving organizations; as of December 2023 Valley Vision is in the process of connecting with these organizations to determine next steps.



There is still much work to be done to earn the trust of these communities so that they are able to benefit from the California Jobs First process. As part of the ongoing engagement strategy, Valley Vision will facilitate a Tribal economic development listening session in January 2024 to foreground Indigenous voices. The listening session will be conducted in partnership with Sierra Health Foundation's Community Economic Mobilization Initiative (CEMI) and hosted by Enterprise Rancheria at the Hard Rock Hotel and Casino.

## Utilizing Stakeholder Mapping and Engaging Disinvested Communities

The process of stakeholder mapping is an important activity to ensure that the Capital Region has an inclusive approach for reaching out to historically disinvested communities.

The Capital Region created an Outreach and Engagement Plan with input from the members of the Collaborative and a wide range of stakeholders. Collaborative members began by establishing a set of values to guide this process:

- **Equity.** We center marginalized voices in both processes and outcomes.
- **Inclusivity.** We create an inclusive and culturally diverse table so that no community is left behind.
- **Transparency.** We openly share information and ideas to build a community of trust and shared understanding.
- **Respect.** We respect and acknowledge each other as well as previous and ongoing work.
- **Action.** We commit to creating action-oriented goals and timelines and following through to achieve outcomes.
- **Data-driven.** We prioritize the use of data to drive decision-making and include lived experience as an important source of information.
- **Sustainable and just.** Environmental sustainability and justice are critical components of our vision for economic recovery and growth.

The key objectives of the Outreach and Engagement Plan include:

- Identifying and targeting historically disinvested communities.
- Ensuring meaningful inclusion of all subregions.
- Centering community voice and creating accessible channels to gather feedback and insights into lived experience on key issues.
- Communicating activities in a transparent and culturally competent manner.
- Leveraging Collaborative members' partnerships and networks for outreach and engagement.

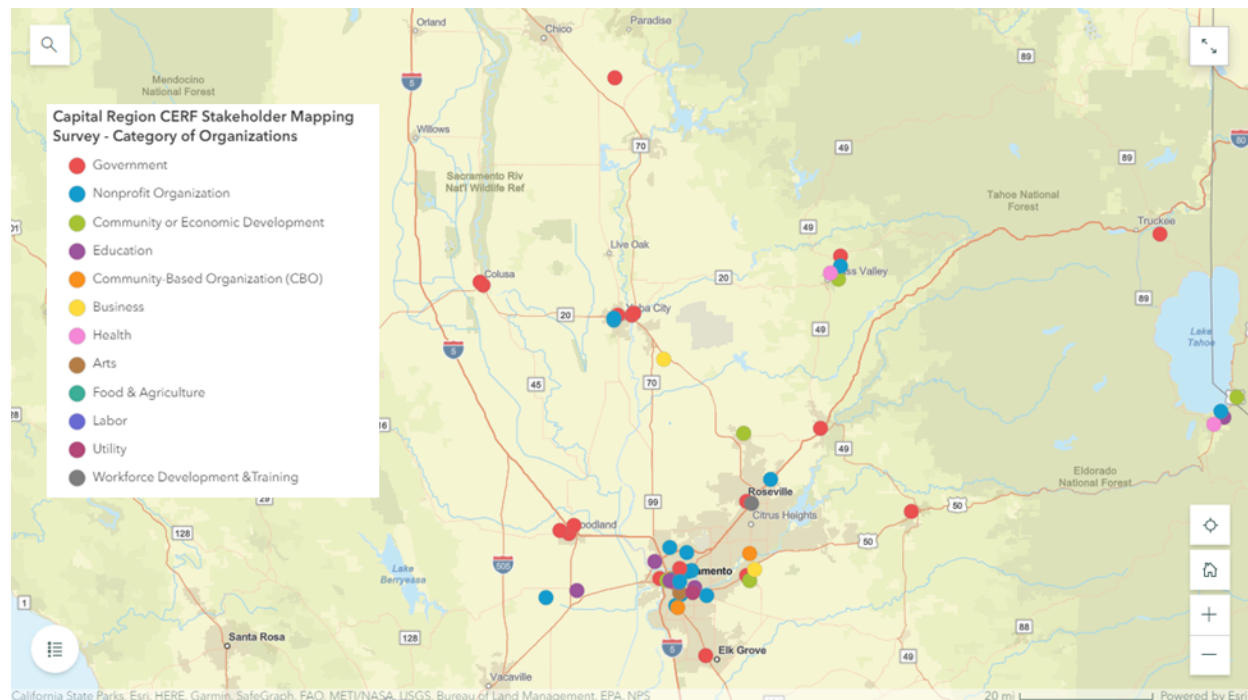
- Employing metrics to gauge the success of engagement and outreach efforts.
- Developing a realistic and equitable budget and timeline for activities.

## Results of the Stakeholder Mapping Survey

Valley Vision conducted a survey to identify the characteristics, capacities, and priorities of organizations and communities in the region in order to inform community engagement efforts, highlight areas of concern, and meet program requirements for state deliverables. The survey generated a total of 61 responses: 45 from Collaborative members and 16 from outside. The survey was distributed using Valley Vision communication channels, including its Vantage Point e-newsletter and social media channels. The survey was fielded in July - August 2023, with the Collaborative as the primary audience.

This survey was fielded before Valley Vision contracted with subregional partners. As a result, outreach to local stakeholders was unable to take advantage of these organizations’ networks. Section 4 includes a SWOT survey and analysis to address some of the shortcomings of the original survey.

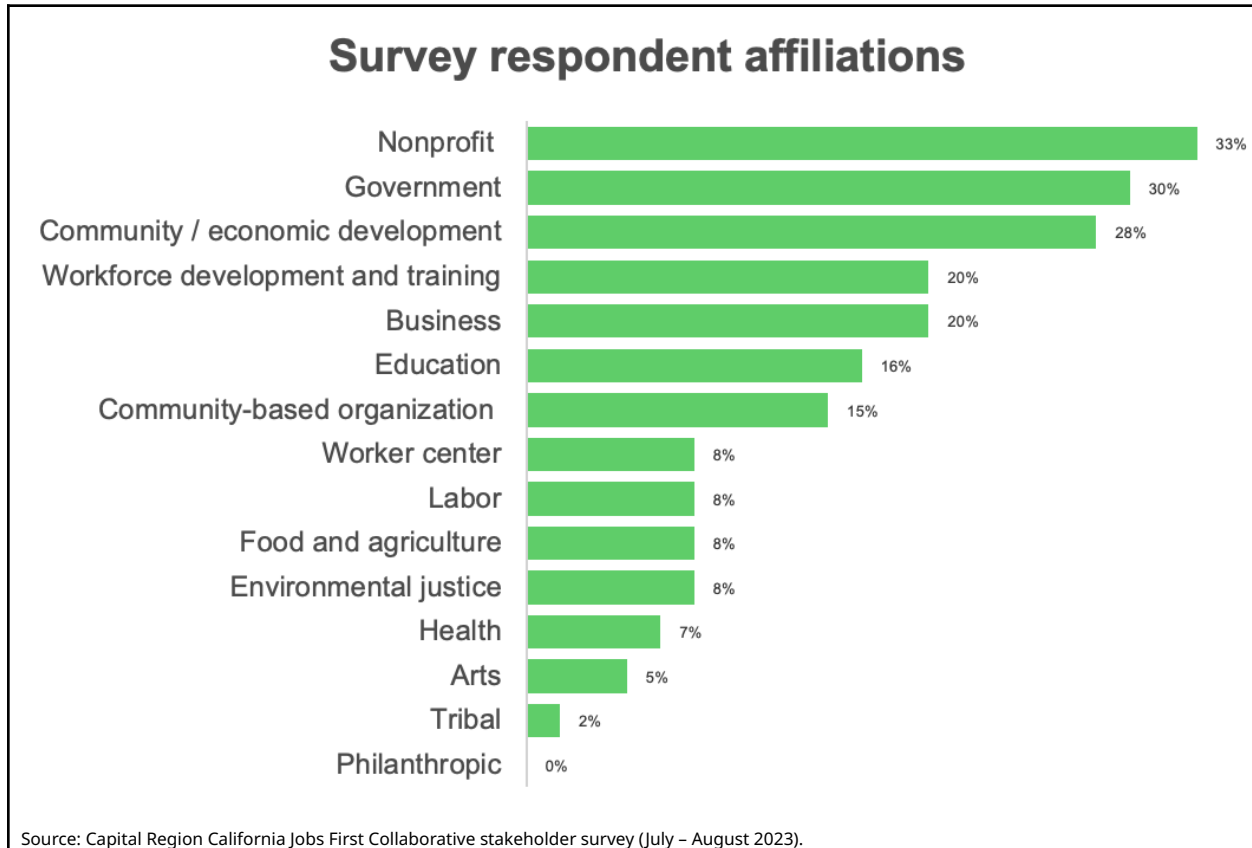
**Figure 3. Distribution of stakeholder mapping survey respondents**



Forty-six percent of respondents were located in Sacramento County, while no more than 10 percent were located in any other of the eight counties. That said, many respondents operate at a broader scale, with 33 percent reporting that they work in Sacramento County, 20 percent in Yolo

County, 18 percent in Placer County, and 15 percent each in El Dorado and Nevada Counties. Colusa, Sutter, and Yuba Counties had even less representation. Respondents were most likely to identify with the regional scale (56 percent), the county scale (44 percent), or the city/town scale (41 percent). The neighborhood level was the least represented at 15 percent.

**Figure 4. Survey respondents hailed from a wide range of organizations**

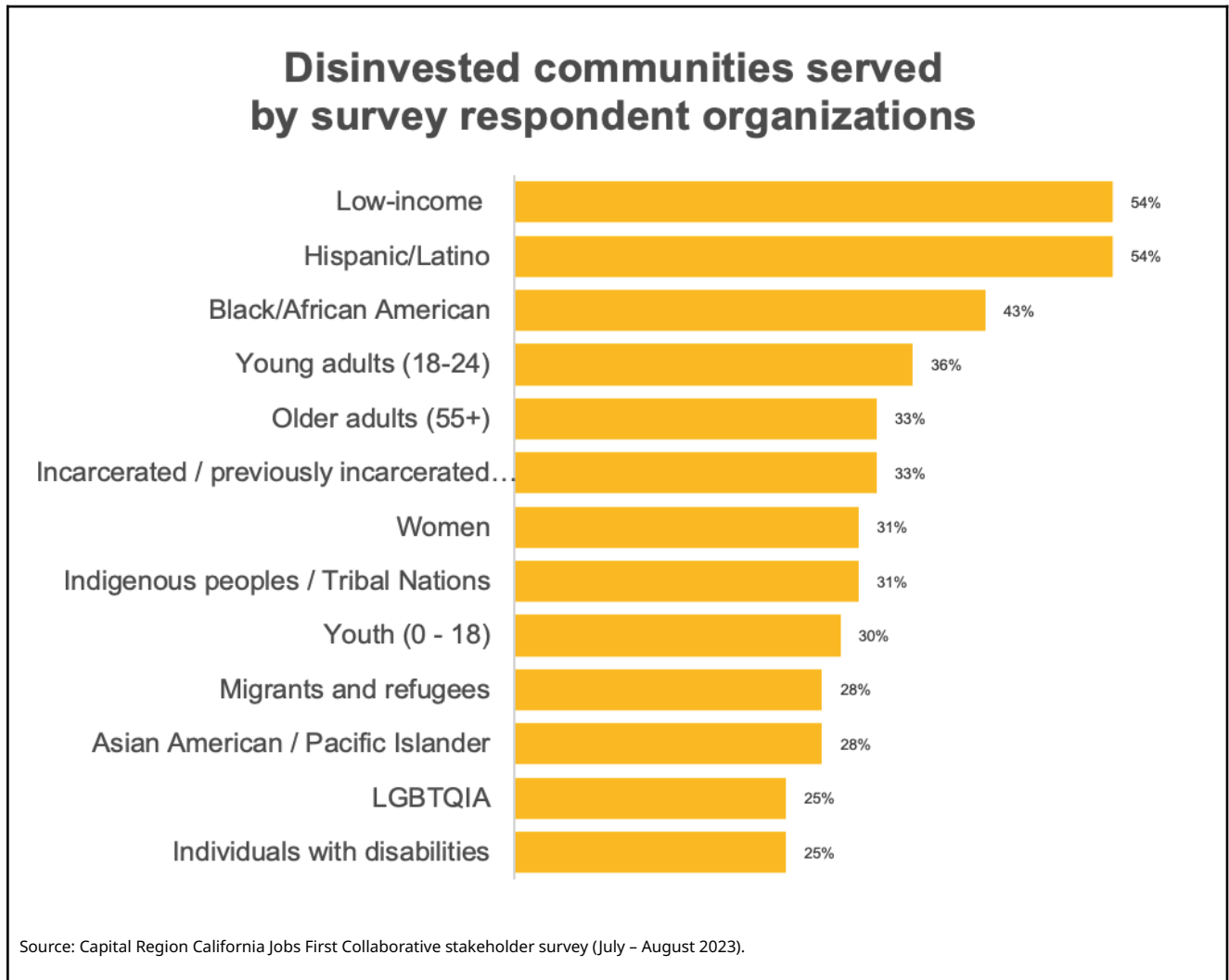


Of these organizations, 56 percent had fewer than 50 employees. All 24 nonprofit organizations surveyed rely on multiple sources of funding, with state grants as most common (71 percent), followed by federal and local grants (67 percent); and public contracts, or philanthropy or community donations (58 percent).

**Serving disinvested communities**

Seventy-two percent of respondents have programming that specifically targets disinvested communities in the region. The table below shows the prevalence of services provided by survey respondents’ organizations according to the demographic characteristics of each community.

Figure 5. Respondents' organizations serve many different disinvested communities

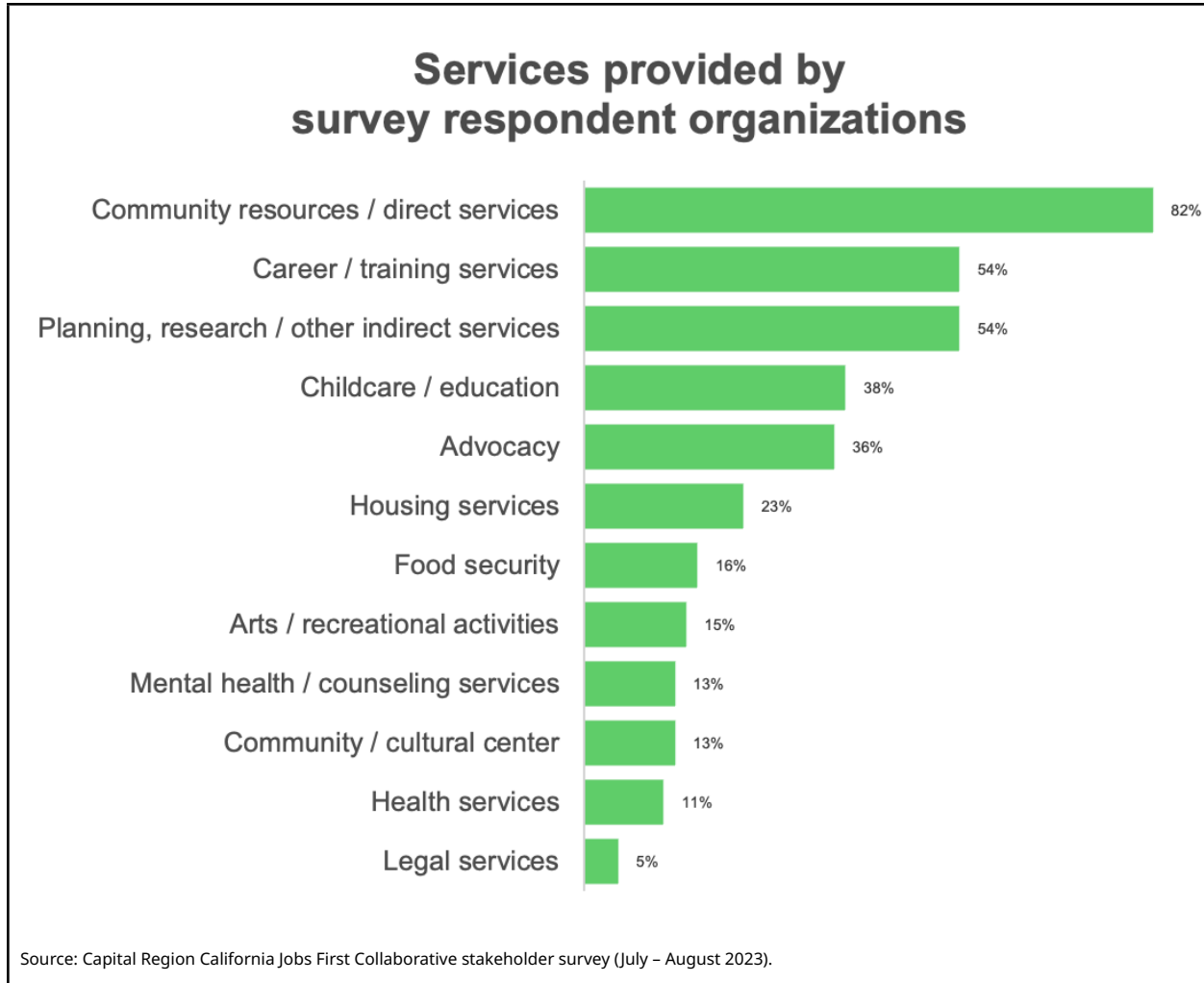


Other demographics served include underemployed adults, undocumented workers, essential workers, individuals experiencing homelessness, environmental justice communities, adult learners, rural learners, first-generation college students, rural communities, former foster youth, and opportunity youth.

Eighty-one percent of respondents report that their organizations serve most or all ethnic/racial populations. The proportion of organizations serving demographic groups other than Hispanic/Latino and White/Caucasian included multi-racial (64 percent), Black / African American (61 percent), Asian (59 percent), and Native American / Indigenous (54 percent). Middle Eastern (44 percent) and Pacific Islander (42 percent) were less likely to be cited. The two languages most commonly used by constituent communities are English (89 percent) and Spanish (77 percent). Other languages of note include Hmong (20 percent), Russian (16 percent), and Vietnamese (13 percent).

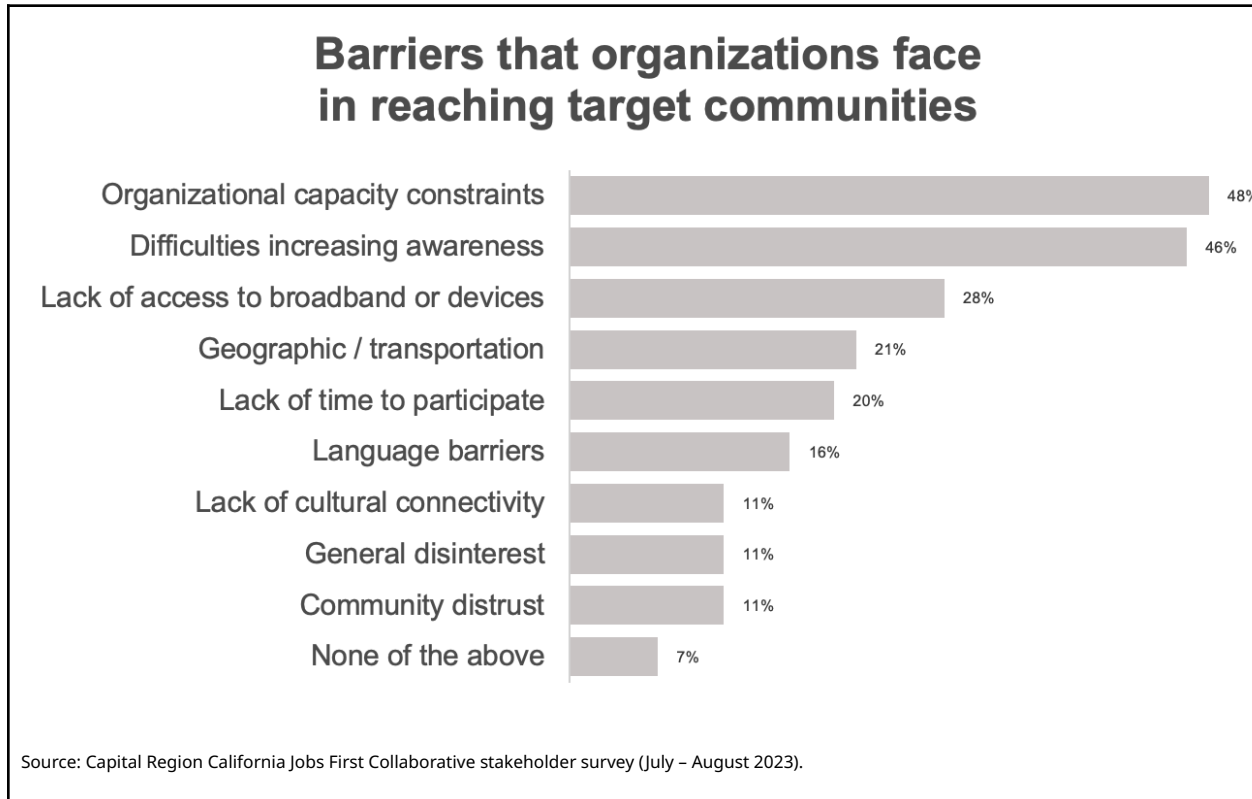
Survey respondent organizations provide a broad array of supports in the communities they serve, with community resources and direct services representing the majority.

**Figure 6. Survey respondents' organizations offer a wide variety of services**



Respondents pointed to a number of barriers that they and their organizations face in reaching target communities and populations, with capacity constraints and challenges raising awareness topping the list. Other challenges noted include community fatigue and limitations on the use of federal and state funding.

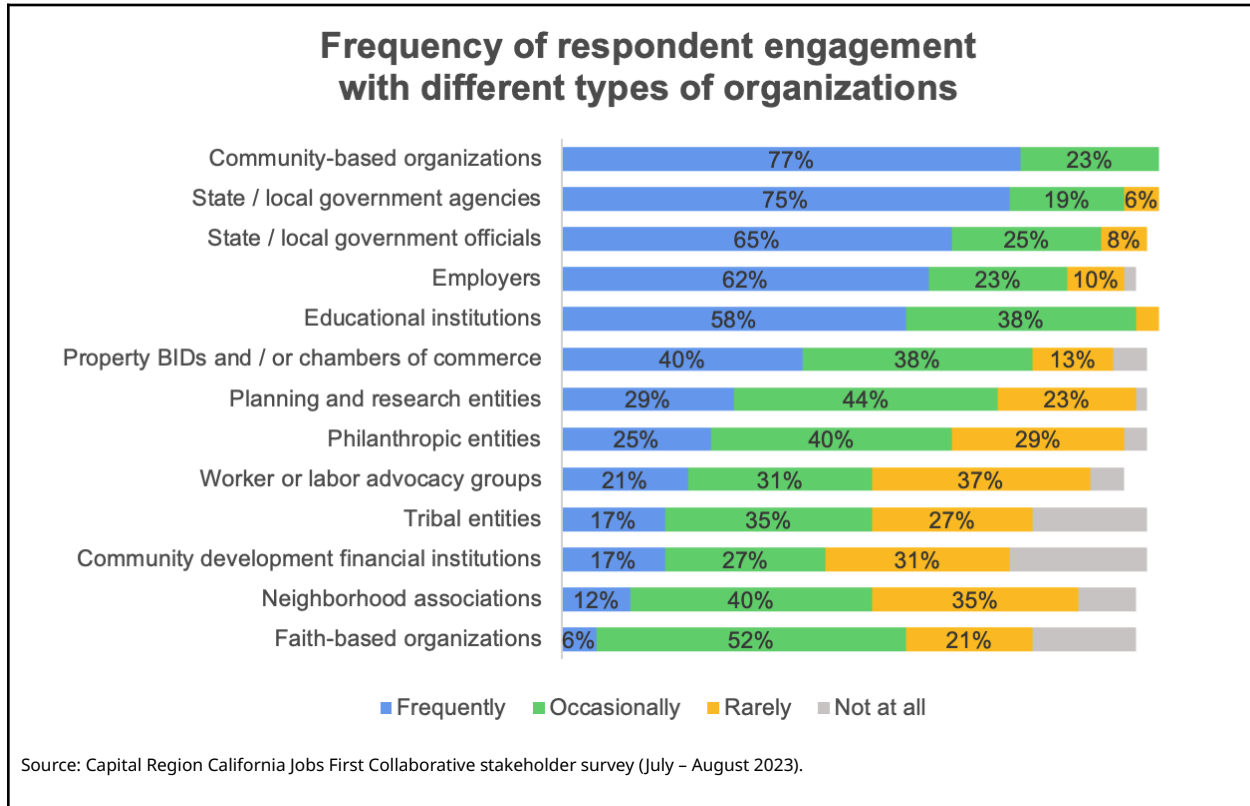
**Figure 7. Capacity constraints and challenges raising awareness are among the most common barriers to reaching target communities**



**Strength of the Collaborative network**

The Collaborative, like the California Jobs First process, has layers of engagement and collaboration embedded throughout. Valley Vision acts a hub for this collaboration, which spans the eight-county region. Respondents report that they engage most often with community-based organizations, followed by government agencies, employers, and educational institutions.

**Figure 8. Frequency of respondent engagement with different types of organizations**



A variety of regional collaborations, coalitions, and other activities intersect with the Collaborative’s efforts. The table below highlights coalitions and other networks in which Collaborative members participate, organized by topical focus.

Topical focus	Networks, entities, or coalitions identified by survey respondents
Chambers of commerce	Tahoe, Lincoln, Sacramento Hispanic, Sacramento Asian Pacific, Sacramento Slavic American, Sacramento Black, Woodland
Civic	Lincoln Rotary, Four Agencies Coalition, Kiwanis Club of Marysville
Climate, environmental justice, and natural resources	Sacramento Climate Coalition, Sacramento Clean Cities Coalition, Capital Region Climate Readiness Collaborative, ICLEI - Local Governments for Sustainability, Sacramento Transforming Climate Communities efforts, Sacramento Regional Conservation Corps, GRID Alternatives, Climate Transformation Alliance, Sacramento Environmental Justice Coalition, Cleaner Air Partnership, Water Forum, Regional Water Authority, North Yuba Forest Partnership

Community development and planning	North Tahoe Community Alliance, Yuba Sutter Community Action Plan, CSAC, Valley Vision, California Finance Consortium, SACOG, Tahoe Regional Planning Agency
Disinvested community advocacy/action	Nevada County Health Collaborative Advisory Council for the Nevada County Aging Disability Resource Connection, Anti-Recidivism Coalition, Sacramento Area Reentry Coalition, FUEL (Family Unity, Education, and Legal) Network for Immigrants, Rural County Representatives of California
Economic Development	Prosperity Partnership, Sacramento Entrepreneurial Growth Alliance (SEGA), Greater Sacramento Economic Council, Tahoe Prosperity Center, Alpine County Economic Development Advisory Council, City of Sacramento Inclusive Economic and Community Development Investment Committee, The 50 Economic Alliance, CEDSC, Placer County Economic Development Partners, CalEd, MetroLab Network, Latino Economic Council, Nevada County Economic Resource Council, Sacramento Investment Without Displacement, Downtown Lincoln Association, NorCal SBDC
Education	Project Attain (K-16 Collaborative), North Far North Consortium, Capital Adult Ed Regional Consortium
Food and Ag	Community Alliance with Family Farmers, The Food Front Initiative, Sacramento Food Policy Council
Homelessness	Sacramento Coalition to End Homelessness, Sacramento Continuum of Care, Sacramento Homeless Policy Council, Yuba Sutter Homeless Consortium
Housing	Sacramento Community Land Trust, Sacramento Housing Alliance, The Regional Housing Authority, Bear Yuba Land Trust, Alpine County HHSA, Saint Joseph Community Land Trust, US Green Building Council, Sutter Community Affordable Housing
Tribal	Washoe Tribal TANF
Workforce and labor	Capital Region Workforce Boards, Innovative Pathways to Public Service, Alliance for Workforce Development, Talent Pipeline Management, CA High Road Training Partnership, Sacramento Worker Alliance, North Central Counties Consortium, SEIU Union, CA Building Trades MC3
Youth	Sac Kids First, Safe Kids Greater Sacramento, Yuba Safe Routes to School Coalition, Transition Age Youth Workgroup



## Key opportunities to strengthen and expand the Collaborative's stakeholder ecosystem

**More network connectivity and alignment.** There is no shortage of collaborative efforts in the Capital Region. However, they can be siloed and often create a confusing landscape. California Jobs First offers an opportunity to align, strengthen, and leverage capacity across these disparate efforts. Identifying needed alignment, surfacing known networks, coordinating actions, and integrating priorities and activities into the California Jobs First process whenever possible will help reduce fragmentation and duplication of effort.

**Leverage activities to support localized efforts.** Small-scale and localized networks and activities often lack capacity for action at scale due to limited resources and lack of connections with regional efforts or parallel endeavors in other parts of the region. Disinvested and rural communities can benefit from inclusive and empowered involvement in regional efforts like California Jobs First that work to increase potential resources, staff capacity, and collaborative connectivity.

**Build the capacity of a wider set of stakeholders.** Although the We Prosper Together's Collaborative is an extensive network, growing the California Jobs First stakeholder base beyond the "usual suspects" and involving a broader range of networks and communities will be key to the success of this effort. Since the project's inception, the Collaborative network has grown significantly in a short time. Subregional partners, Community Ambassadors, and intentional actions in support of greater inclusion are all building momentum for a wider regional network.

**Address barriers to engagement:** Current barriers include limited connections with rural areas such as Colusa, Yuba, and Sutter Counties and Tribal communities as well as the need for a more engaged employer network. Outreach leads are continuously developing and implementing strategies to address these gaps in order to better engage historically underrepresented communities.

**Clarify and build network resources to provide more capacity and connectivity:** Members of the stakeholder network need additional capacity for participation and greater visibility of and access to funding opportunities. As part of the Catalyst program application, a staff position will be focused on grant writing, matchmaking, and construction of a clearinghouse for federal, state, philanthropic, and other resources as a way to boost investment in our region and build capacity across our growing network. This new position will help deepen the stakeholder base and ensure that they receive tangible benefit to engaging in the process.

### 3. A clear picture of the Capital Region

The California Jobs First Capital Region encompasses an impressive mix of working lands that range from field crops, orchards, and ranches to timber stands and mountain terrain. These eight counties—Colusa, El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, and Yuba—include rural communities, small towns, suburbs, and an urban core that is also home to the state Capitol. Many different languages are spoken here, reflecting residents' varied countries of origin. The region also stands out for its racial and ethnic diversity: Roughly half of the region's residents are people of color.

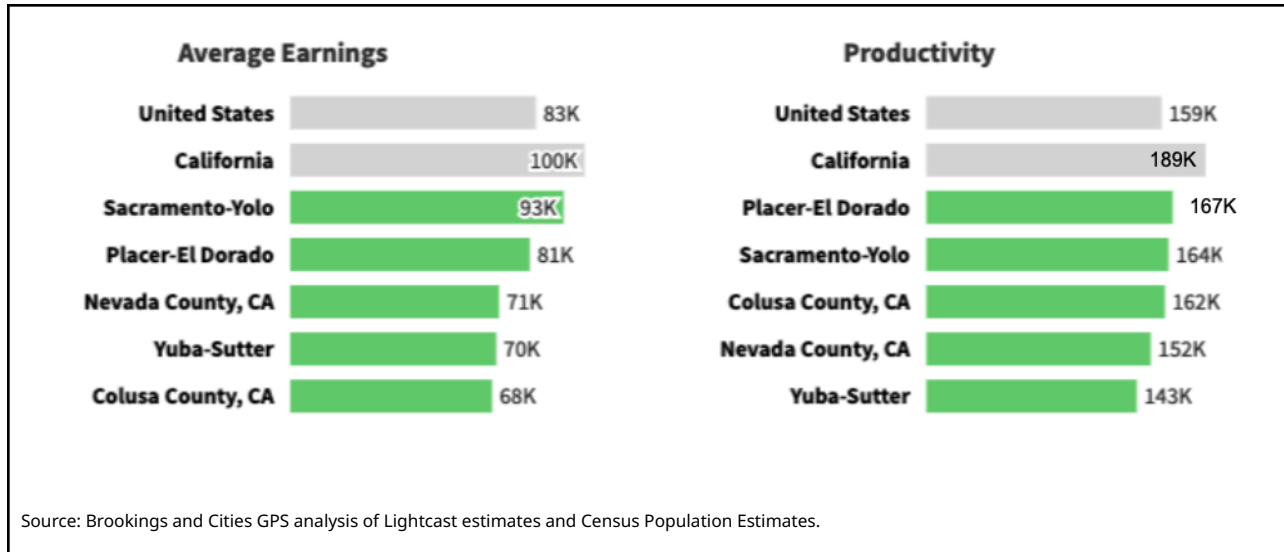
#### A diverse group of subregions comprise the Capital Region

In addition to massive differences in population size, important economic differences can be seen across the eight counties. Variations in the population-to-job ratio hint at distinct socioeconomic dynamics. A larger ratio indicates that a higher proportion of people live in one county and commute to work in another. The ratio of 3.2 people per job in El Dorado County, when compared to 2.2 people per job in Placer and Sacramento Counties, suggests that El Dorado has more of a residential focus while the other two counties are more job-intensive.

The counties also exhibit differences in levels of prosperity, which can be measured by looking at economic productivity and average worker earnings. Between 2012 and 2022, productivity was relatively consistent across the region. El Dorado, Placer, and Sacramento Counties each had productivity 23 percent higher than that of Sutter County, with all other counties falling somewhere in between.

Divergence in prosperity is more visible when productivity is compared to average earnings, which were 45 percent higher in Sacramento County than in Sutter County. Variations in productivity and average earnings can indicate big differences in economic structure that equate to billions of dollars in regional and county income. In the Capital Region, workers' earnings range from 59 percent of productivity in Yolo County to roughly 42 percent in Colusa County, with the other counties falling in between. This comparison reveals that workers in the urban and urban-adjacent parts of the region—and especially the Sacramento-Yolo subregion—are benefitting more from industry productivity than their rural counterparts.

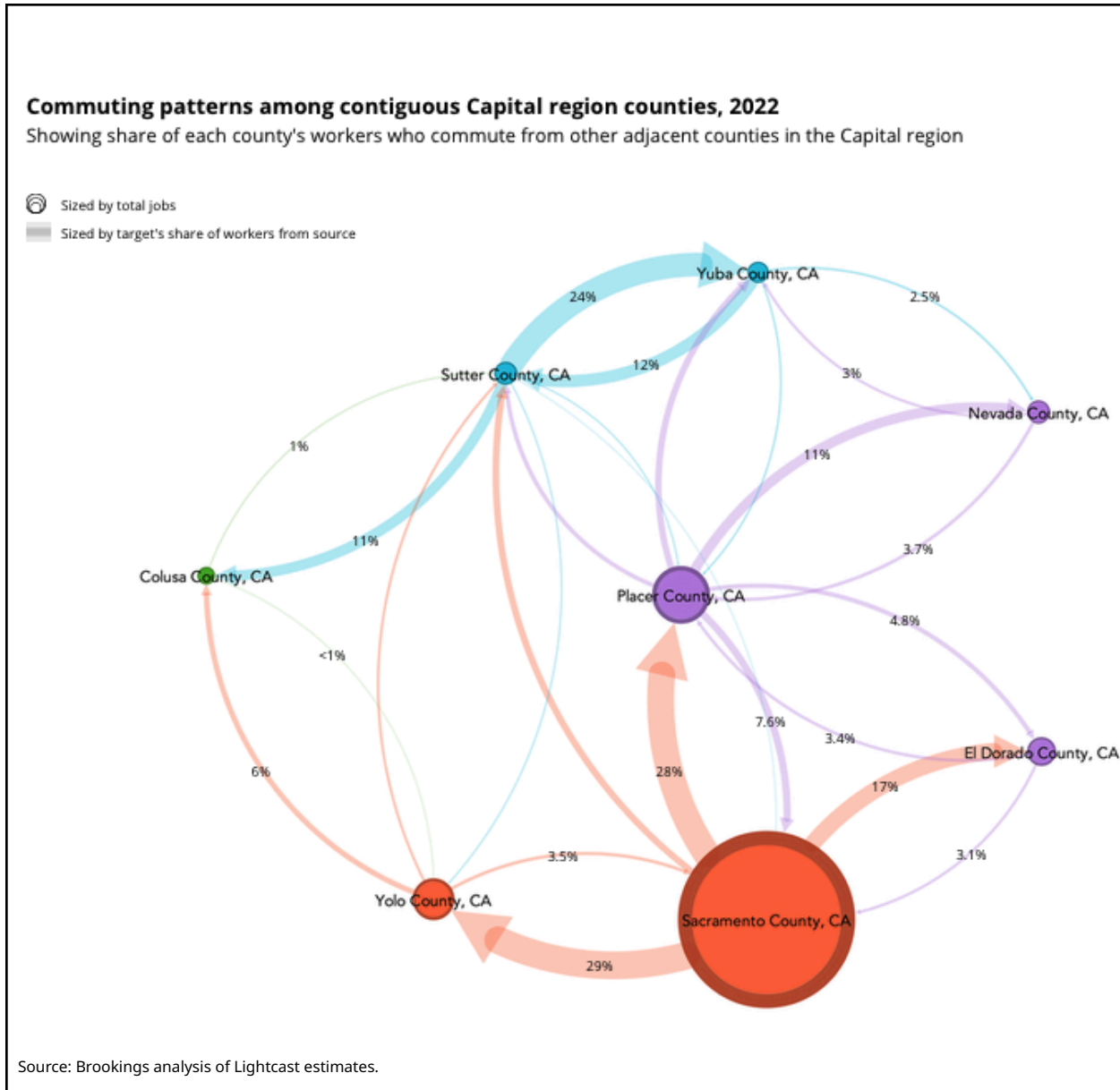
**Figure 9. Workers in Sacramento-Yolo benefit more from industry productivity**



These distinctive economic dynamics create a wide array of challenges and opportunities. Some are unique to a particular county, requiring a focused approach that is tailored to the realities within that jurisdiction. Others are held in common across one or more of the five subregions. In these cases, regional and subregional collaborations can help counties leverage economies of scale to save time and money.

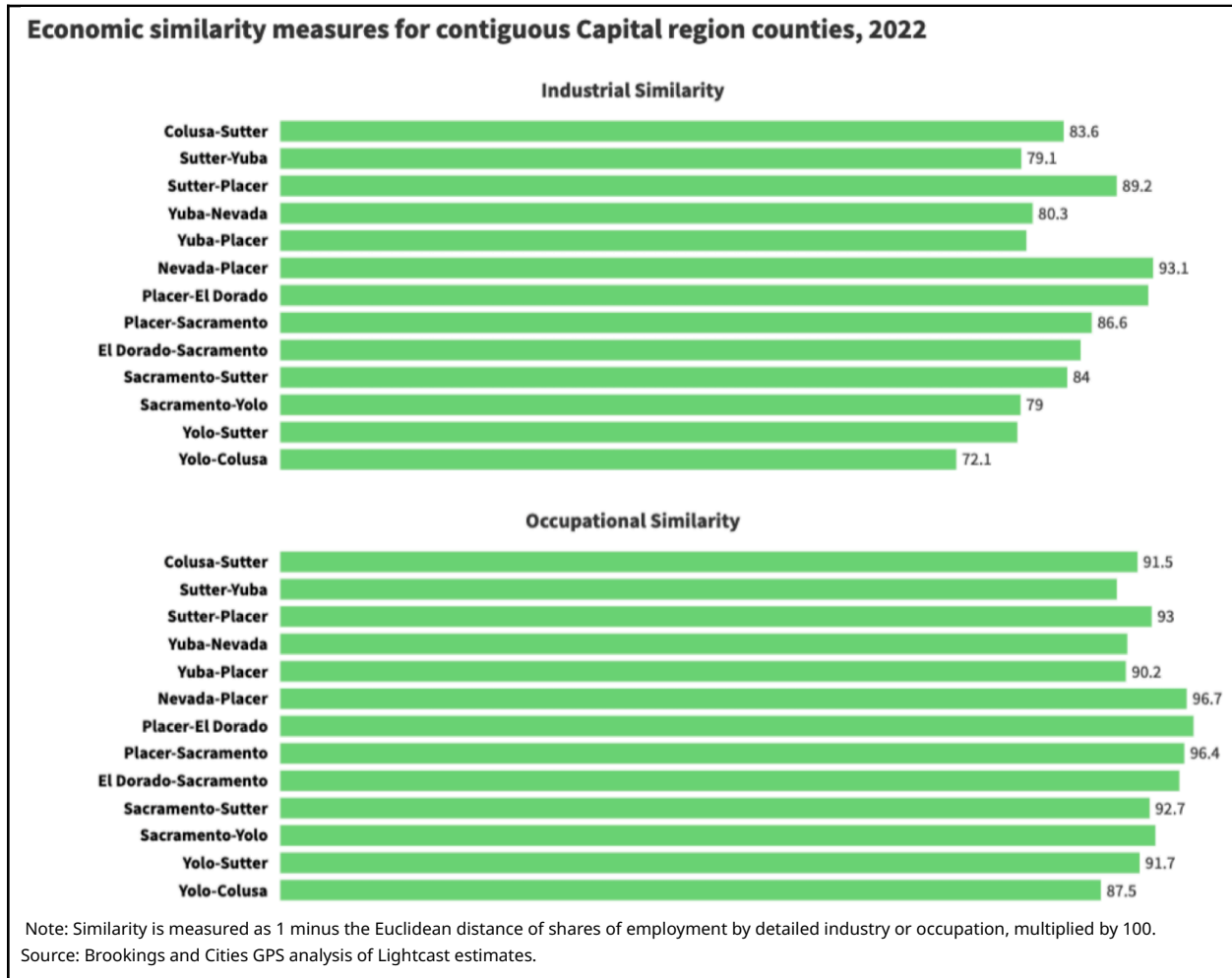
These variations extend to local labor markets as well, as seen in inter-county commuting data visualized below. When mapped, the commuting patterns of area workers trace out the contours of the regional economy. Capital Region commuting data reveal not one regional labor market but a grouping of four overlapping subregions that sometimes share labor pools, innovation assets, and other resources. This finding indicates that the region would do well to consider the specific needs of these subregions when designing economic and workforce development strategies.

**Figure 10. Commuting patterns reveal the contours of the Capital Region economy**



Despite their differences, the eight counties of the Capital Region also have a number of economic similarities. The charts below show that counties adjacent to Sacramento County are more economically similar to their neighbors, possibly due to the fact that urbanization tends to make economies more similar. Regardless of how they came about, these similar economic structures indicate potential opportunities for subregional strategies shared by adjacent counties.

**Figure 11. The economies of counties adjacent to Sacramento County tend to be more similar to their neighbors**



These findings as well as the distinctive political and civic dynamics of the region make clear the importance of subdividing the Capital Region into five discrete subregions:

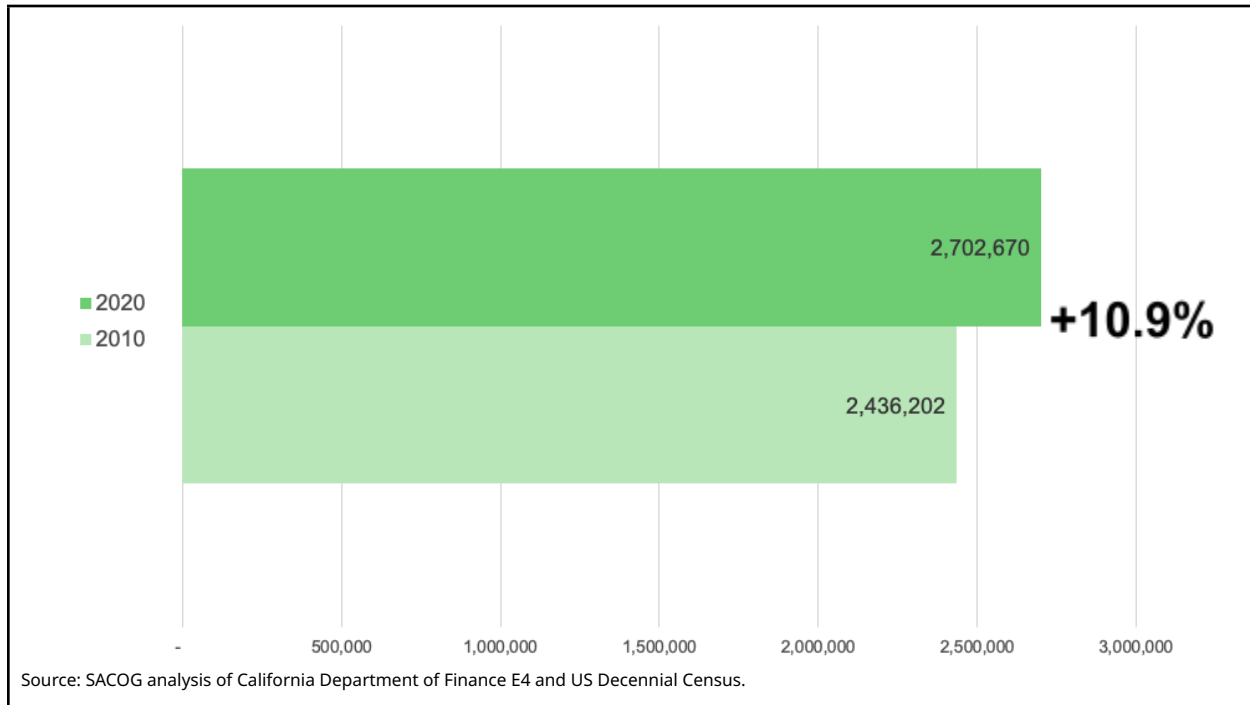


These smaller geographies allow for closer attention to the distinctive features of these subregional economies and align with California Jobs First subregional governance organizing now underway.

## Diverse communities and recent transplants

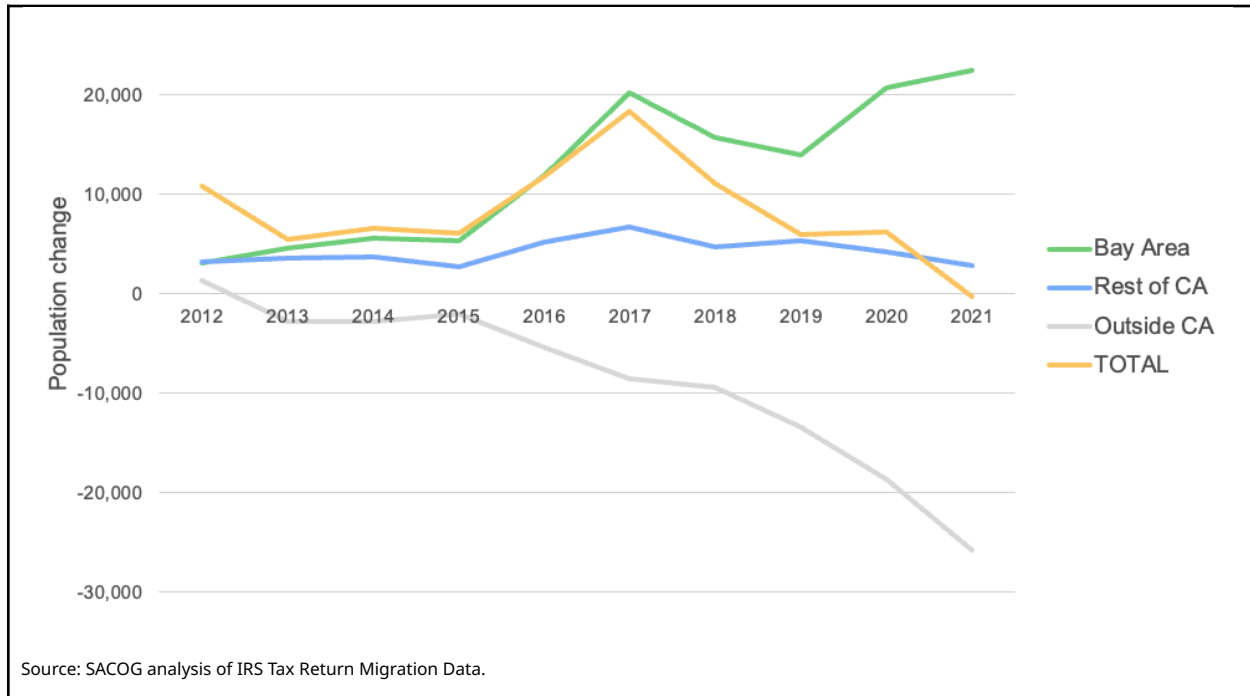
The population of the Capital Region grew 10.9 percent between 2010 and 2020, exceeding growth rates at both the state (8.6 percent) and national (7.4 percent) levels. This growth was not evenly dispersed across the eight counties—Colusa, El Dorado, Nevada, Sutter, and Yolo Counties saw growth under 10 percent during this period, while Placer (16.2 percent), Sacramento (11.7 percent), and Yuba (13.1 percent) Counties all gained residents at a faster pace.

**Figure 12. The Capital Region population grew 10.9 percent between 2010-2020**



These new Capital Region residents came primarily from within the state of California, with most hailing from the Bay Area. Bay Area in-migration has been particularly pronounced since the onset of the COVID-19 pandemic, with many attracted by lower housing costs, larger homes, and easy access to outdoor recreation.

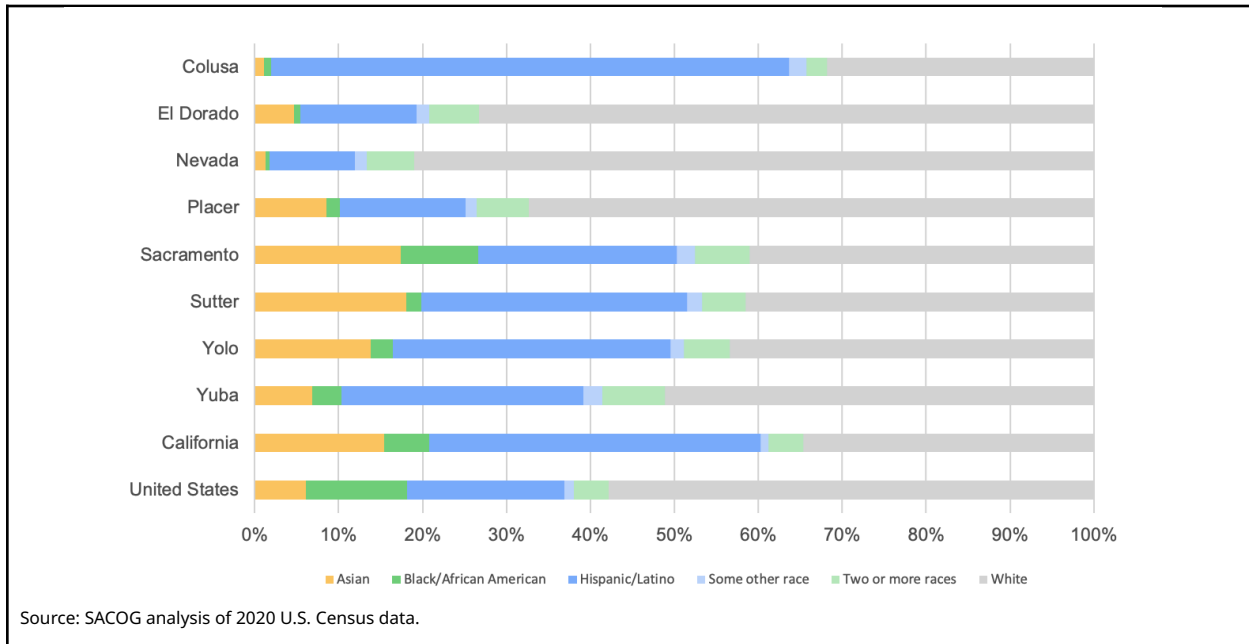
**Figure 13. Migration to Capital Region has originated primarily in the Bay Area and other parts of California**



Census data reveal that racial and ethnic diversity within the region vary from one county to the next. In four counties—Colusa, Sacramento, Sutter, and Yolo—people of color comprise the majority of the population. White people comprise the majority of residents in El Dorado, Nevada, Placer, and Yuba Counties, with Nevada County having the highest proportion at 81 percent.

Five counties (Colusa, Sacramento, Sutter, Yolo, and Yuba) have a higher percentage of Hispanic / Latino residents than the United States as a whole. Colusa County residents are 61.7 percent Hispanic / Latino, well above the state proportion of 39.4 percent. Only Sacramento County has a larger proportion of Black / African American residents (9.2 percent) compared to the state as a whole (5.4 percent) and both Sacramento (17.4 percent) and Sutter (18.1 percent) have Asian populations that exceed the state's 5.5 percent.

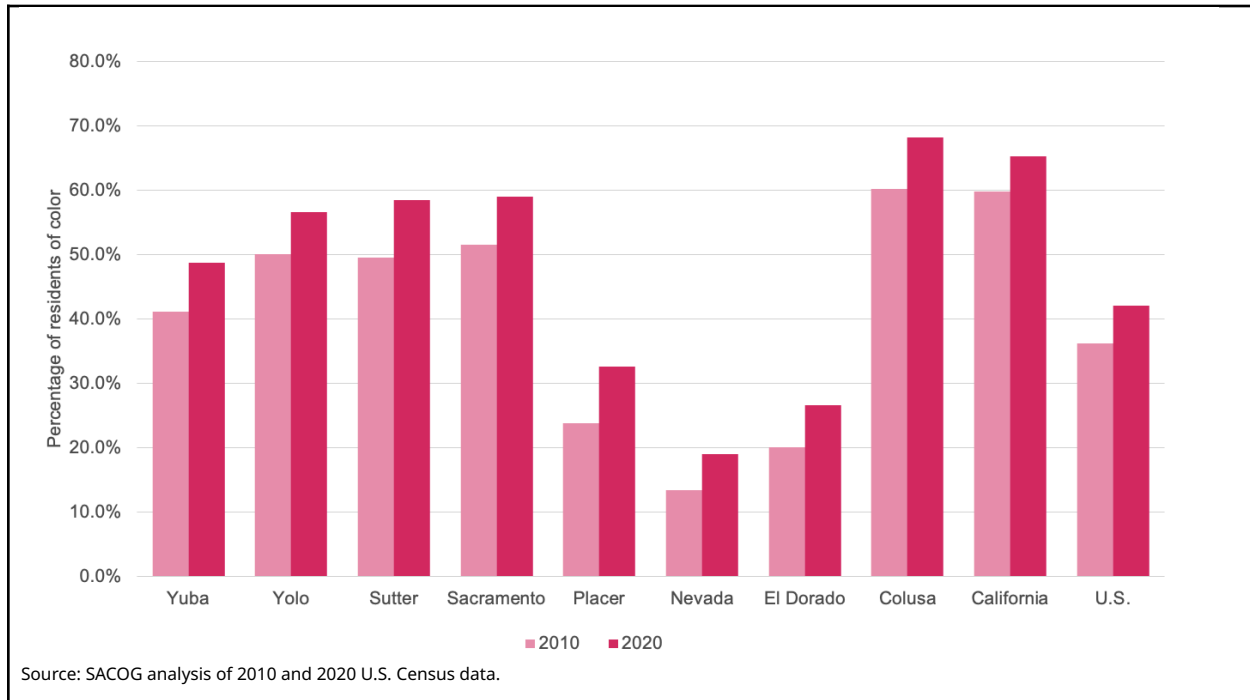
**Figure 14. People of color represent a significant proportion of residents in some Capital Region counties, while others are majority-white**



The proportion of residents of color in the Capital Region grew between 2010 and 2020, mirroring similar trends for California and the United States as a whole.



**Figure 15. The percentage of people of color in the Capital Region grew at rates similar to those seen at the state and national levels**

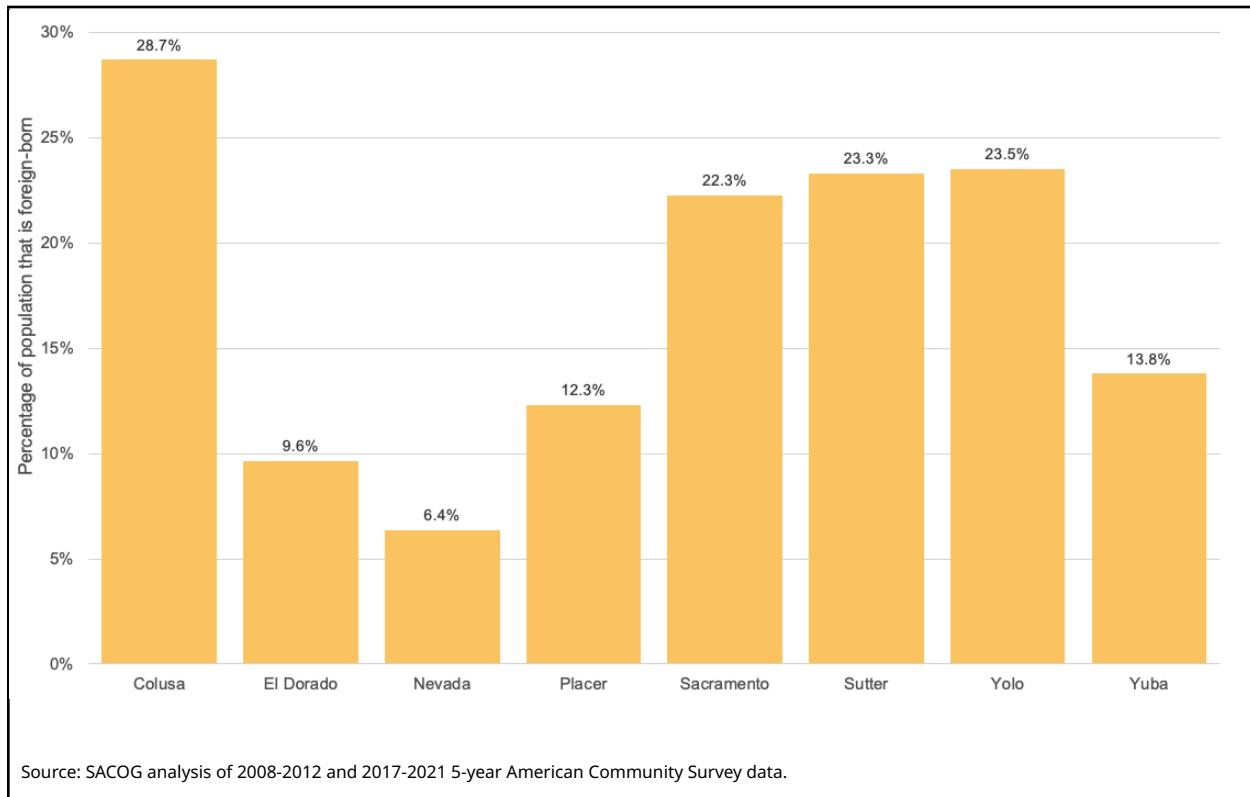


Half of Capital Region counties have sizable populations of foreign-born residents compared to national trends. Nationally, just under 14 percent of residents were born outside the U.S.<sup>5</sup> By contrast, in Sacramento, Sutter, and Yolo Counties, foreign-born people represent more than 20 percent of the total population; in Colusa County, 28.7 percent of residents are foreign-born, which is slightly higher than the state proportion of 27 percent.<sup>6</sup>

<sup>5</sup> U.S. Census 2022 American Community Survey 1-Year Estimates.

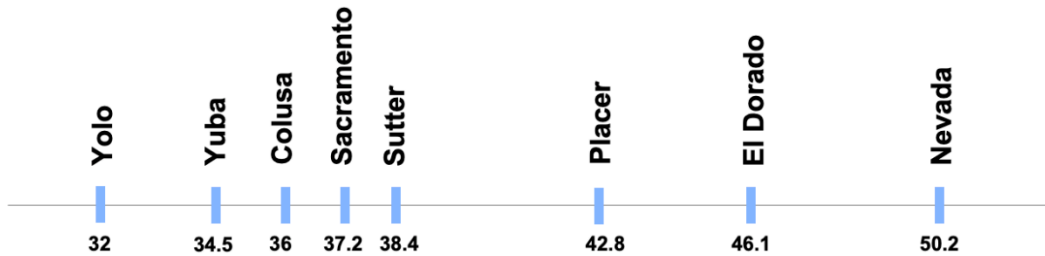
<sup>6</sup> Cesar Alesi Perez, Marisol Cuellar Mejia, and Hans Johnson, "Immigrants in California" (Public Policy Institute of California, 2023).

**Figure 16. Five of the eight Capital Region counties have sizable proportions of foreign-born residents**



The median age ranges widely across the region. Five counties are below the U.S. median age of 39, including Yolo County, which has a median age of just 32. Three counties are above the national median, the oldest of which is Nevada County at 50.2 years old. More than one-fourth of Nevada County residents and over one-fifth of Placer and El Dorado County residents are over age 65, compared to 15.2 percent of all California residents. These larger populations of older residents means that there are fewer adults of prime working age, which is an important factor in the labor shortages reported in these counties.

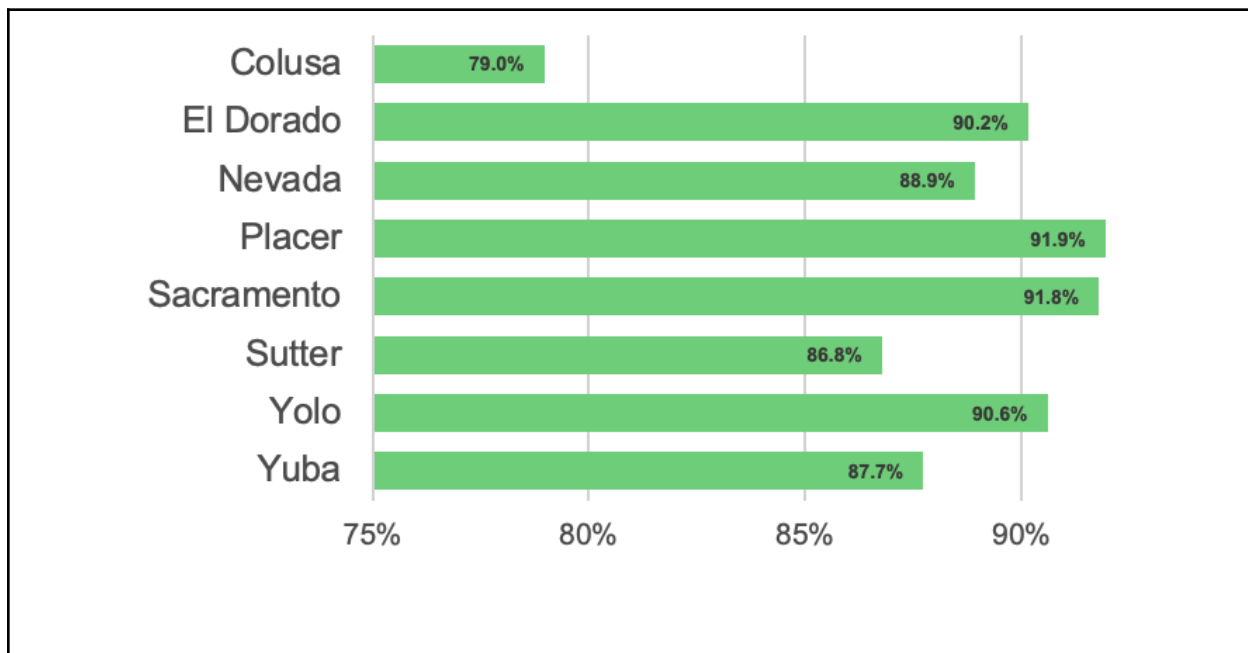
**Figure 17. Median ages in the Capital Region vary significantly from county to county**



Source: 2022 American Community Survey 5-Year Estimates.

The U.S. Census American Community Survey gathers data on basic demographics such as race and ethnicity, country of origin, and age as well as information on topics of particular concern to the social and economic health of the nation. One such measure is broadband access. Capital Region residents' access to broadband depends in large part on whether they live in an urban, suburban, or rural county. Urban and suburban counties such as El Dorado, Placer, Sacramento, and Yolo have the highest levels of broadband access while more rural counties are less likely to have high-speed internet. Colusa County fares the worst in this regard, with more than 20 percent of residents lacking broadband access. These findings point to the need for redoubled efforts to extend broadband access into the state's rural communities. As more and more activities and basic services move online, counties that lack internet access will find themselves at an increasing disadvantage.

**Figure 18. Rural communities continue to be underserved in terms of broadband access**



Source: SACOG analysis of 2017-2021 Five-Year American Community Survey data.

## Disinvested communities in the Capital Region

At the heart of California Jobs First is a firm intention to center disinvested communities in planning the transition to a carbon-neutral economy that creates quality jobs and prosperous communities across the region. In order to lift up those communities and neighborhoods that have been historically underserved or neglected, it is important to first define “disinvested community” for our region. California Jobs First defines “disinvested communities” as those meeting any of the following criteria:

1. Census tracts identified as “disadvantaged” by CalEPA<sup>7</sup>
2. Census tracts with median household incomes at or below 80 percent of the statewide median income or the threshold designated as low-income by the California Department of Housing and Community Development (pursuant to Section 50093 of the California Health and Safety Code).
3. “High poverty areas” and “high unemployment areas” designated by the California Governor’s Office of Business and Economic Development California Competes Tax Credit Program<sup>8</sup>

### Disadvantaged communities identified by CalEPA

In May 2022, CalEPA released its updated Designation of Disadvantaged Communities for the purpose of SB 535, which identifies four types of geographic areas as “disadvantaged”:<sup>9</sup>

1. Census tracts receiving the highest 25 percent of overall scores in CalEnviroScreen 4.0.
2. Census tracts lacking overall scores in CalEnviroScreen 4.0 due to data gaps, but receiving the highest 5 percent of CalEnviroScreen 4.0 cumulative pollution burden scores.
3. Census tracts identified in the 2017 DAC designation as disadvantaged, regardless of their scores in CalEnviroScreen 4.0.
4. Lands under the control of federally recognized Tribes.

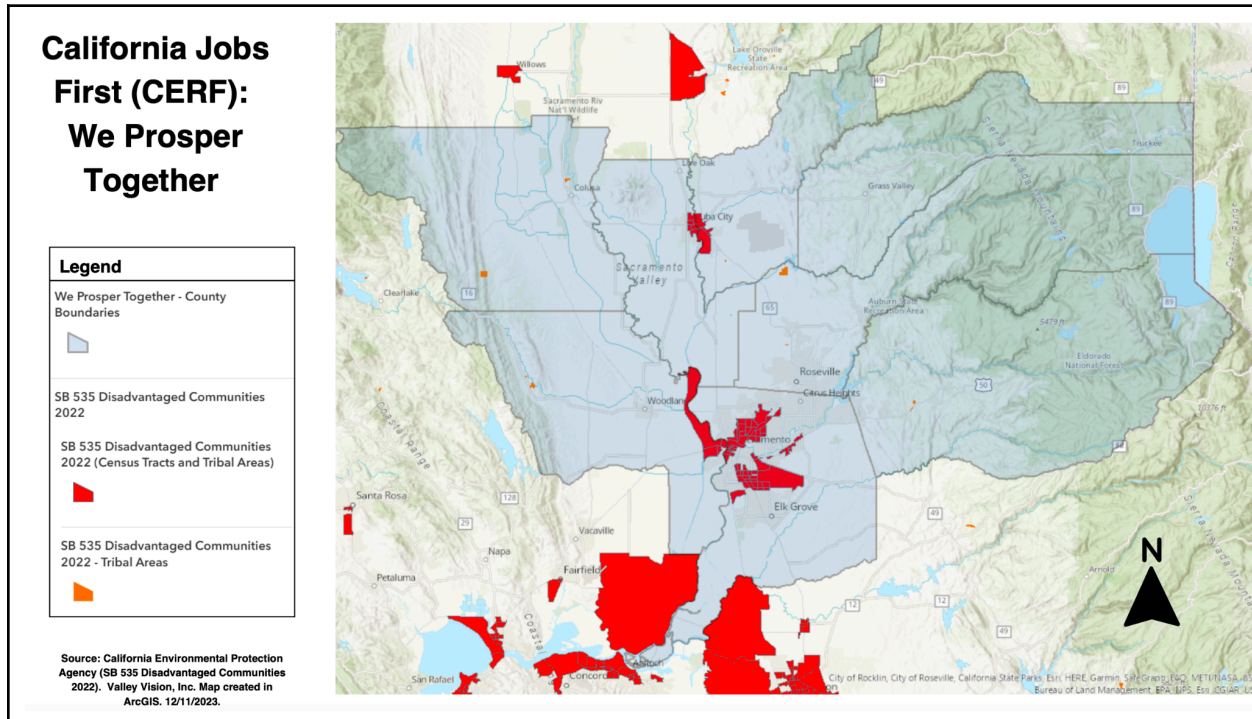
A table of census tracts that are defined as “disadvantaged” per the CalEPA is located in the Appendix and a map of those census tracts is below.

<sup>7</sup> See CalEnviroScreen 4.0 for more detail <https://oehha.ca.gov/calenviroscreen>

<sup>8</sup> California Governor’s Office of Business and Economic Development, “California Competes Tax Credit List of High Poverty and High Unemployment Areas,” accessed at <https://business.ca.gov/wp-content/uploads/2021/11/High-PU-Fiscal-Year-2021-2022-P3-List.pdf> (December 22, 2023).

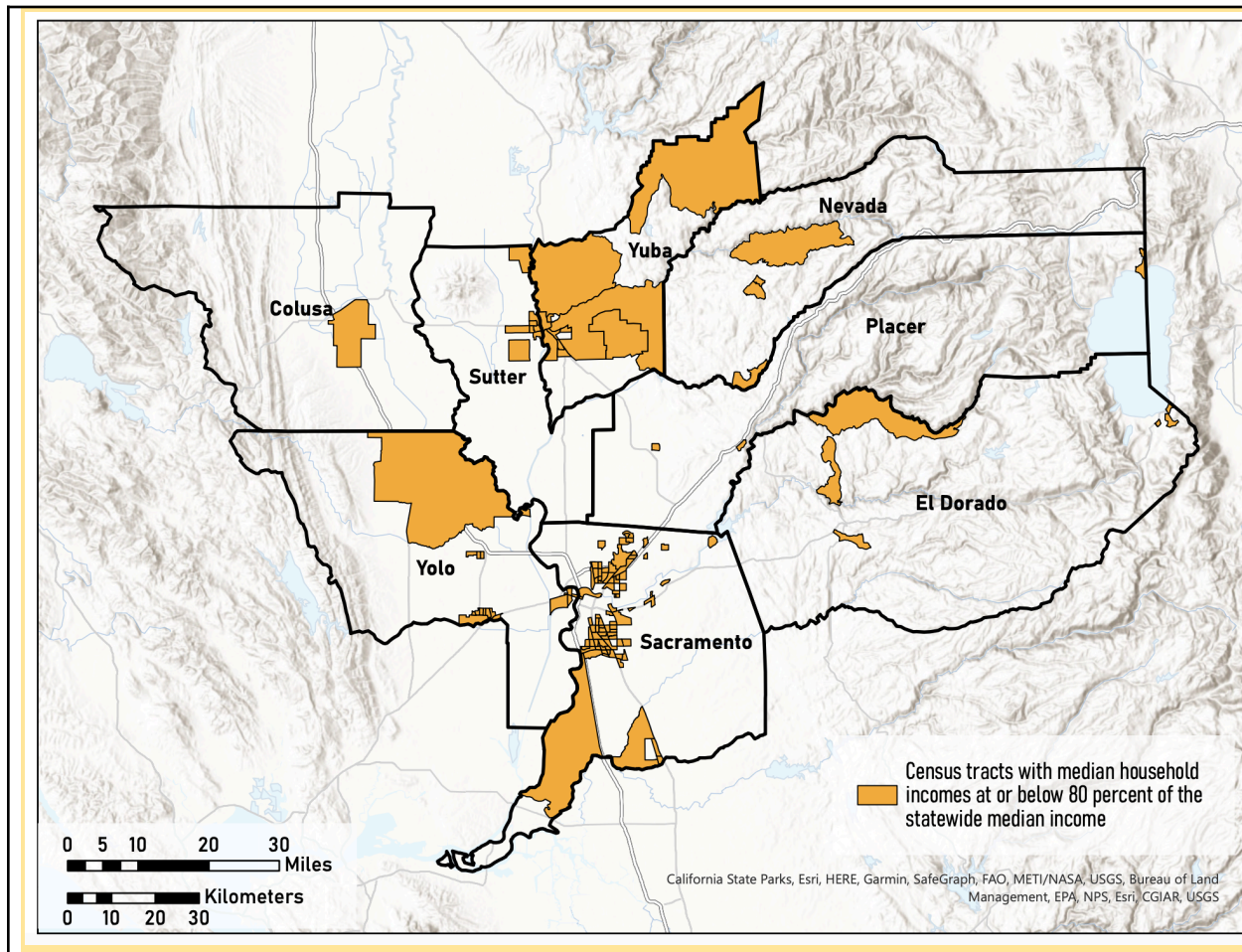
<sup>9</sup> CalEPA, “Final Designation of Disadvantaged Communities Pursuant to Senate Bill 535,” May 2022, accessed at [https://calepa.ca.gov/wp-content/uploads/sites/6/2022/05/Updated-Disadvantaged-Communities-Designation-DAC-May-2022-Eng.a.hp\\_-1.pdf](https://calepa.ca.gov/wp-content/uploads/sites/6/2022/05/Updated-Disadvantaged-Communities-Designation-DAC-May-2022-Eng.a.hp_-1.pdf) (December 22, 2023)

**Figure 19. CalEPA-designated disadvantaged Census tracts**



**Disinvested communities based on household incomes**

The California Jobs First program identifies disinvested communities based on census tracts with median household incomes at or below 80 percent of the statewide median income or the low-income threshold designated by the California Department of Housing and Community Development. (See Appendix 5 for a list of disinvested census tracts in the Capital Region). The map below shows those census tracts with median household incomes at or below 80 percent of the statewide median income.

**Figure 20. Disinvested census tracts tend to cluster across the eight-county region**


### Disinvested communities as defined by the California Competes Tax Credit Program

The California Competes Tax Credit (CCTC) is an income tax credit available to businesses that want to relocate to California or stay and grow in California. “High poverty” and “high unemployment” areas designated by the CCTC are considered disinvested communities for the purpose of the California Jobs First program.

A “high poverty area” designation refers to a California city and / or county with a poverty rate of at least 150 percent of the statewide poverty rate (per the most recent data available from the U.S. Census Bureau’s American Community Survey 5-Year Estimates). According to the CCTC, cities within the Capital Region considered “high poverty areas” are: Davis (Yolo County), Grass Valley (Nevada County), and Nevada City (Nevada County).

A “high unemployment area” designation refers to a California city and / or county with an unemployment rate of at least 150 percent of the statewide unemployment rate (per the most

recent data available from the California Employment Development Department). According to the CCTC, the following cities and counties in the Capital Region have high unemployment: Colusa County, City of Colusa (Colusa County), and Williams (Colusa County).

## Overview of economic barriers

Valley Vision draws from multiple sources to gauge the economic barriers that are present for disinvested communities across the eight-county region. The regional SWOT analysis will collect and highlight in more detail where primary threats and weaknesses lie, but many barriers are known from prior strategic plans and current community engagement.

### Cost of living and affordability

The recent [2023 Livability Poll](#)<sup>10</sup> found that savings and childcare are unaffordable for most. Many area residents are struggling to address essential needs like housing. Close to one third of poll respondents struggle to afford basics such as food, healthcare, and transportation. These challenges are harmful to the households affected and to the regional economy more broadly.

### Cost and availability of housing

The [Livability Poll](#) found that housing cost burden has a significant impact on area residents, especially for renters, communities of color, and younger respondents. Housing cost burden is a critical and increasingly challenging issue in California as well as the Sacramento Region, with 40 percent of respondents overall stating they are struggling to afford their rent or mortgage. Seventy-six percent of those making less than \$50,000 struggle to afford housing, with communities of color—particularly Black / African-American residents—facing the greatest challenges. In Sacramento County, the median home price increased 4.4 percent from last year and now stands at \$522,000.<sup>11</sup>

Renters are struggling to pay rent more than homeowners struggle to pay their mortgages. The rental market has seen year-over-year increases paired with some of the lowest rental vacancy rates in recent memory (0.9 percent in January 2023, compared to 5.8 percent nationally). A study conducted by Pew Charitable Trusts compared the relationship among homelessness, housing costs, and rent between 2017-2022. This study found that the City of Sacramento saw a 144 percent net increase in homelessness per 10,000 residents between 2017- 2022 and a 47 percent net increase in median rent during that same period. The shortage of multifamily housing in the Capital Region has been a persistent challenge that correlates with increasing incidence of homelessness. [The 2023 Built Environment Poll](#), a research poll published by Valley Vision and SACOG in partnership with the Institute for Social Research, found that housing is a pressing issue for the

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<sup>10</sup> The Livability Poll is an annual public opinion poll conducted by Valley Vision in partnership with CSUS Institute for Social Research to gauge experiences and perspectives on key quality of life issues in the 6-county Capital Region, including El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba counties. The Livability Poll was in the field in June-July 2023 and has a margin of error of +/-1.8%.

<sup>11</sup> Redfin.

community.<sup>12</sup> There is growing concern that first-time homebuyers will face even greater difficulty in securing housing over the next five years.

### **Access to opportunities**

One key indicator of financial well-being is the ability to save money for the future. The Livability Poll found that younger residents (ages 18-34) have a more difficult time setting aside savings compared to older residents. Furthermore, a larger share of renters struggle with savings compared to homeowners. Those who make less than \$50,000 per year are half as likely as to report job satisfaction as those making more than \$50,000. Disinvested communities are disproportionately impacted by low wages and low quality jobs.

### **Challenges for rural economies**

Economic analysis reflects that rural economies are challenged by less industry-generated productivity, less diversified economies, and challenges across economic conditions, including wages and access to high quality jobs. These disparities throughout the region result in a greater degree of economic exclusion for disinvested rural communities compared to typical economic activities in urban and suburban communities.

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<sup>12</sup> The Built Environment Poll is a public opinion poll conducted by Valley Vision, in partnership with CSUS Institute for Social Research and SACOG. The poll looked at experiences and perceptions of the Capital Region's built environment, including housing, transportation, neighborhood amenities, walkability, bikeability, open space and parks, and more. The poll included the 6-county Capital Region, including El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba counties. The Built Environment Poll was in the field in October – December 2022 and has a margin of error of +/-2.3%.



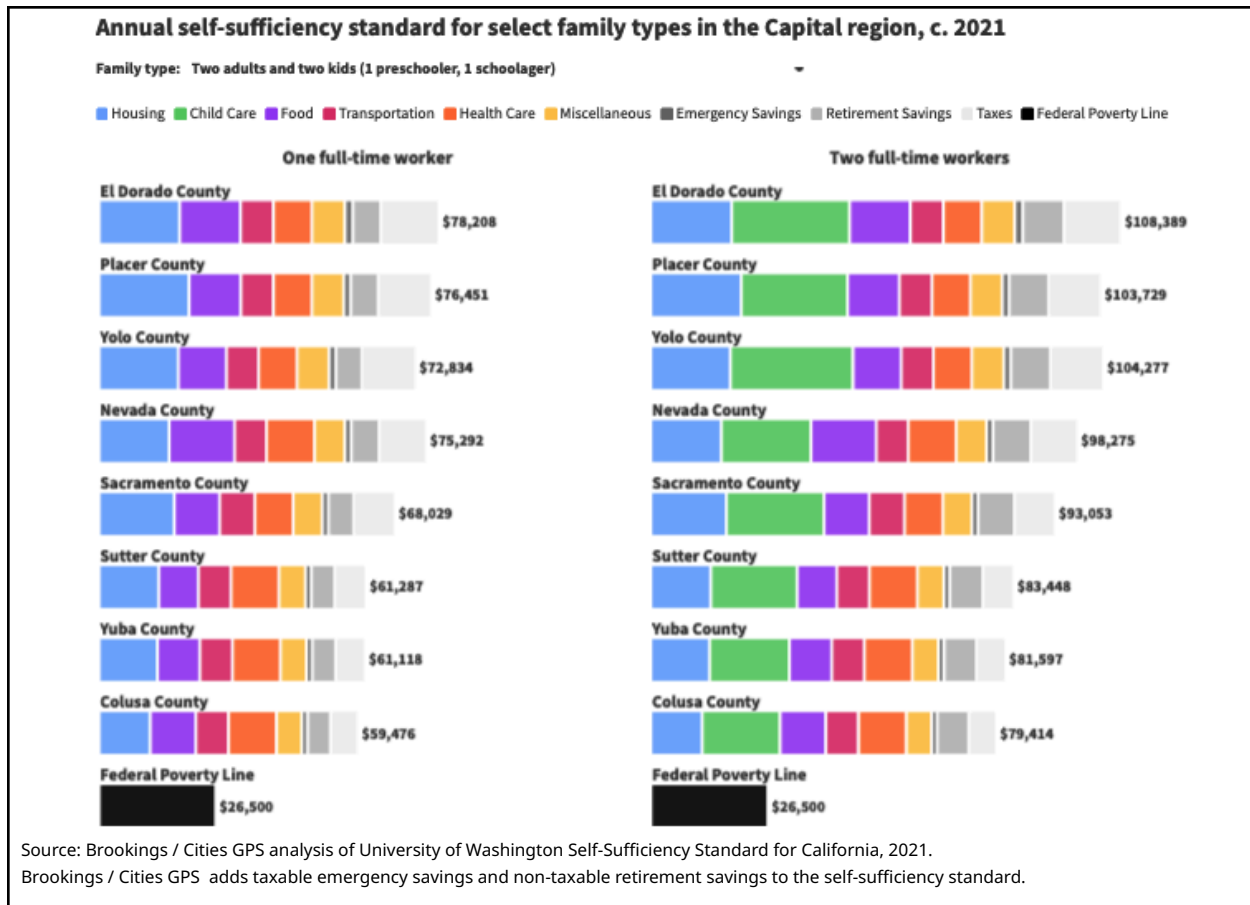
## A growing number of Capital Region families are struggling to get by

Year after year, families throughout the Capital Region find it harder and harder to make ends meet. As inflation, lack of childcare, and an intractable housing crisis push the costs of raising a family higher, an increasing proportion of households are finding that they do not have enough income to cover their basic needs.

Understanding how many residents live in families that are struggling to get by offers insight into the scale of the challenge facing the region. The first step in this assessment involves determining a baseline cost of living against which area household incomes can be evaluated. Because the cost of raising a family varies by family composition as well as location, this analysis begins by estimating basic costs of living for families of different sizes and structures in each of the eight Capital Region counties. These estimates account for local costs for housing, food, childcare, transportation, and the like as well as California-specific tax deductions and credits. These “market baskets” of monthly household expenses also include savings to ensure that families not only can cover their basic needs but also are able to build a degree of financial security and stability over time.

The basic family budgets presented below reveal that the cost of raising a family in the Capital Region is quite high, although it varies by county. A family with two adult workers, a preschooler, and a school-aged child would need more than \$98,000 per year in income; that same family living in Colusa County would need \$72,000 per year. The large green bands show the impact that the ongoing childcare shortage is having on family budgets in the region. Childcare costs are significant across all eight counties, with El Dorado (\$27,321) and Yolo (\$28,457) Counties as the most expensive. These county-level self-sufficiency budgets provide a benchmark for what workers and families in the region need to make ends meet.

**Figure 21. The income needed to make ends meet is quite high and varies by county**

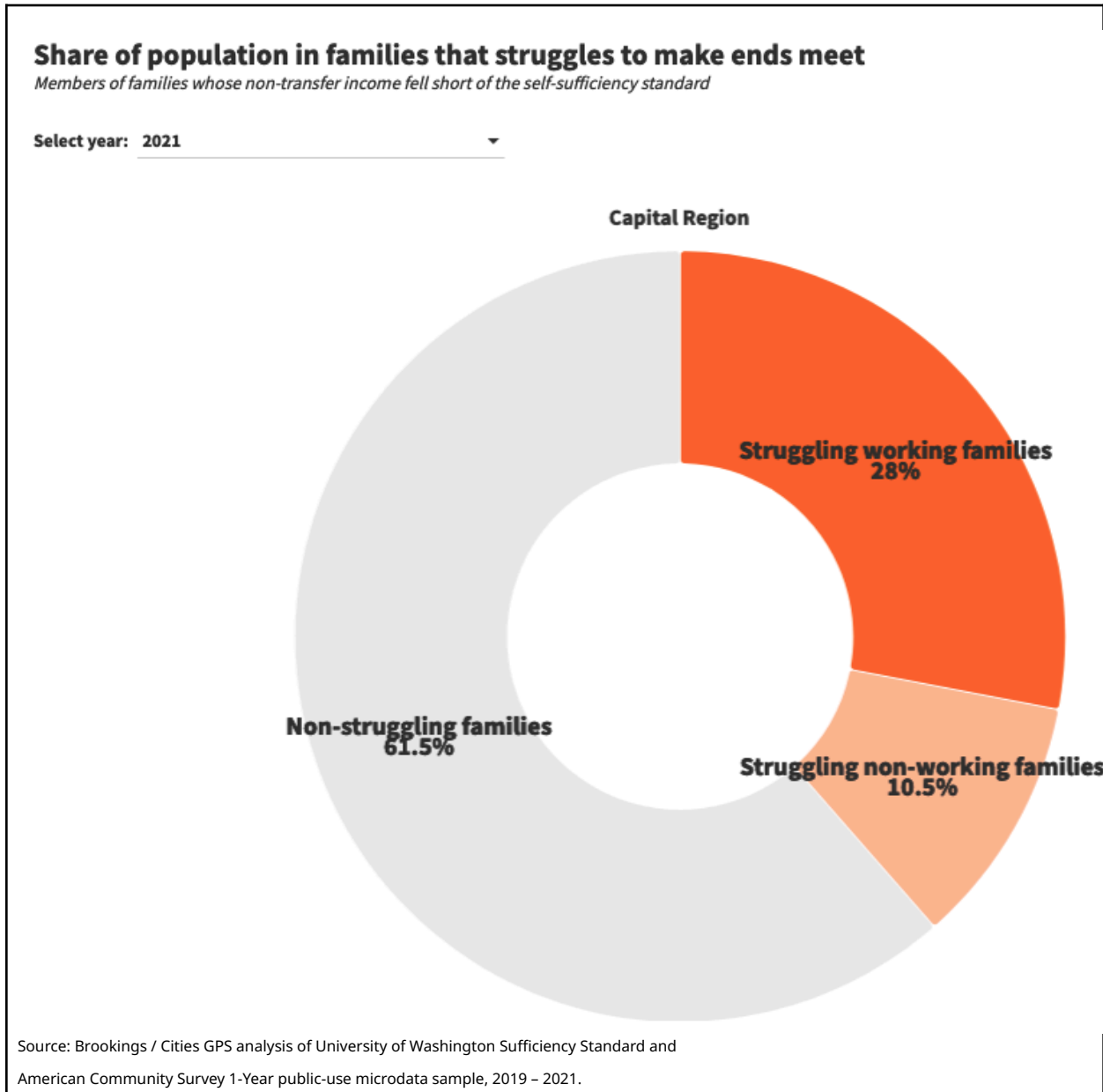


**The high cost of raising a family in the Capital Region**

Assessment of area household incomes against the benchmark self-sufficiency incomes revealed that at least 37 percent of residents in the region belong to families whose household income fails to cover basic costs. These families are struggling to make ends meet, often despite having adults in the home who are actively working. Almost 28 percent of residents belong to struggling families that have at least one adult worker. Another nearly 10 percent of the population belongs to struggling non-working families, which are predominantly headed by people over age 65 who have presumably retired from the workforce.

Nevertheless, more than 61 percent of families in the Capital Region achieving self-sufficiency is a higher share than many other regions in California and tracks well against peers nationwide. The regional economy is offering comparatively more opportunity for its residents.

**Figure 22. About 28 percent of Capital Region residents belong to families with at least one working adult but struggle to make ends meet**



## Calculating a Self-Sufficiency Income

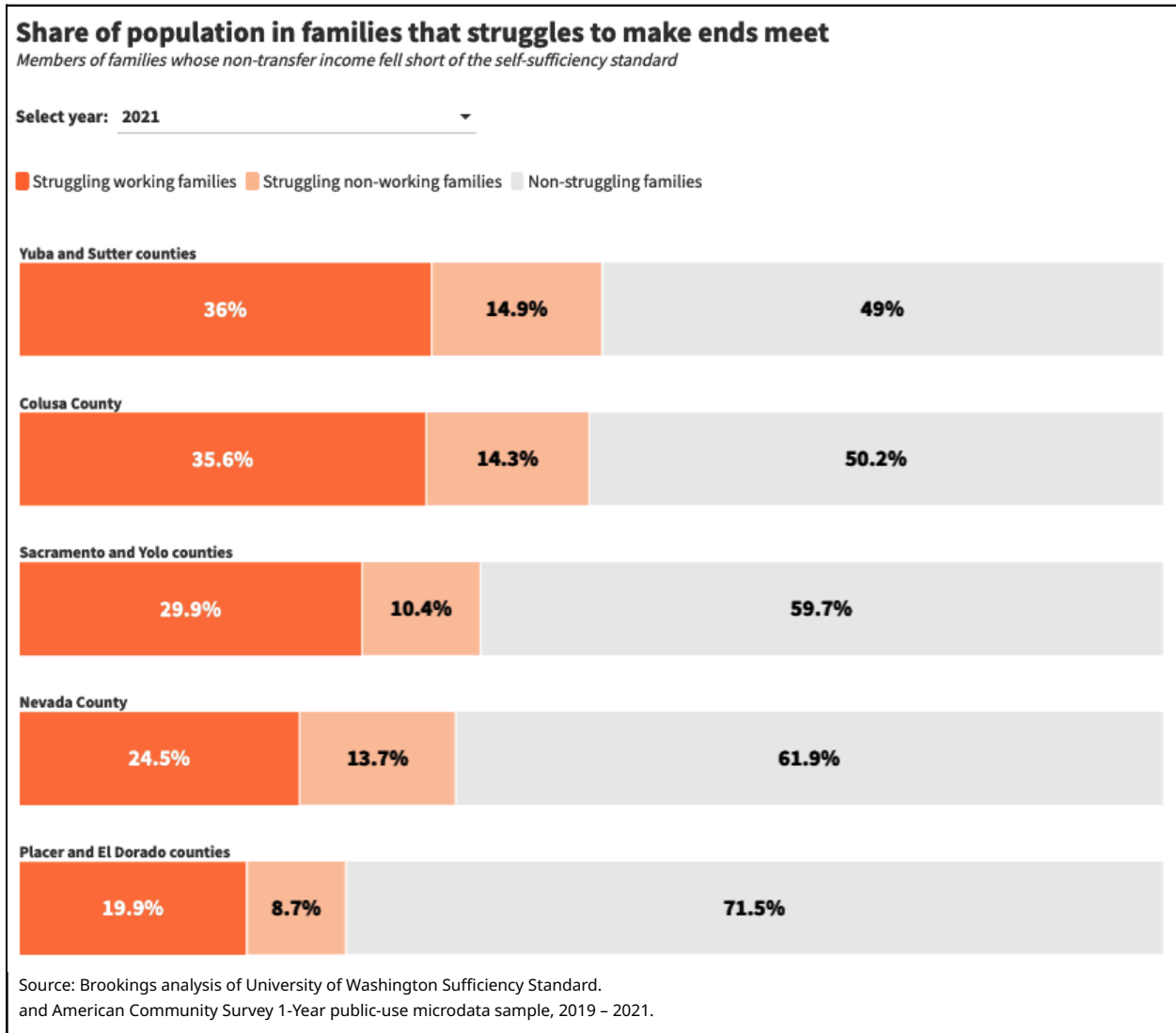
In order to determine how many Capital Region families struggle to meet basic needs, analysis began by determining minimum household incomes needed for a standard budget. Granular analysis of basic monthly expenses (e.g., food, housing, transportation, childcare, taxes, etc.) for a broad range of family compositions established parameters for decisions about setting a self-sufficiency income threshold for the region.

Living-wage calculators made available by MIT, Economic Policy Institute, the University of Washington, and other national organizations estimate the amount of income needed to live in a particular place. Different groups use different data and assumptions, which in turn leads to different results. This analysis uses the University of Washington model, which takes a moderate approach to assumptions and accounts for the ways that the age and number of children (i.e., family members under age 18) in a household affect the level of income needed to get by.

However, the model is modified to reflect that families need more than mere subsistence wages to achieve financial stability and mobility, leaving them with net zero at the end of the months. Specifically, wages also include emergency savings and some modest wealth-building calculated using retirement savings targets, which also could be used toward buying a home, starting a business, or paying for education. Even with these added funds, the self-sufficiency threshold provides for a very basic standard of living.

Proportions of struggling families vary among subregions. Yuba-Sutter has the highest share of struggling families—nearly 50 percent of the population—while Placer-El Dorado fares much better at 28.2 percent. In Yuba-Sutter and Colusa, residents from struggling working families represent more than a third of the population, a stark contrast to the 19.8 percent in Placer-El Dorado. This level of variation reflects the fact that the subregions have different industry mixes, which in turn affects the available supply of quality jobs and subregional resilience to economic downturn across different economic sectors. These differences suggest that subregional strategies will be needed to complement regionwide efforts and attend to more local needs.

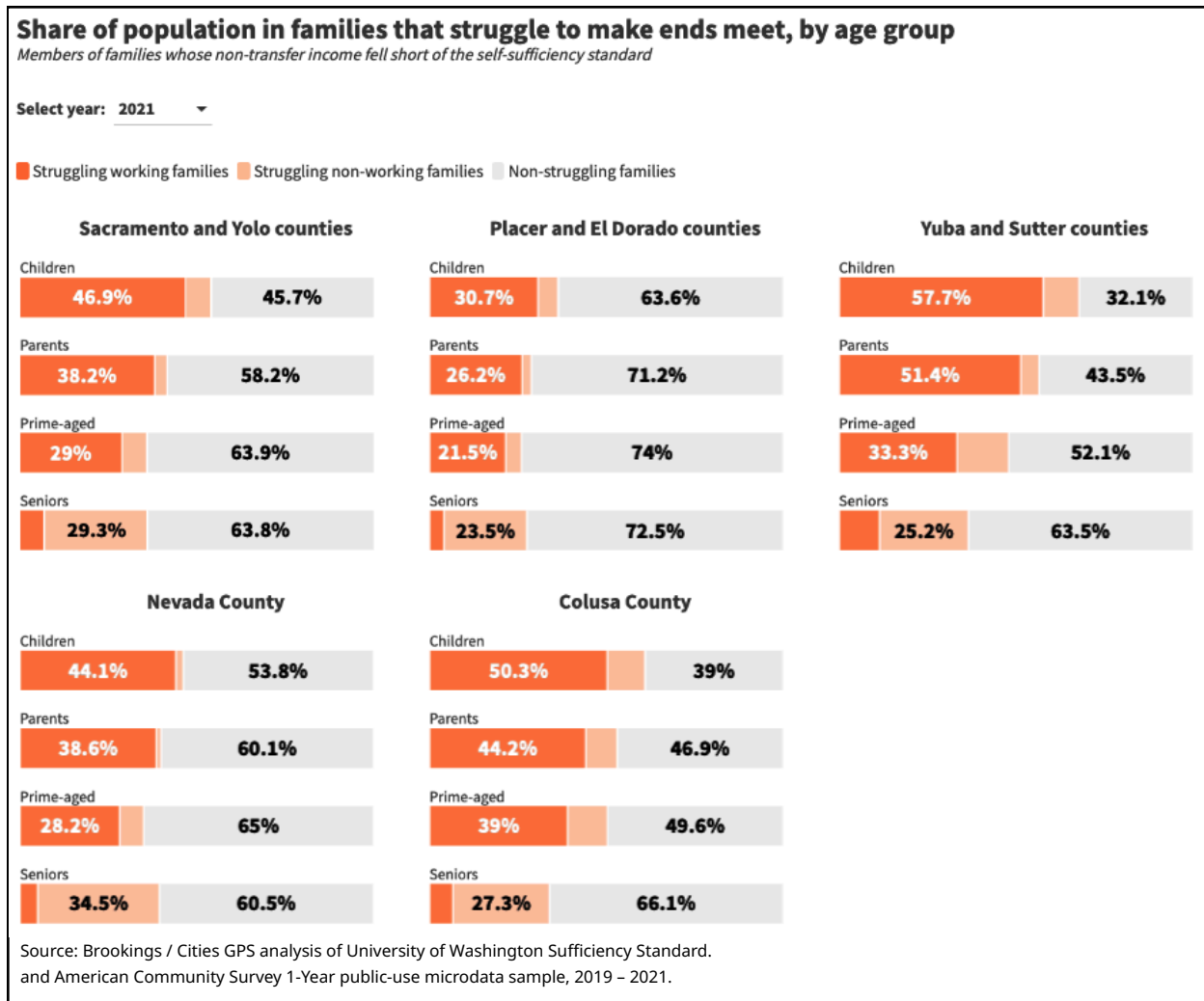
**Figure 23. Some Capital Region counties have a higher proportion of families that struggle to make ends meet**



**Many children in the Capital Region belong to struggling families**

Even more concerning, children represent the largest age group in the Capital Region living in struggling families. Almost 44 percent of the region's children (i.e., those under age 18) are growing up in working families with incomes insufficient to cover basic needs. Another 5.9 percent belong to struggling families without an adult worker.

Figure 24. Nearly half of Capital Region children belong to struggling families



Insufficient earnings and income are a multi-generational challenge for the Capital Region. Abundant research shows that children who grow up in resource-constrained families face sizable obstacles to success as adults. Specific strategies and programs focused on helping prime-age workers in struggling families access quality work opportunities will help both current and future generations to get ahead.

### Different factors affect worker outcomes

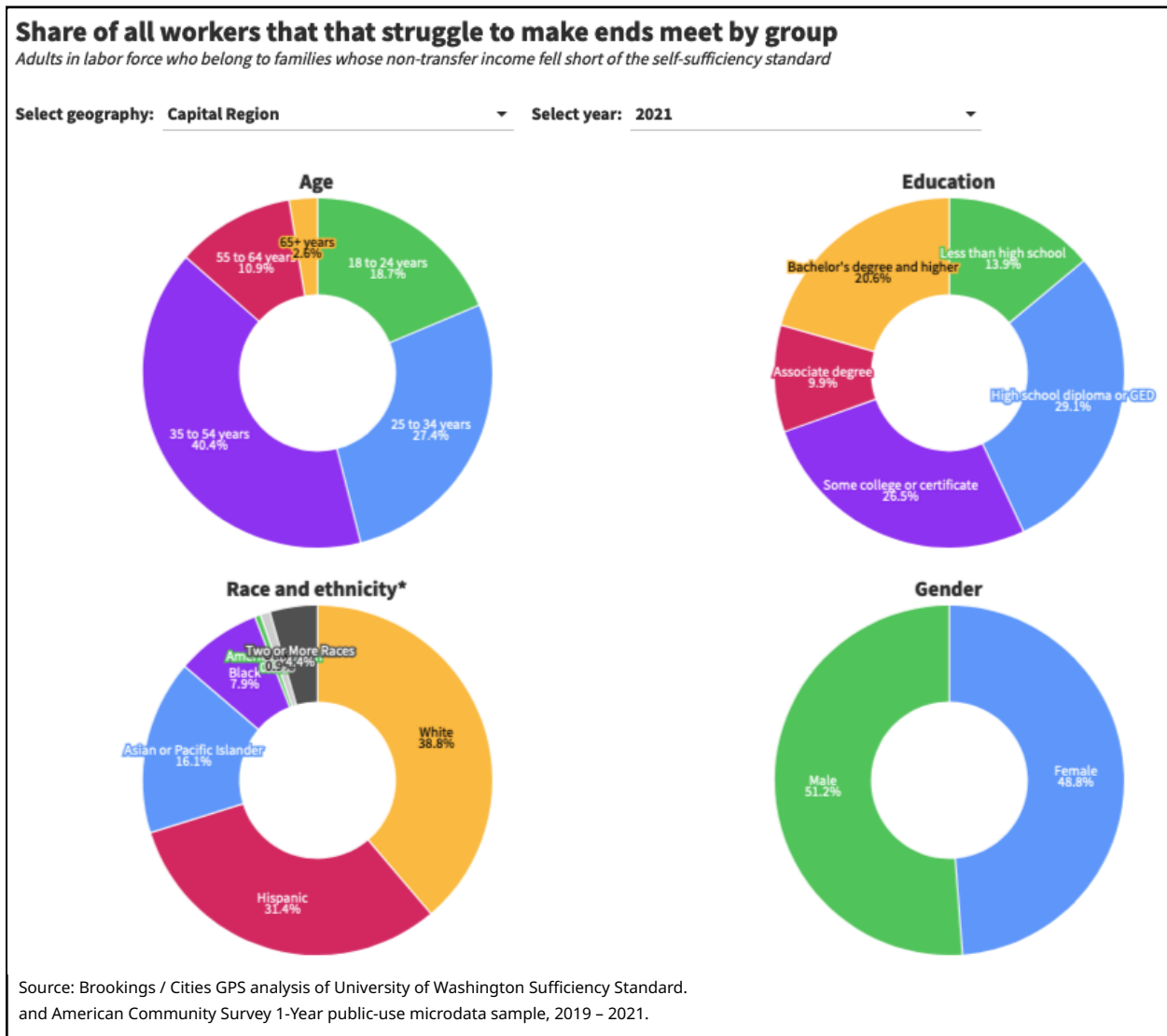
More than two-thirds of struggling adults in the region are at an age when people often begin or are actively raising a family. In places with high costs of living and a shortage of quality jobs, parents of struggling families have a harder time providing for their families, which may lead some workers to delay or decide against starting a family.

Capital Region workers who are younger and / or have less formal education are more likely to belong to struggling families. Because industry often uses age and education as a proxy for work

experience and skills training, workers with less of either tend to have lower wages. Less educated young workers face the worst of both worlds, typically earning less than older workers at the same education level as well as more highly educated workers from their age group.

More than half of struggling adults in the region have some level of postsecondary education short of a four-year degree. Another 34 percent have a high school diploma or G.E.D. Although this sizable contingent of workers has education and skills that should enable them to find well-paid work, regional shortfalls in the number of quality jobs available makes this impossible.

**Figure 25. Younger workers, workers with lower levels of educational attainment, and workers of color are more likely to belong to a struggling family**



The odds of struggling to make ends meet in the Capital Region are also shaped by race, ethnicity, gender, and other characteristics that have nothing to do with the labor market. These factors

correlate with persistent barriers to educational and economic success, reflecting a long history of limited access to opportunity for people of color and white women in the United States.

Over half of struggling workers are people of color, many of whom chose “other” when asked to identify their race.<sup>13</sup> Because so many of these workers are also raising children, improving labor market outcomes for struggling workers can help address existing racial disparities and prevent similar inequities from taking hold in the future.

Taken together, these factors intersect and overlap to shape each individual’s experience in the regional economy. Programs and strategies that meet the needs of specific communities will be essential in order to counteract barriers to opportunity and produce more equitable outcomes for all Capital Region residents.

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<sup>13</sup> The “other” category is large in the Capital Region, suggesting that a significant proportion of area residents do not see themselves in standard Census categories (White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander). Survey respondents who are Latino or Arab, for example, may be more inclined to pick “other” because none of the options align with how they describe themselves.



## Environmental hazards disproportionately affect certain populations

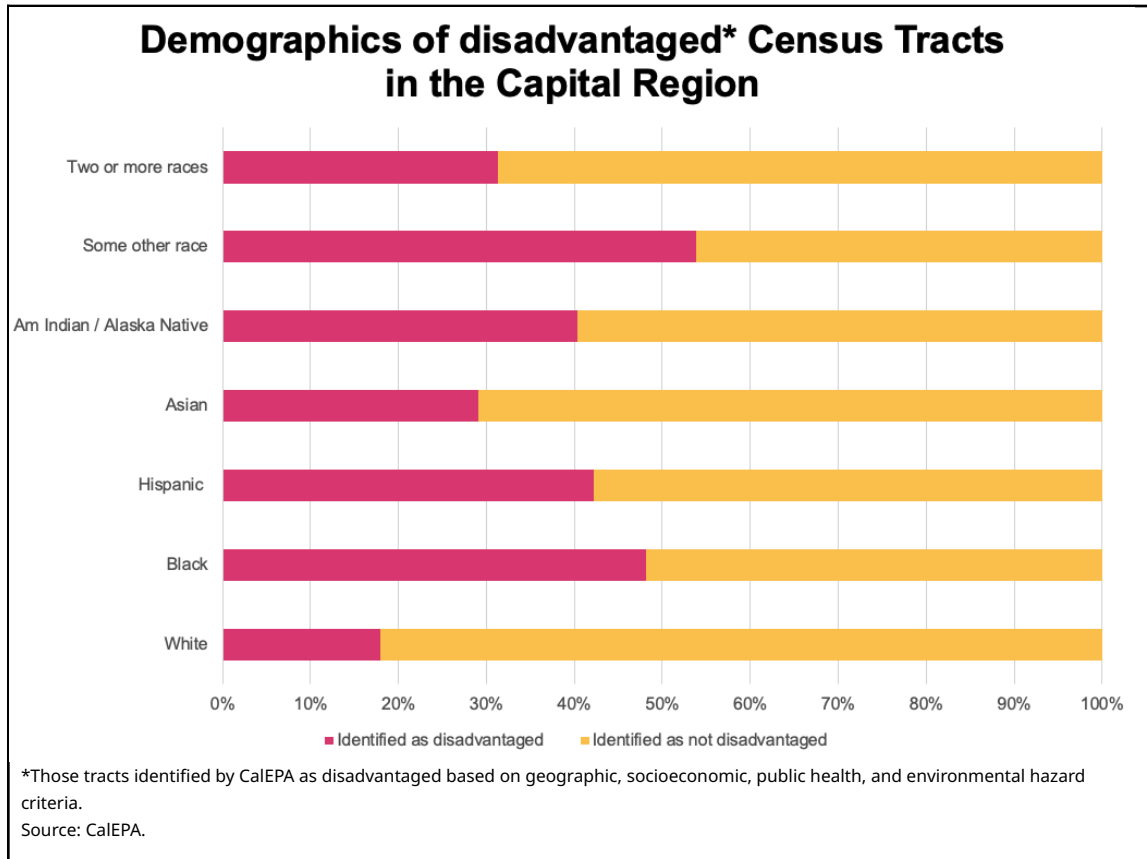
As the climate crisis grows more acute, Capital Region residents will increasingly face a number of environmental hazards, including extreme heat days, air pollution, and natural disasters. The extent of these hazards is projected to vary from county to county, with some facing greater danger than others.

California leads the nation in efforts to address the impacts of climate change. In order to ensure that historically disinvested communities receive their fair share of climate adaptation dollars, CalEPA (as directed by SB 535) developed criteria for designating “disadvantaged communities,” meaning those census tracts that fulfill one of the following:

- Is in the top 25<sup>th</sup> percentile of CalEnviroScreen 4.0 overall scores
- Has no CalEnviroScreen 4.0 score due to data gaps but is in the top five percent of cumulative pollution burden scores
- Was designated as a disadvantaged community in 2017
- Is under control of a federally recognized Tribe

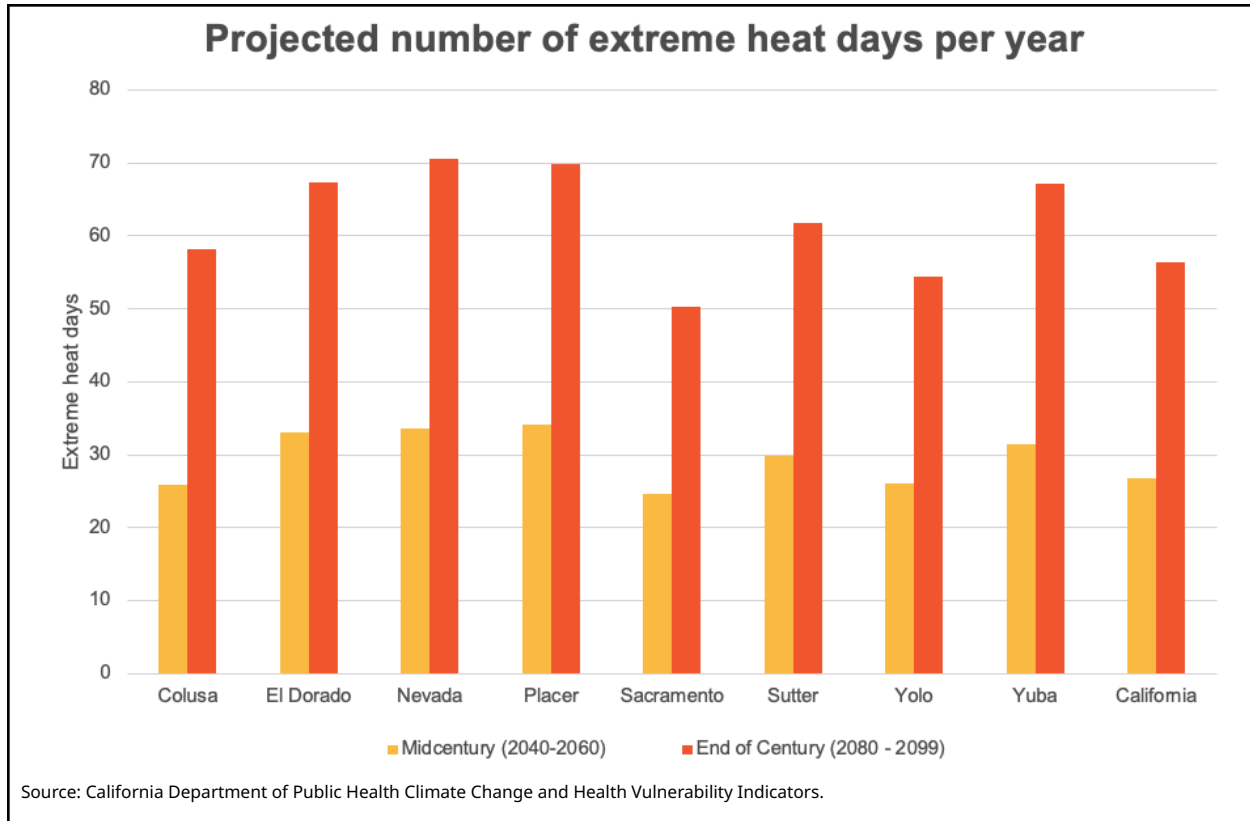
An assessment of Capital Region census tracts against these criteria revealed that people of color represent a disproportionate number of residents living in a CalEPA-designated disadvantaged community. A closer look reveals that Black residents are more likely to live in an area that meets at least one of the criteria listed above.

**Figure 26. People of color comprise a disproportionate number of Capital Region residents living in a disadvantaged community (as defined by CalEPA)**



By mid-century, El Dorado, Nevada, Placer, and Yuba Counties will have more than 30 extreme heat days each year, meaning that temperatures exceed 93°F. This is higher than the projected state average of 26.85 extreme heat days per year. If current trends continue, Nevada will have 70.5 extreme heat days each year by century’s end, while El Dorado, Placer, Sutter, and Yuba will have more than 60.

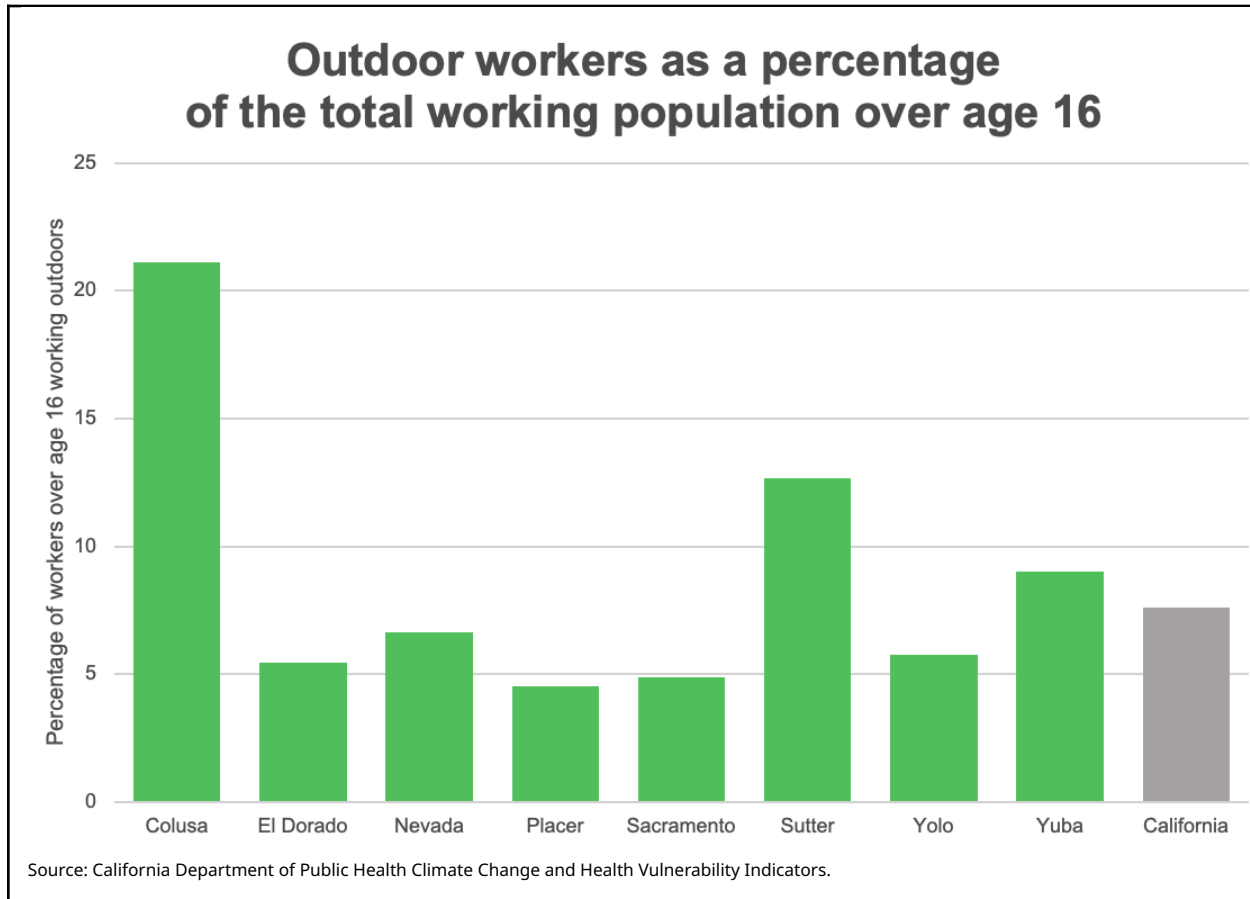
**Figure 27. The rising number of extreme heat days poses a threat to area residents**



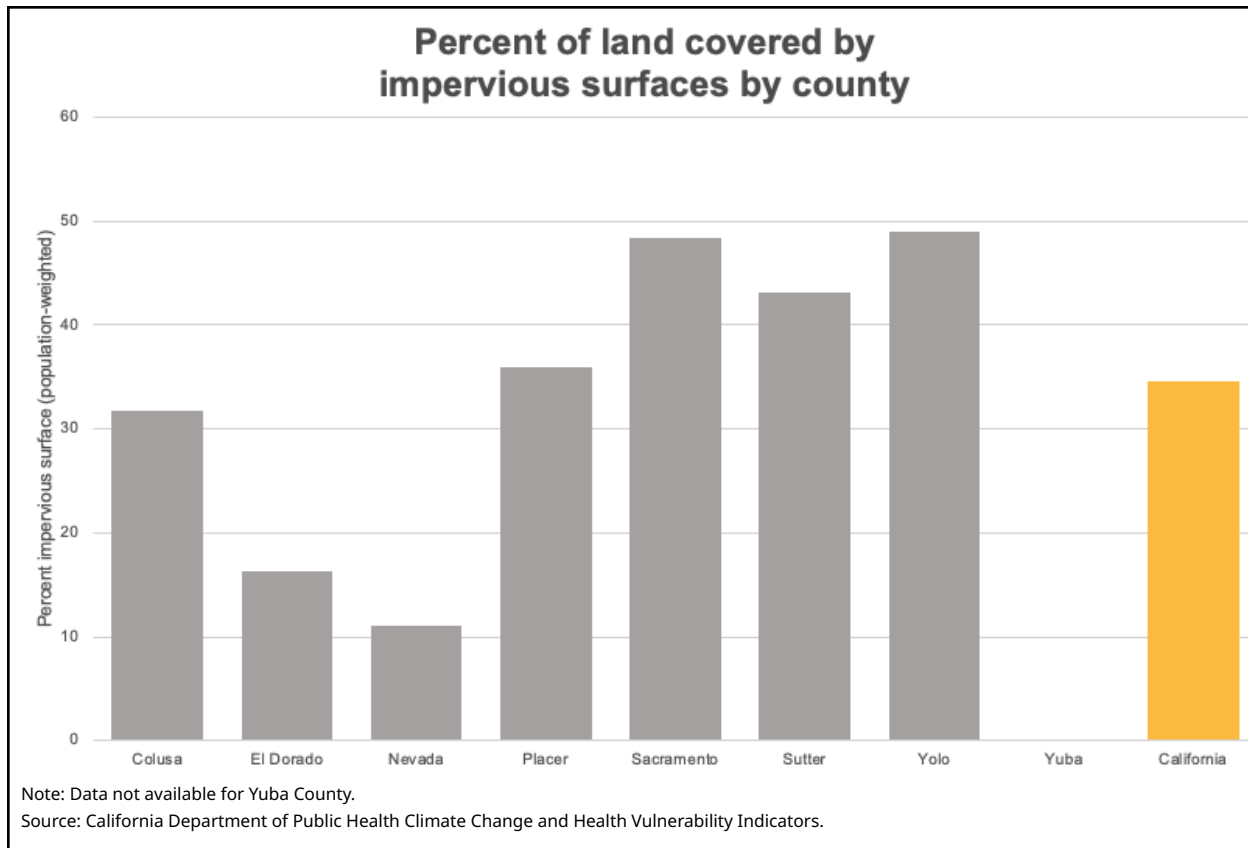
Certain populations are more susceptible to climate effects such as extreme heat. The California Department of Public Health has designated El Dorado, Nevada, and Placer Counties as “High Exposure, High Sensitivity” areas due to a projected above-average number of extreme heat days and an older adult (65+) population that is more than 17 percent of the population.

Extreme heat also affects those who work outdoors, resulting in higher incidences of heat-related illness and death. Across the state, 7.6 percent of the population over age 16 works outdoors. More agriculture-intensive Capital Region counties have higher proportions of people employed outside, with Colusa County leading at 21.1 percent. Extreme heat exposure has a disproportionate effect on Latino workers, who represent a sizable proportion of the farm production workforce. Native American and Alaska Native workers are also more likely to work outside and, by extension, to confront extreme heat situations.

**Figure 28. More agriculture-intensive Capital Region counties have higher proportions of people employed outside who must contend with extreme heat**

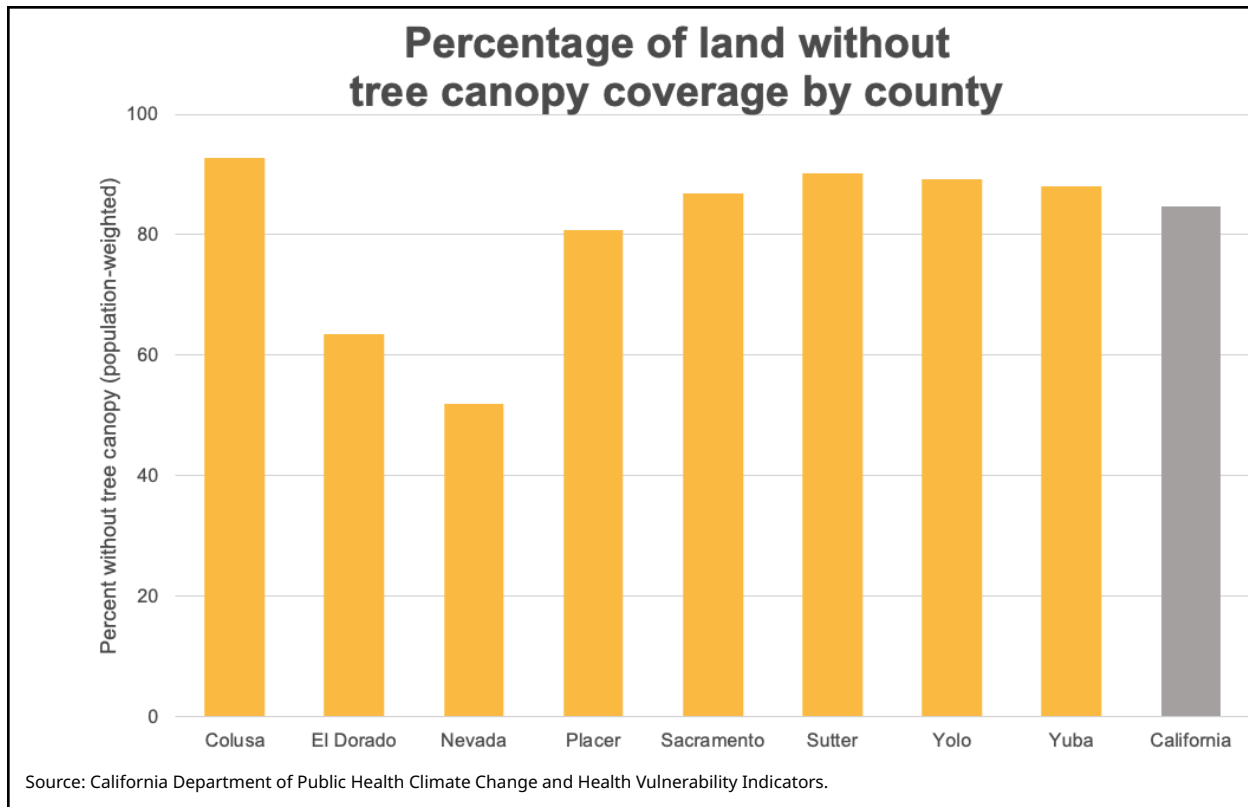


The built environment can exacerbate the effects of extreme heat, particularly in more urbanized areas that have fewer trees and more pavement. Placer, Sacramento, Sutter, and Yolo Counties all have higher than average percentages of impervious surfaces, which retain heat and prevent water from seeping into the ground. These surfaces have been found to correlate with heat-related health impacts and also increase the risk of flooding during rainy seasons.

**Figure 29. A sizable proportion of the Capital Region is covered by impervious surfaces**

Tree canopy, by contrast, lowers temperature by providing shade and releasing water vapor into the air. Much of the Capital Region is without tree canopy, due at least in part to the prevalence of agricultural operations. Efforts to increase tree canopy coverage could prove important as the region takes action to address climate impacts. Other measures will also be needed to mitigate the heat islands that result from the urban built environment. Green roofs, cool roofs and pavements, increased vegetation and green space, and smart growth practices all have a role to play in reducing urban heat island effects.<sup>14</sup> Historically disinvested neighborhoods are among the most acutely affected by heat islands and will require specific attention and investment to mitigate this phenomenon.

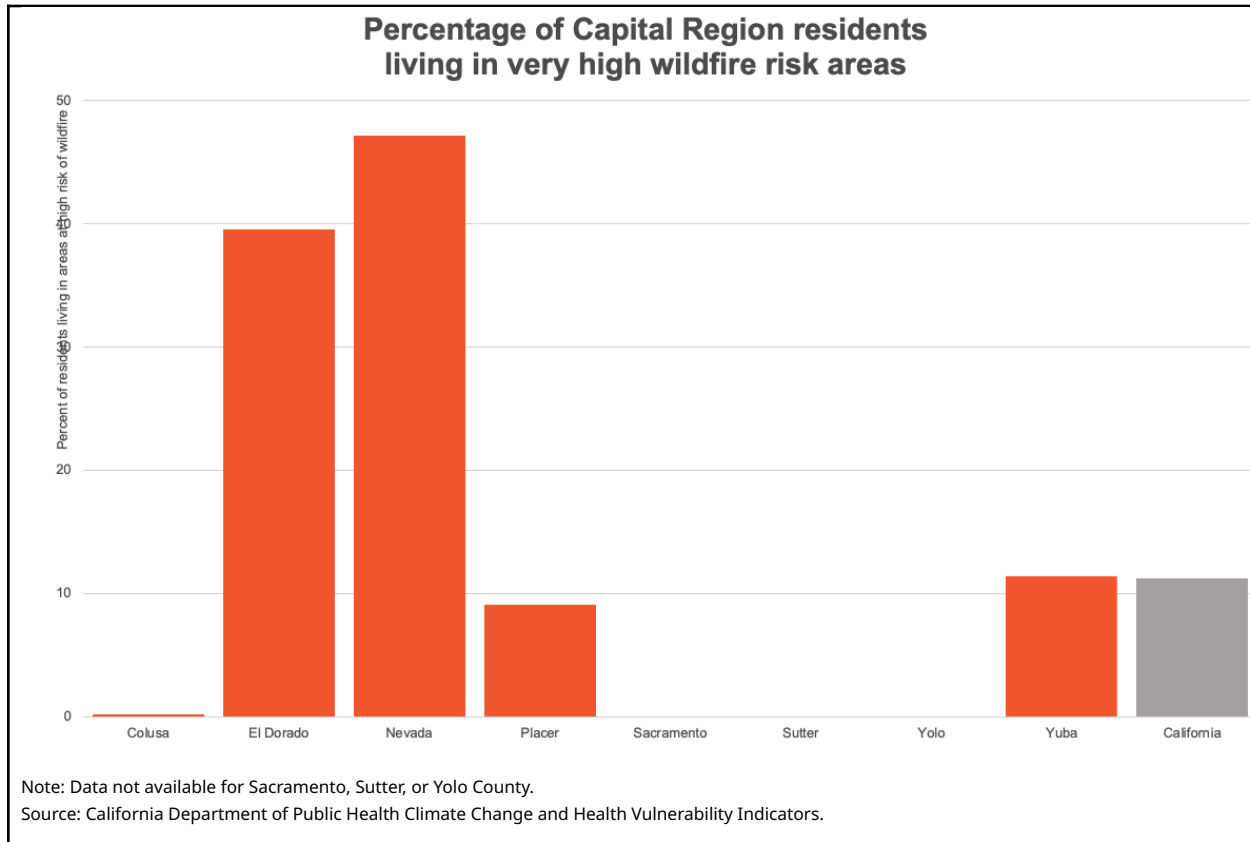
<sup>14</sup> U.S. Environmental Protection Agency, “Heat Island Effect,” accessed at <https://www.epa.gov/heatislands> (December 19, 2023).

**Figure 30. Much of the Capital Region does not have tree canopy**

Climate change has increased the risk of wildfire in the Capital Region as well. Certain counties are more affected than others but all find wildfire risk serious enough to merit discussion in their general plans.<sup>15</sup> All counties are also responsible for local hazard mitigation planning, which helps ensure compliance with FEMA hazard planning requirements. In Nevada County, nearly half of residents live in an area designated as very high risk; El Dorado County is only slightly better with just under 40 percent in a very high-risk zone. By contrast, just over 11 percent of California residents live with the same risk. Increased wildfire risk in recent years has prompted massive increases in insurance premiums, with severe repercussions for homeowners, business owners, and developers.

<sup>15</sup> Results from keyword search for “fire” and “wildfire” for general plans from 2009-2020. Aniket Banginwar, Dexter Antonio, Mirthala Lopez, Lindsay Poirier, Sujoy Ghosh, Makena Dettmann, and Catherine Brinkley. General Plan Database Mapping Tool (v3.0). Zenodo. <https://doi.org/10.5281/zenodo.7508689> <https://plansearch.caes.ucdavis.edu/>.

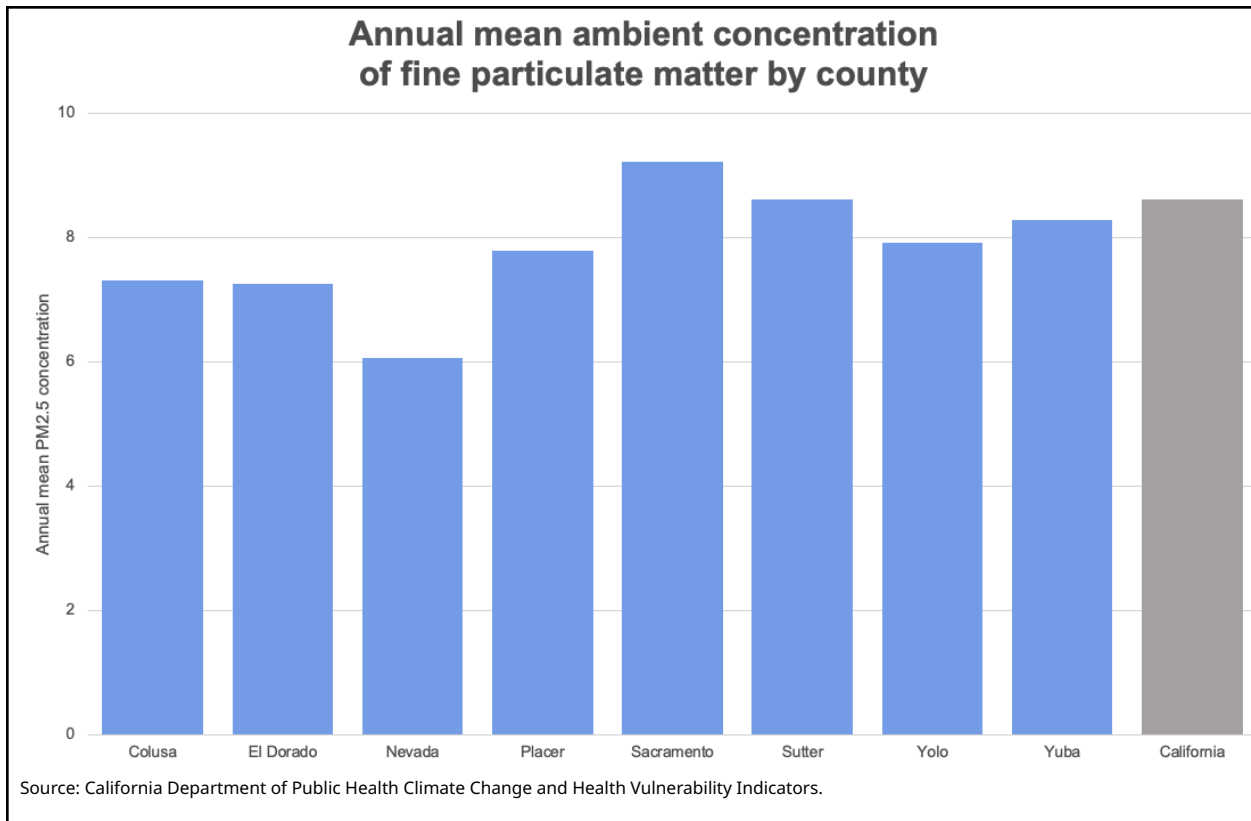
**Figure 31. In El Dorado and Nevada Counties, a significant proportion of residents live in areas at very high risk of wildfire**



Wildfires also harm air quality, creating an environmental hazard that extends well beyond the boundaries of the fire itself. Wildfire smoke increases the amount of particulate matter in the air, which irritates and damages the lungs when inhaled. Individuals with asthma and other lung-related conditions have an especially hard time coping with wildfire smoke and may find themselves forced to stay indoors for extended periods of time. In some circumstances, air quality may become so poor that N95 masks and indoor air purifiers become a necessity.

Ordinarily, air quality in the region tends to hover near the state average, with somewhat lower levels of particulate matter in more rural areas such as Nevada, Colusa, and El Dorado Counties. However, although these rural counties have better air quality overall, the use of annual averages obscures the impact of wildfire smoke on area residents. Wildfire smoke inhalation can cause a wide range of health effects, including asthma attacks, bronchitis, heart attacks, and strokes. The stress that comes with property destruction and personal loss takes a toll on the body as well. The harms inflicted by wildfire extend to the area economy as well. Crops tainted by smoke reduced sales by farms and wineries throughout the region. Tourism and hospitality were also hard hit. The Tahoe region lost more than \$50 million in tourism-related revenue as a result of the 2021 Caldor Fire.

**Figure 32. Air quality hovers near or below the state average**





## **Industry and the environment**

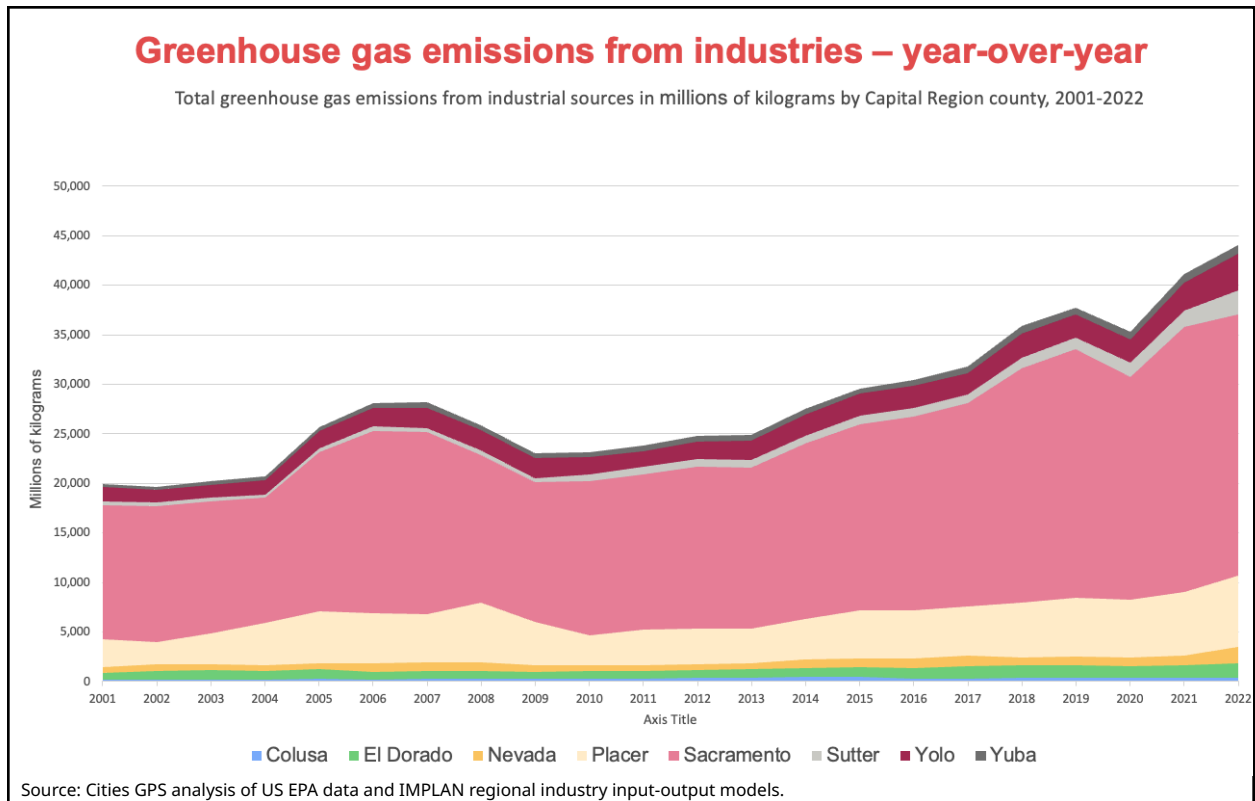
The environmental impact of a particular industry depends on a number of factors, including greenhouse gas (GHG) emission levels, critical and hazardous air emissions, water usage, run off, land use, and disposal of hazardous waste. Historically disinvested and disadvantaged communities face potential harm from these dangers at a disproportionate rate due to their past exclusion from planning processes. Achieving the state's climate goals necessitates attention to these concerns, both to reduce potential harm via sustainable practices and to have a complete understanding of the trade-offs involved in prioritizing certain industries.

Selecting priority sectors for growth must factor the prevalence and impact of industrial pollution that can be used to inform decisions about industry prioritization. However, in most instances, utilities and non-industrial sources like homes and personal vehicle use are dominant producers of harmful outputs, rather than direct business activities.

### *Greenhouse gas emissions*

Industry-produced GHG emissions have increased steadily over the past twenty years. Sacramento and Placer Counties saw the highest levels of emissions 2000-2022, while Colusa, El Dorado, and Nevada Counties experienced virtually no increase in emissions levels during this time. These trends reflect the structure of the local economies—Sacramento and Placer Counties have a higher proportion of industrial enterprises, while Colusa, El Dorado, and Nevada Counties are rural areas with much less economic activity to generate emissions.

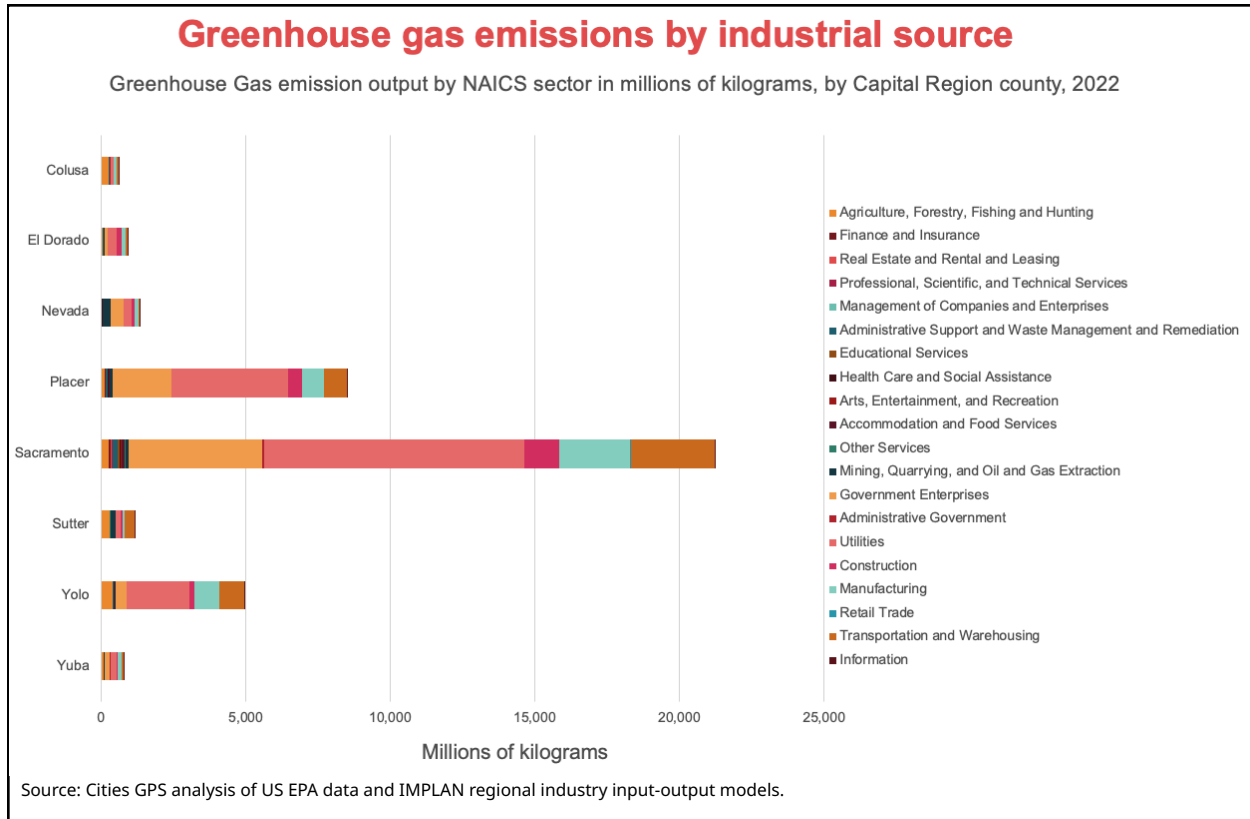
**Figure 33. Sacramento and Placer Counties have the highest industrial GHG emissions**



Utilities represent the largest source of industry-produced GHG emissions in 2022. Since power plants and other high-emissions facilities are more often located near historically disinvested communities, residents of these areas face higher risk of poor health outcomes due to emissions exposure.<sup>16</sup> Government enterprises and agriculture also contributed a sizable amount of emissions that year.

<sup>16</sup> Analyses by the California Environmental Protection Agency show that stationary high-emissions facilities that are eligible for the State’s cap-and-trade program are more likely to be located near disadvantaged communities.

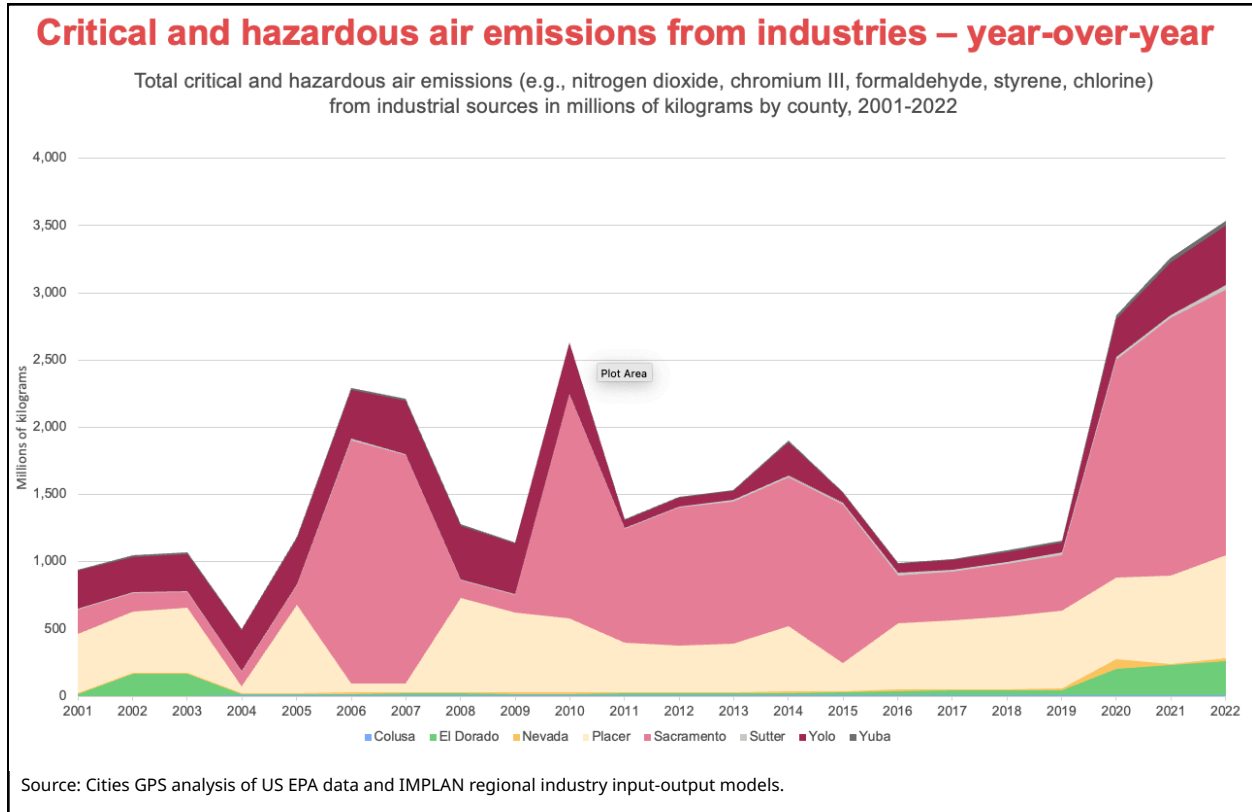
**Figure 34. GHG gas emission output by NAICS sector in kilograms by county, 2022**



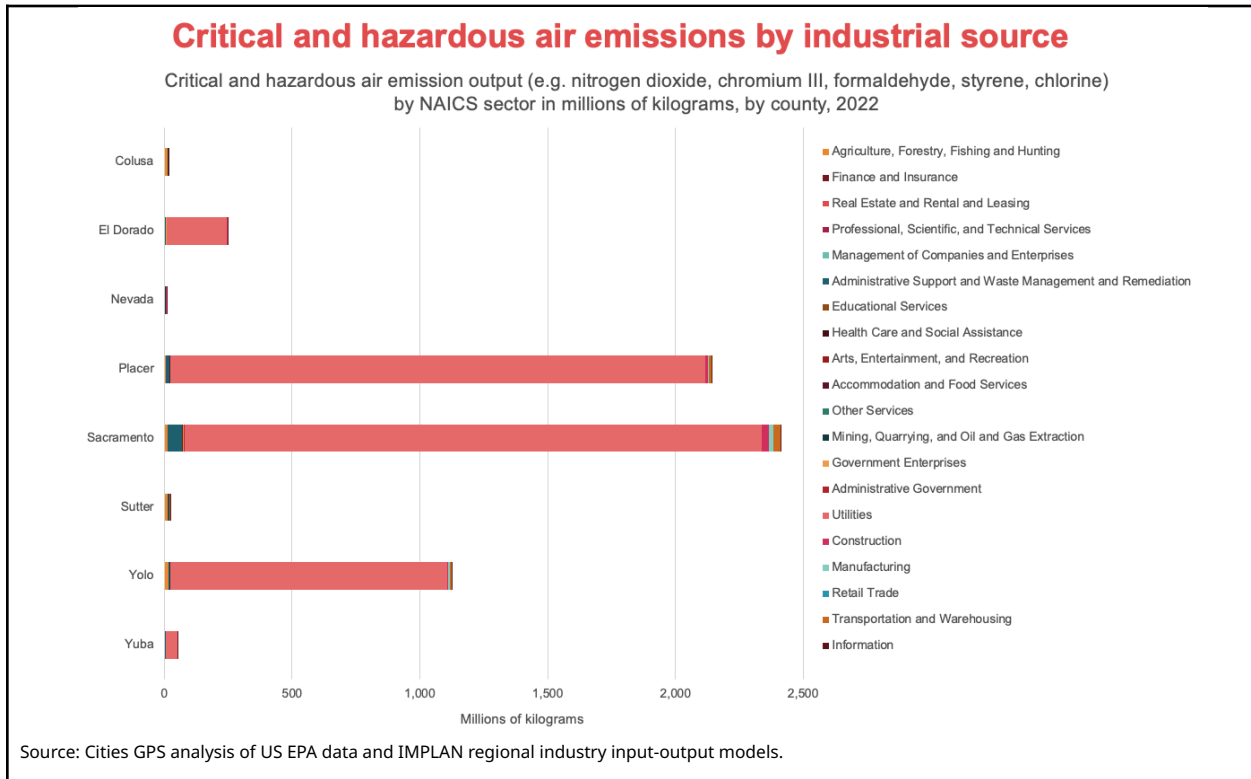
*Critical and hazardous air emissions*

Industrial emissions such as nitrogen dioxide, chromium III, formaldehyde, styrene, and chlorine has grown in fits and starts over the past two decades. In 2022, critical and hazardous air emissions were dominated by utilities across all eight counties, with Placer, Sacramento, and Yolo Counties contributing the largest proportion.

**Figure 35. Critical and hazardous air emission output from industries, year-over-year**



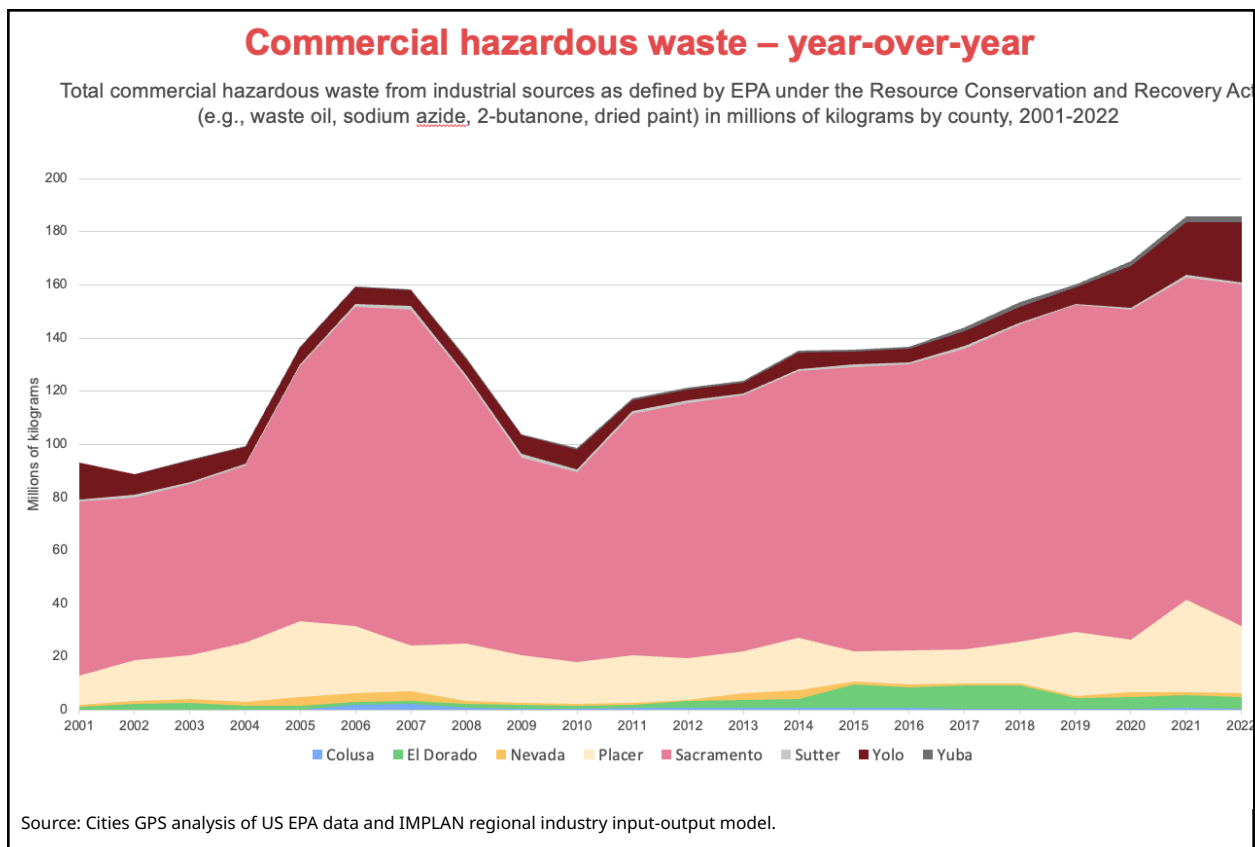
**Figure 36. Utilities in Placer, Sacramento, and Yolo Counties contributed the largest proportion of critical and hazardous air emissions**



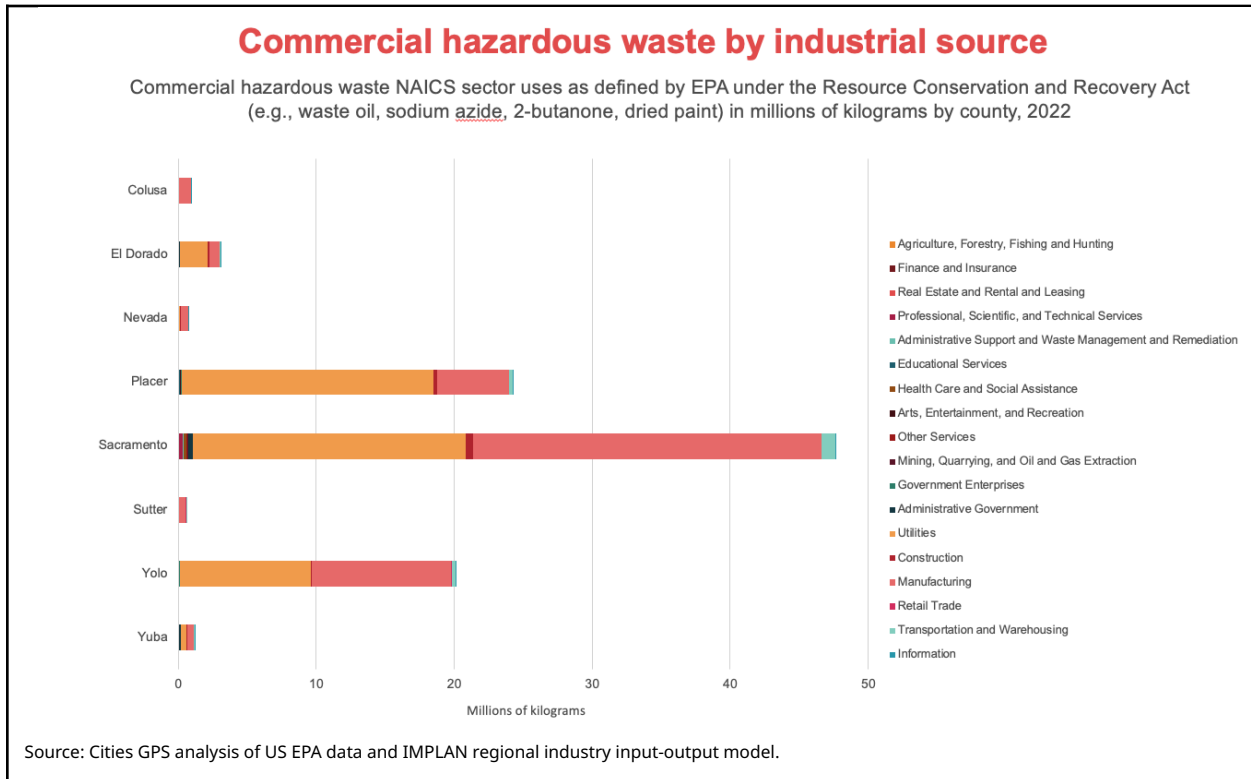
*Commercial hazardous waste*

Releases of commercial hazardous waste as defined by federal law, including waste oil, sodium azide, 2-butanone, and dried paint, increased between 2001 and 2022 despite a brief dip in 2005-2007. Transportation and warehousing, manufacturing, and utilities are in a three-way tie for largest producer of these substances. At the county level, Placer, Sacramento, and Yolo Counties again have the highest levels of commercial hazardous waste, which is primarily produced by utilities and manufacturing facilities.

**Figure 37. Sacramento County has the highest levels of commercial hazardous waste production in the Capital Region**



**Figure 38. Utilities and manufacturing facilities in Placer, Sacramento, and Yolo Counties produce the majority of commercial hazardous waste in the eight-county region**

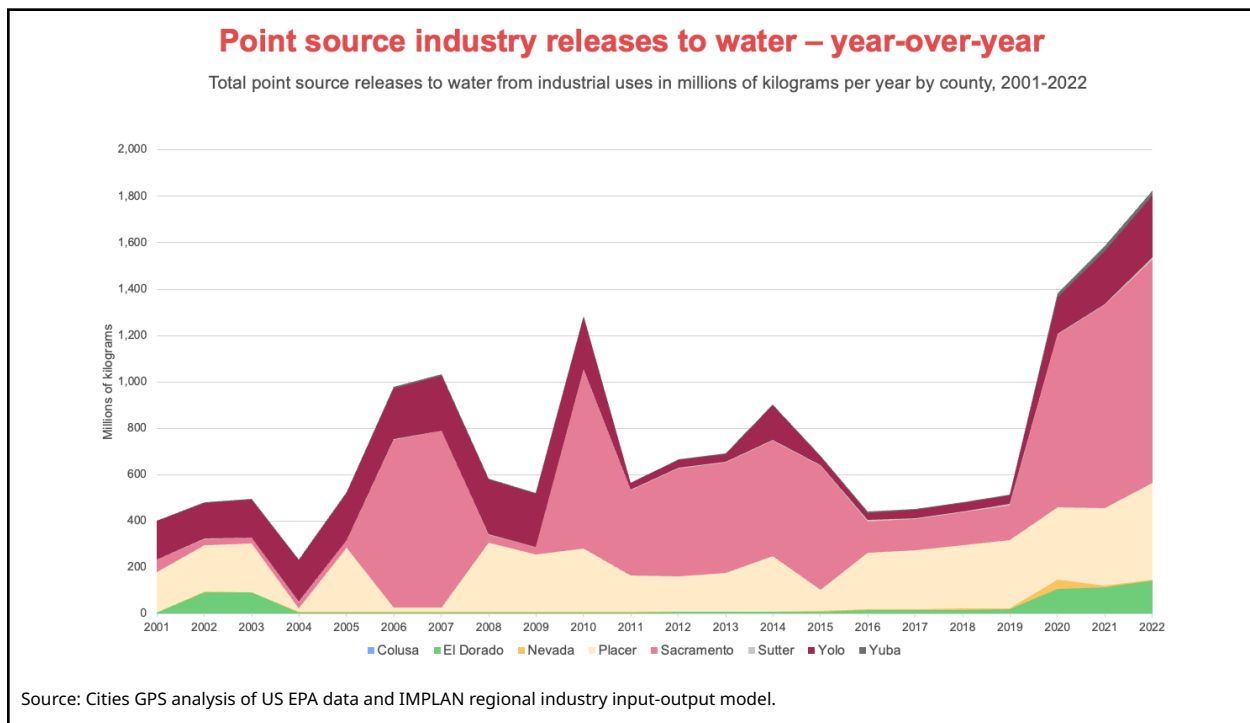


*Point source releases to water and ground*

Point source industry releases to water and ground increased between 2001 and 2022, with releases to water outpacing those to ground. Both have seen spiky growth over time, with Sacramento County representing the largest proportion of releases.

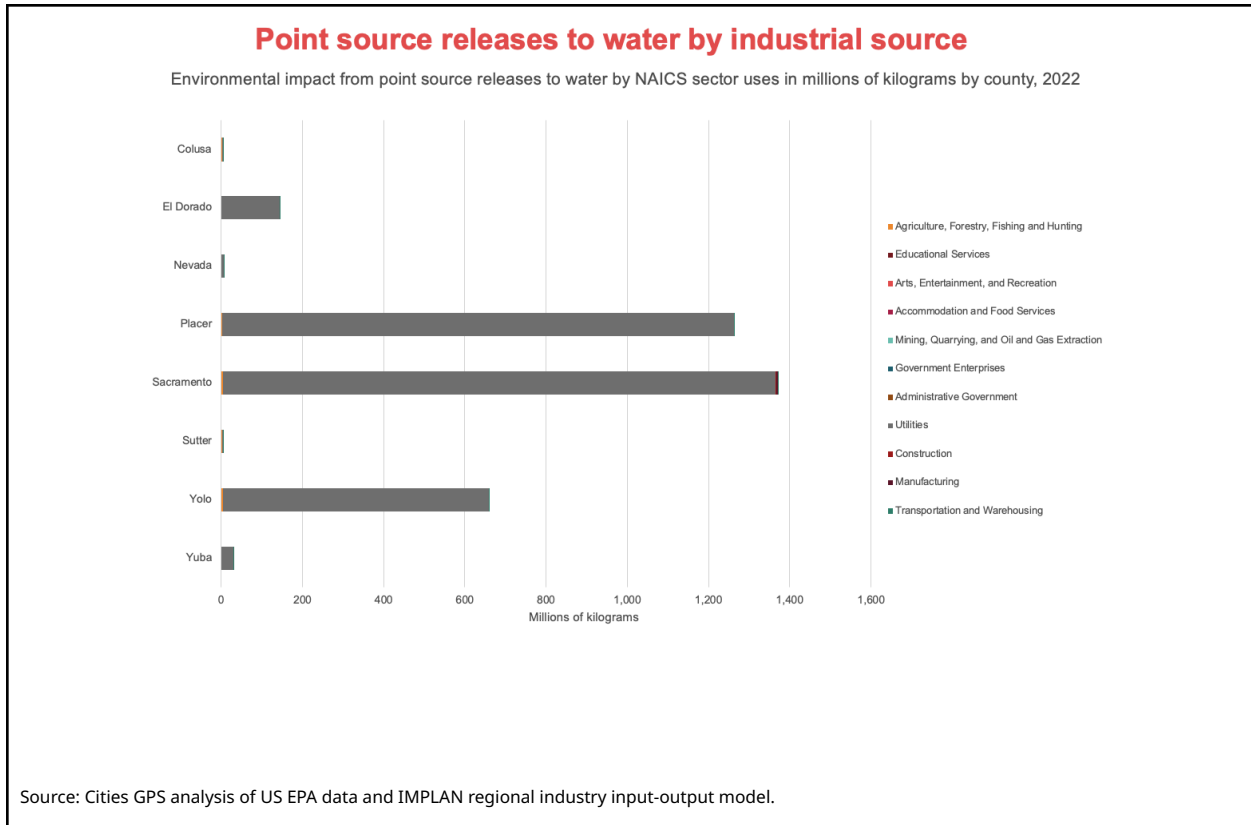
Utilities were the primary source of point source releases to both water and ground with one exception: the vast majority of point source releases to ground in Nevada County came from mining and quarrying.

**Figure 39. Industrial point source releases to water have grown unevenly over time**

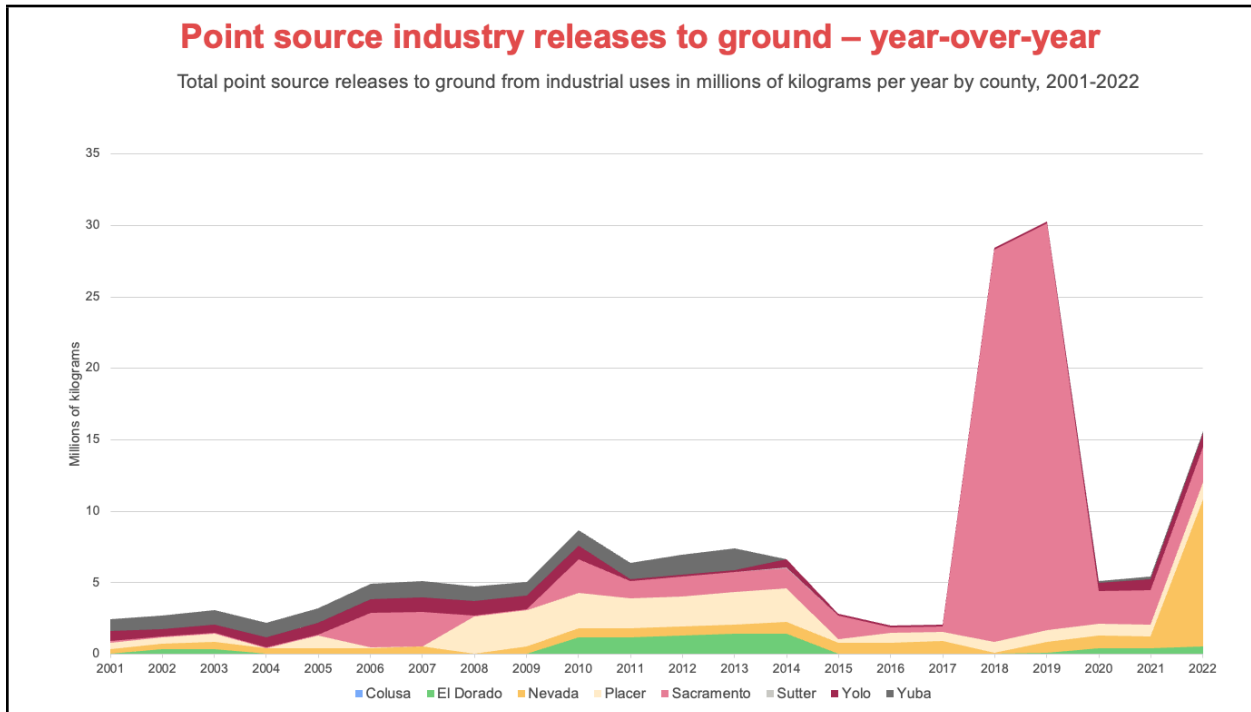




**Figure 40. Utilities are the primary producer of point source releases to water**

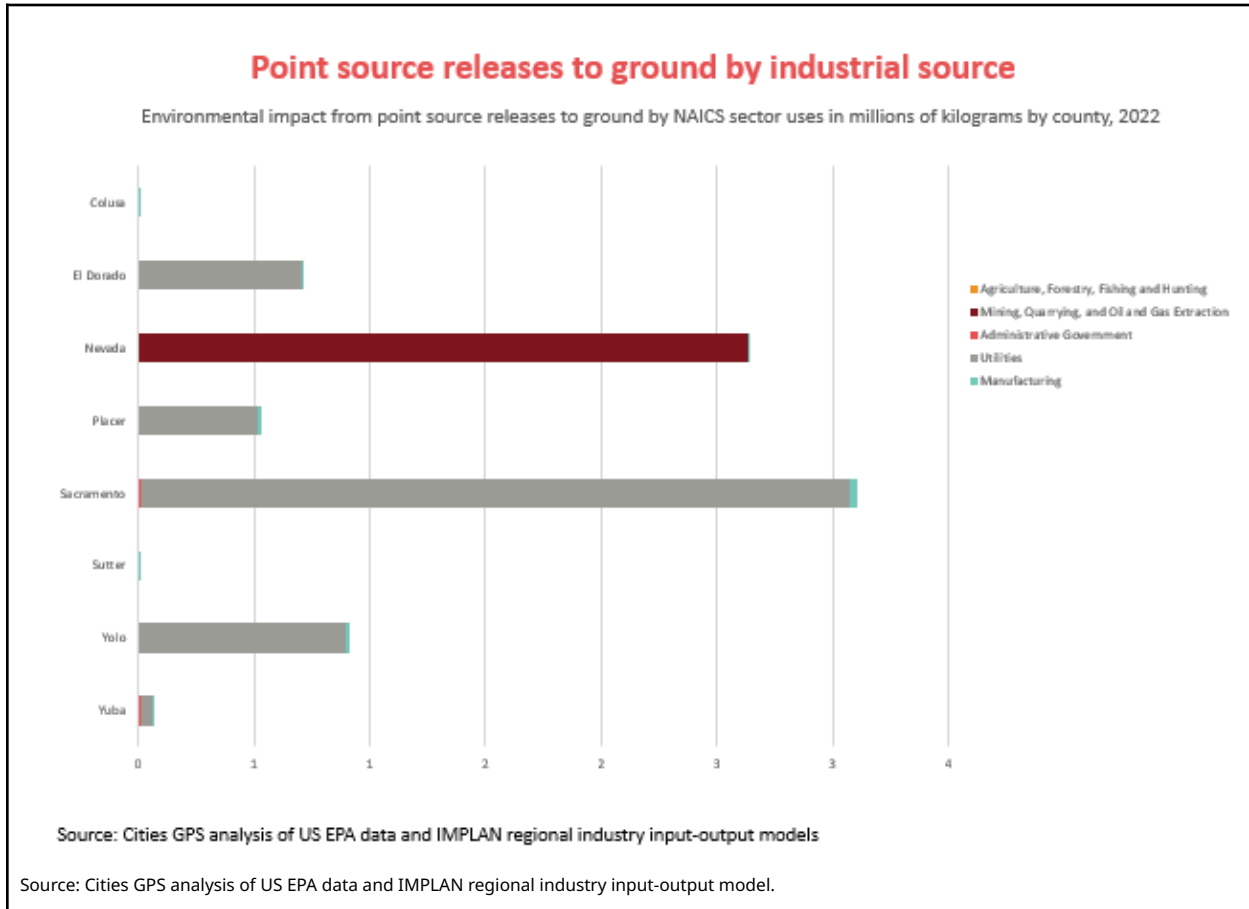


**Figure 41. Point source industry releases to ground were consistent and not concentrated in parts of the region, with two outlier spikes**

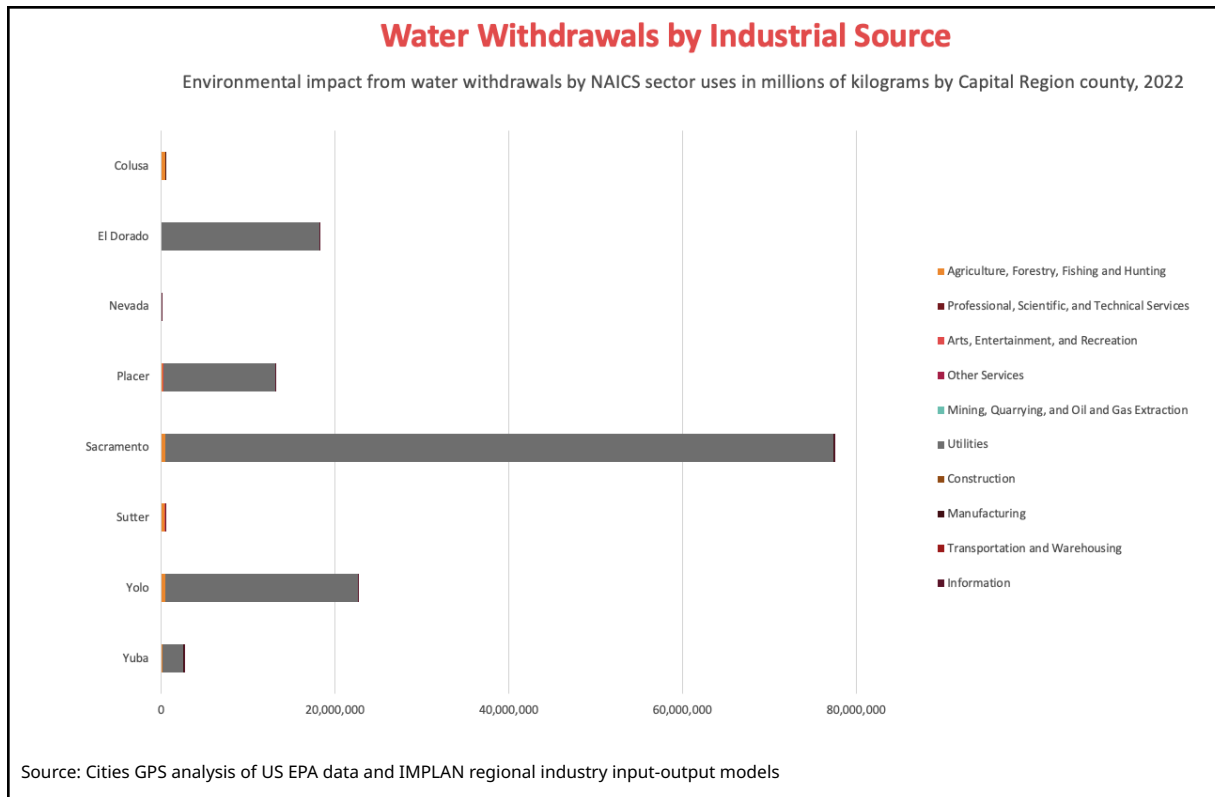


Source: Cities GPS analysis of US EPA data and IMPLAN regional industry input-output model.

**Figure 42. Beyond utilities common across the region, mining and quarrying in Nevada County produced notable industrial point source releases**



Lastly, industrial water withdrawals in the region have surged at various points over the past twenty years. Persistent drought has particularly affected area utilities and agriculture, both of which saw an increase in water withdrawals between 2001 and 2022. Here again utilities plays the largest role, with the highest levels of water withdrawals in five of the eight counties.

**Figure 43. Utilities comprise a significant proportion of the region’s water withdrawals**

## Health outcomes vary widely across the Capital Region

The Capital Region is marked by sizable disparities in health outcomes. A combination of counties with the most rural and dense urban communities experience rates of chronic conditions and premature death that are well above average, while others are supported by impressive levels of insurance coverage, access to care, and vital social determinants of health.

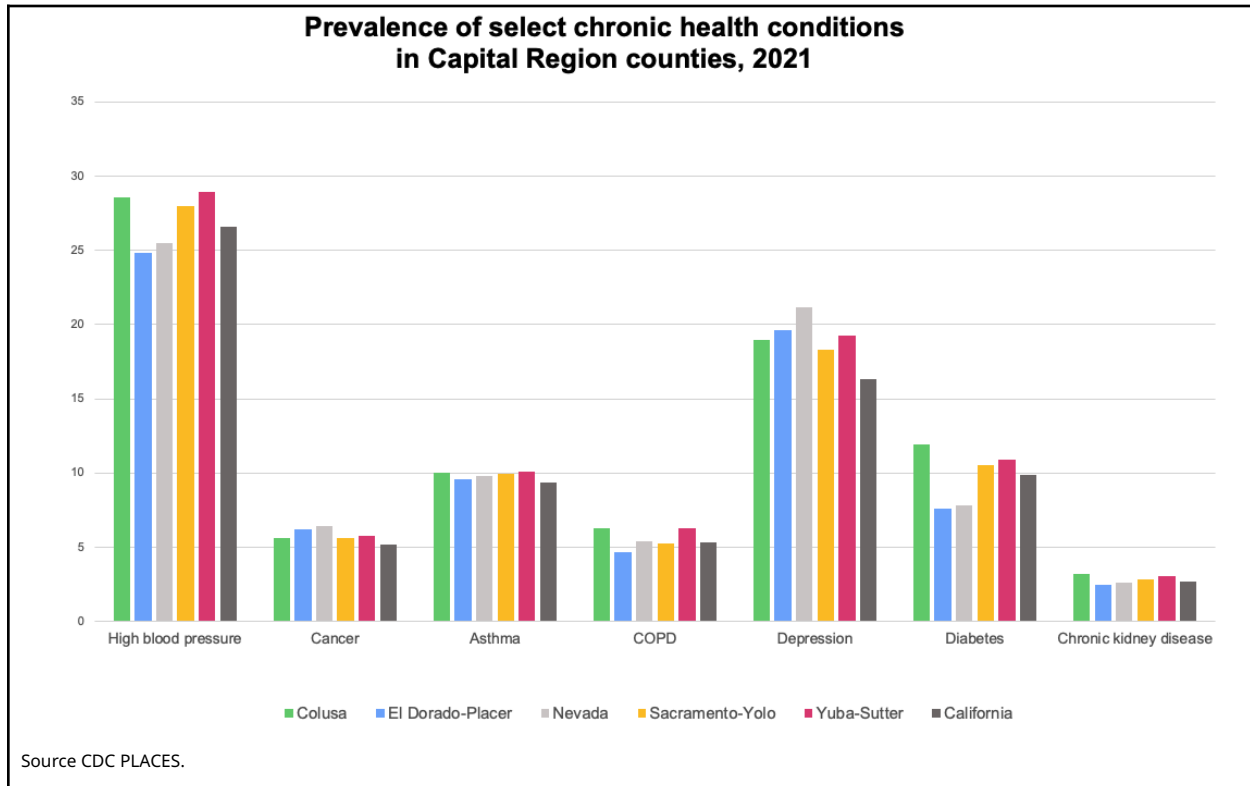
Five counties in the region—Colusa, Nevada, Sacramento, Sutter, and Yuba—all have life expectancies below the state average of 81 years. Of this group, Yuba County has one of the lowest life expectancies in the state at 76.3 years. By contrast, El Dorado, Placer, and Yolo Counties all have life expectancies above the state average. These figures vary by race, with Black residents tending to have the lowest average life expectancy. Racial disparities also appear in measures of premature death and years of potential life lost (though data are not available for a number of counties in the region).<sup>17</sup>

In terms of chronic health conditions, each of the eight counties exceeds the state average on several measures. The Colusa, Sacramento-Yolo, and Yuba-Sutter subregions all have rates of asthma, cancer, chronic kidney disease, chronic obstructive pulmonary disease (COPD), depression,

<sup>17</sup> University of Wisconsin Population Health Institute, “County Health Rankings & Roadmaps,” accessed at <https://www.countyhealthrankings.org> (December 18, 2023).

diabetes, and high blood pressure that are higher than the California average. A combination of factors contributes to these outcomes, including increased exposure to environmental pollution, stress due to resource constraints, and limited access to primary care. Depression and high blood pressure are particularly prevalent, with relatively higher rates in most of the five subregions. Nevada County has an especially high incidence of depression that increased during the pandemic, putting pressure on already under-resourced mental health programs and services.<sup>18</sup>

**Figure 44. Some subregions have higher incidence of chronic health conditions**



Disparities in access to care are stark across the region’s eight counties. In El Dorado, Nevada, Sacramento, and Sutter Counties, the number of healthcare providers tracks with the state average of 1,230 residents for every primary care physician. In Placer and Yolo Counties, this ratio drops to 810 and 820, respectively, meaning that there are more physicians available to provide care for county residents. Colusa County has 3,590 residents for every primary care provider and in Yuba County, the ratio is dramatically higher, with 5,340 residents for every primary care physician.

Health insurance coverage also affects people’s ability to access care. In Yuba County, 8 percent of residents under age 65 do not have health insurance, matching the state average. Lack of health insurance is more common in Sutter and Colusa Counties (13 percent and 9 percent, respectively)

<sup>18</sup> Nevada County, “Community Mental Health Needs Assessment FY 2023-2026,” accessed at <https://www.nevadacountyca.gov/DocumentCenter/View/46451/FY-23-26-Community-Mental-Health-Needs-Assessment?bidId=> (December 19, 2023).

and less common in Placer (4 percent), El Dorado (5 percent), and Nevada, Sacramento, and Yolo Counties (6 percent).

Difficulties accessing regular outpatient care often leads to an overreliance on emergency rooms and urgent care facilities, placing undue strain on these resources and reducing quality of life for area residents. Statistics from the eight-county region reflect this challenge. Colusa and Yuba Counties, both of which have significantly fewer healthcare providers and lower levels of health insurance coverage, rank first and third in the state for preventable hospital stays.

### **Community Perceptions of Health and Wellbeing priorities**

The Livability Poll brought community perspective and real experience extending beyond the public data on conditions and access.

Mental health issues in particular emerge as a community concern that exceeds prevalence evident in national statistics. Almost 30 percent of respondents cited lack of access to mental health services, compared to 14 percent lacking physical health care. Fifty-three percent of respondents reported experiencing depression or hopelessness one or more days a week, and 82 percent reported experiencing anxiety or stress.

Women, people of color, and younger people were more likely to report feelings of anxiety and depression weekly. These results are consistent with findings by the National Alliance on Mental Illness (NAMI) that communities of color experience disparities in mental health conditions associated with disparities in educational, social, and economic resources.

Furthermore, respondents associated health and wellbeing with other community considerations. For example, 16 percent noted lacking access to healthy food, and a full one-third reported unfilled needs for senior care and childcare. Both factors contribute to physical and mental health challenges.

As identified in climate change and environmental impact assessments, the effects of heat, wildfires, and droughts have been demonstrated to worsen health conditions like respiratory diseases. Future health outcomes in parts of the region may be disproportionately affected by factors like increases in extreme heat days. For example, the three counties with the greatest incidence of high blood pressure and among the highest rates of depression – Colusa, Sutter, and Yuba -- are also the most impacted by forecasted extreme heat and prevalence of outdoor work. Commonly prescribed medications like blood pressure drugs and anti-depressants have been demonstrated to heighten susceptibility to heat, implying certain health challenges long-term conditions could become more widespread and difficult to manage.

### **Areas for further exploration**

- Economic impact of health conditions on residents and employers.
- Further disaggregation of data by race/ethnicity and gender to examine disparities (not available in some data sources).
- Other conditions and health-influencing factors (e.g., substance abuse, smoking, obesity, exercise, child nutrition).
- Women's health factors, including pre-natal and maternal health.

## 4. Community perspectives on the Capital Region

### Community SWOT Analysis Introduction

As the regional convener, fiscal agent, and backbone support to the overall Capital Region California Jobs First project, Valley Vision facilitated the process of developing and implementing a SWOT analysis. A SWOT analysis is a tool organizations utilize to identify Strengths, Weaknesses, Opportunities, and Threats (i.e., SWOT). To capture the voices of residents throughout the Capital Regions, a survey titled Capital Region CA Jobs First Community Survey was developed in close collaboration with Valley Vision's CA Jobs First strategic partner, Community Strong Strategies through Innovation Bridge.

This section details the Capital Region's CA Jobs First commitment to the engagement of community as a continuous practice toward achieving its shared vision "to develop an equity based low-carbon economic plan" with strategies that "generate high-quality jobs, clear pathways into new jobs for historically left out populations, and a sustainable and equitable economy in the eight-county region."<sup>1</sup> The report provides the purpose and overview of the Capital Region CA Jobs First Community Survey for additional context, a brief description of the methodology, a summary of the survey findings, and discussion questions to guide strategic actions steps with measurable and sustainable outcomes in the Capital Region through a participatory practice of data analysis.

#### **Purpose and Overview**

The purpose of the Capital Region CA Jobs First Community Survey is to support the planning efforts by providing an initial level of analysis of regional Strengths, Weaknesses, Opportunities, and Threats. Informed by a SWOT, the survey was additionally developed in alignment with the Capital Region's shared values, using strength-based language and drafted versions vetted by members of the Subregional Committees for inclusivity, responsiveness, and relevance before finalizing for dissemination. Findings from the survey are intended to inform the Capital Region's regional-wide efforts and help guide localized engagement work of the Subregional

#### **Methodology**

The CA Jobs First Community Survey was administered in October – December 2023 as part of the Capital Region's California Jobs First (formerly Community Economic Resilience Fund) learning efforts. The survey was disseminated in partnership with the five (5) Subregional Committees, anchored by grantee organizations throughout the eight counties (Colusa, El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, and Yuba) in the region toward the Capital Region's mission of equity, inclusivity, and economic prosperity for the individuals and families living and working throughout the region.

Designed with the intent to better understand the strengths, areas of improvement, or opportunities to increase jobs and improve the environment, health, and economy across the

eight-county Capital Region, the community survey utilized questions that examined participants' perspectives and experiences in their respective counties. The 16-question survey included four multiple-choice questions asking respondents to select the top three solutions centered around job quality, community health, environment, and the economy. Three open ended questions asked participants to offer solutions, describe challenges or barriers experienced or encountered, and indicate existing partnerships or projects aligned to the topic areas previously mentioned. The remaining questions gathered demographic information from survey respondents. Although anonymous, an incentive offering an opportunity to receive an electronic gift card for completing the community survey required contact information from respondents. Communicated in the design of the survey was a note indicating that responses would no longer be anonymous if respondent personal information was disclosed.

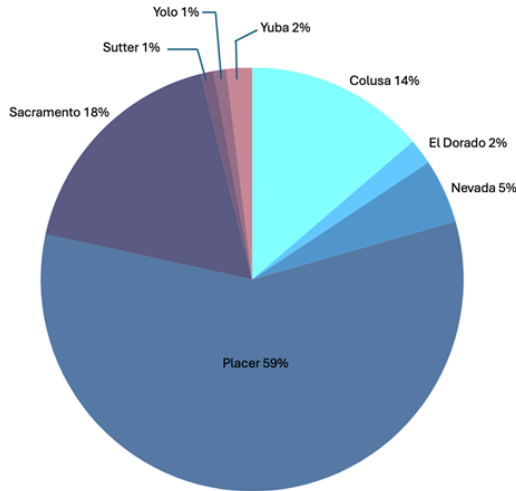
Translated versions of the community survey were available through electronic links (8 links; Farsi was made available by hard copy) and distributed to the Subregional Committees to disseminate as needed. Subregional Committees offered hard copies of the survey for accessibility purposes when needed. In addition, the community survey was made available electronically directly on the Valley Vision, California Jobs First website November-December 2023. The subsequent sections summarize findings from the Capital Regional CA Jobs First Community Survey.

## Summary of Survey Findings

A total of 330 individuals completed the community survey, with 59% (n=193) indicating working in Placer County, 18% (n=59) Sacramento County, 14% (n=46) Colusa County, and the remaining in either El Dorado, Nevada, Sutter, Yolo, or Yuba counties. One survey respondent skipped the question, "Which County do you currently work in?" altogether. Provided an opportunity to specify further, 95603, 95932, 95747, and 95678 were most indicated when asked to indicate the zip code where respondents live. Figure 45a presents the number of surveys completed from each of the eight counties, while Figure 45b represents the zip codes most indicated by survey participants with the larger text indicating the most frequently responses.



**Figure 45a. Survey Respondent County of Work**



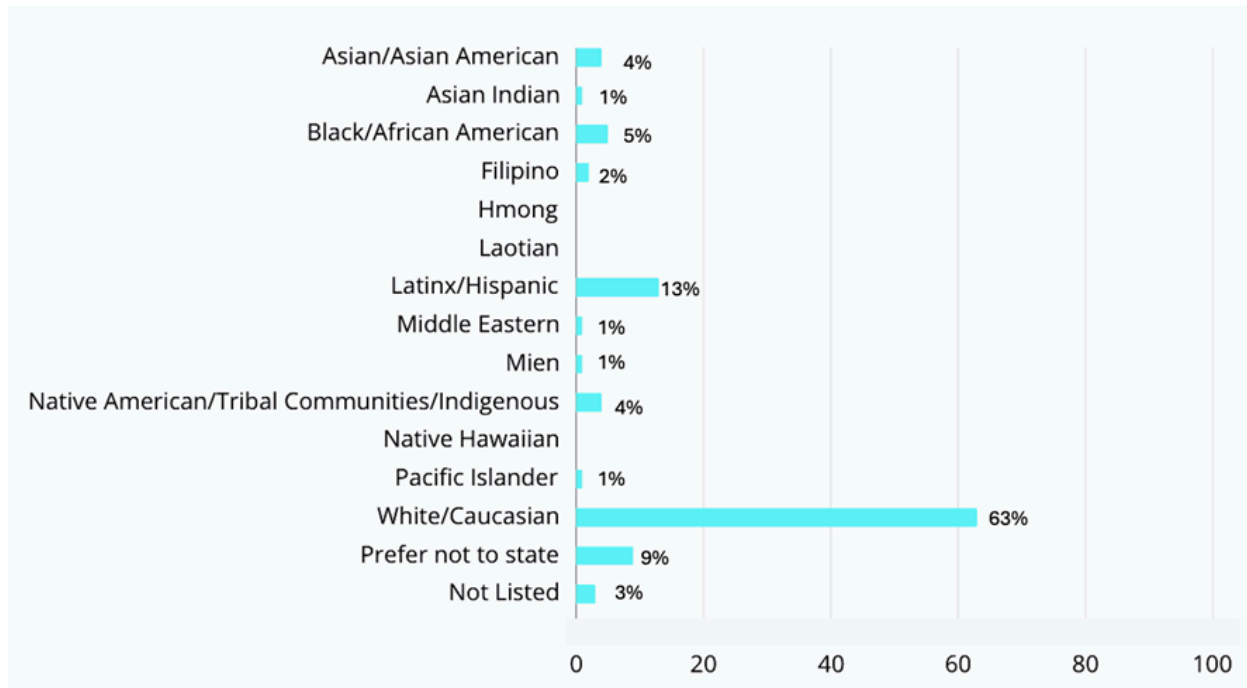
**Figure 45b. Respondents Indicated Zip Code**



\*Total number of participating survey respondents by self-reported county of work. Respondents were given the option to select more than one county if applicable; therefore, the total percentage is greater than 100.

Most respondents self-identified as White/Caucasian (63%), 13% Latinx/Hispanic, 5% Black/African American, and 9% notably preferred not to state their race or ethnicity. Three percent (3%) of survey participants specified responses that included Mexican American, Chicano, Sikh, Pakistani, Jewish, and Mexican American-Chicana in addition to expounded responses such as “Full blooded second generation all American born here Citizen voter” and “Not important, everyone needs a voice without segregation.” Figure 46 below represents survey respondents’ self-identified ethnicity.

**Figure 46. Survey Respondents Self-Identified Race/Ethnicity**

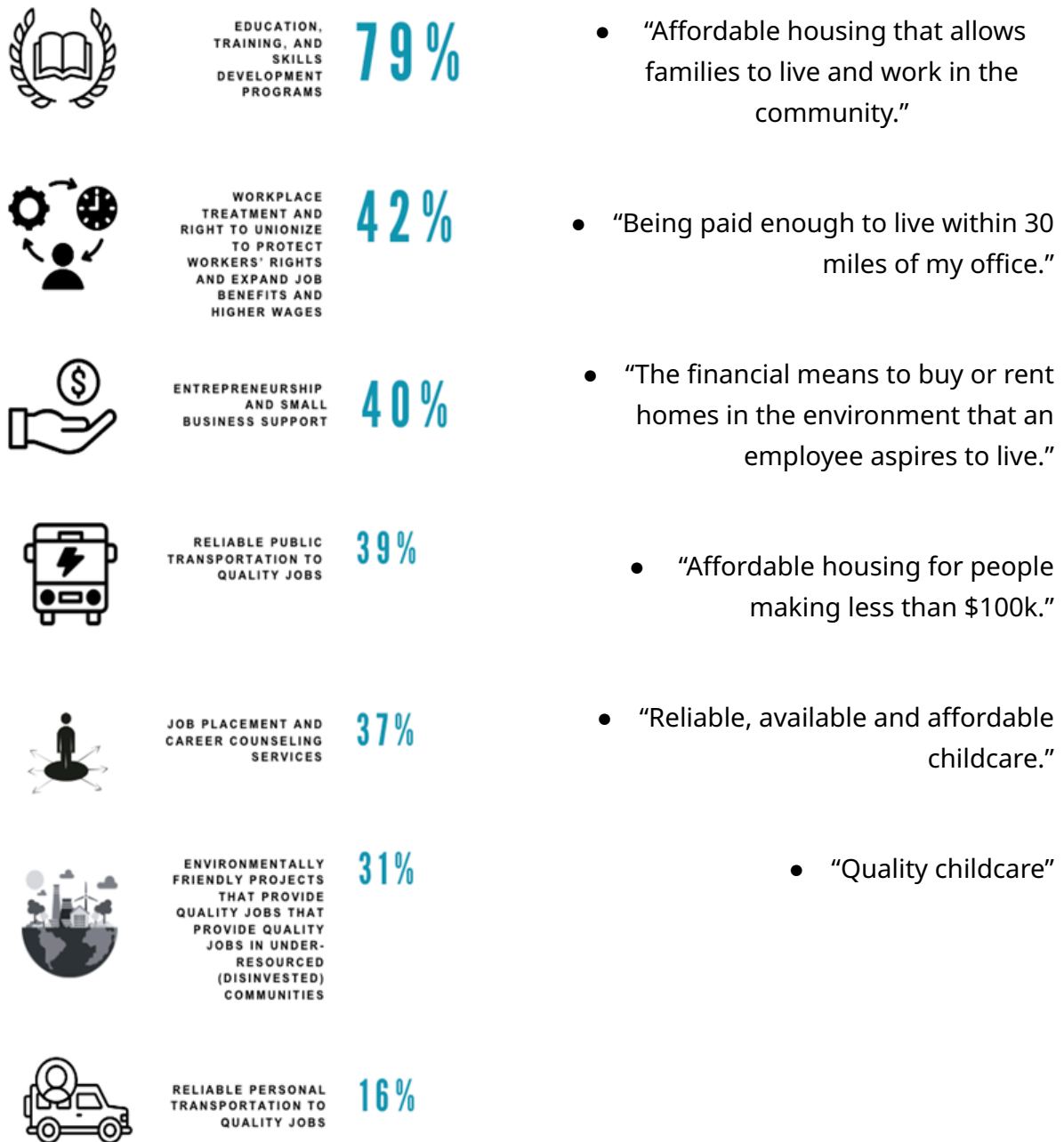


\*Survey respondents were given the option to self-select more than one ethnicity select more than one county if applicable; therefore, the total percentage is greater than 100.

From a provided list, respondents were asked to identify the top 3 solutions to increase accessibility to quality jobs for individuals and families that are most negatively impacted economically. More than half of respondents indicated “Education, training, and skills development programs” (79%) as the top solution, followed by “Workplace treatment and right to unionize to protect workers’ rights and expand job benefits and higher wages” (42%), and “Entrepreneurship and small business support” (40%). Figure 4 below presents respondents indicated top 3 solutions to increase accessibility to quality jobs.

Twelve percent (12%) of survey participants specified responses when asked to indicate top 3 solutions to increase quality of jobs from a provided list. Most indicated responses noted affordable housing, livable pay or wages, and childcare as solutions to increasing quality jobs. The below quoted survey responses demonstrate this theme.

**Figure 47. Top 3 Solutions to Increasing Quality Jobs**



When asked to indicate the top 3 solutions to improve overall community health in the Capital Region, the top responses were: Affordable and comprehensive quality healthcare (79%), "Expand collaboration and partnerships between healthcare providers, government agencies, community organizations, and others" 47%, and Access to services that meet specific healthcare needs (46%).

One respondent skipped the question. Figure 48 below represents survey participants' responses to solutions to improve overall community health.

**Figure 48. Top 3 Solution to Improve Community Health in Capital Region**



AFFORDABLE AND COMPREHENSIVE QUALITY HEALTHCARE

79%



EXPANDED COLLABORATION AND PARTNERSHIPS BETWEEN HEALTHCARE PROVIDERS, GOVERNMENT AGENCIES, COMMUNITY ORGANIZATIONS, AND TOHERS

47%



ACCESS TO SERVICES THAT MEET SPECIFIC HEALTHCARE NEEDS

46%



MORE HEALTHCARE PROFESSIONALS THAT REFLECT THE DEMOGRAPHICS OF THE COMMUNITY THEY SERVE

34%



HEALTH EDUCATION TO INCREASE AWARENESS OF AND SUPPORT HEALTHIER LIFESTYLES

33%



ACCESS TO CASE WORKERS WHO CAN IDENTIFY SPECIFIC HEALTHCARE NEEDS AND RESOURCES

21%



CULTURALLY SENSITIVE AND RELEVANT CARE

18%

Forty-one (41) respondents elaborated on solutions to improve overall community health in the Capital Region—many describing the accessibility to mental health and healthcare services and preventative solutions. Specifically, respondents' responses described community based accessibility to health-related services.

- “More providers that accept Medi-Cal, more mental health services, more drug treatment programs.”
- “More access to mental health services.”
- “Focus on prevention and wellness vs. reacting to disease and illness.”
- “Support more small office urgent and standard card centers within the communities.”
- “Access to transportation to healthcare facilities.”
- “Increase development of local super health clinics as one stop shops to save hospital space for intense care needs.”

Survey participants were asked to select their top 3 solutions to improve environmental quality in the Capital Region from a provided list. The top 3 responses were: “Better distribution of, access to, or investment in parks, green spaces, and climate resiliency projects in under-resourced (disinvested) communities” (57%), “Local, healthy, and affordable food options” (54%), and “Better land use planning to prevent the concentration of polluting industries or hazardous sites in neighborhoods already negatively impacted (46%). Figure 49 represents survey participants' responses to solutions to improve environmental quality in the Capital Region.

**Figure 49. Top 3 Solutions to Improve Environmental Quality in Capital Region**

When provided with the opportunity to describe additional solutions not listed, survey participants (n=30) included community-centered solutions that better or improve environmental quality without further impacting strained infrastructures, people, and limited energy-efficient sustainable transportation. One survey respondent notably specified, "Affordability especially. All of these [listed solutions] would be great, but if it isn't affordable or accessible, what is the point." Below are quotes that demonstrate this trend:

- "Encourage local gardening efforts to provide community food resources and personal gardening food source."
- "Better infrastructure in disinvested communities to be able to update to cleaner, greener solutions and more funding/support to do so."
- "Education on return on investment of environmental solutions that actually will reduce impact on the poor not just expensive EVs for example that have impact not understood in the long term."



BETTER DISTRIBUTION OF, ACCESS TO, OR INVESTMENT IN PARKS, GREEN SPACES, AND CLIMATE RESILIENCY PROJECTS IN UNDER-RESOURCED (DISINVESTED) COMMUNITIES

**57%**



LOCAL, HEALTHY, AND AFFORDABLE FOOD OPTIONS

**54%**



BETTER LAND USE PLANNING TO PREVENT THE CONCENTRATION OF POLLUTING INDUSTRIES OR HAZARDOUS SITES IN NEIGHBORHOODS ALREADY NEGATIVELY IMPACTED

**46%**



EXPAND ACCESS TO SAFE ACTIVE TRANSPORTATION OPTIONS

**44%**



EXPAND ENVIRONMENTALLY CLEAN JOBS AND INDUSTRIES

**33%**



ENVIRONMENTAL EDUCATION TO SUPPORT LOCALIZED ENVIRONMENTAL ACCOUNTABILITY

**26%**



ACCESS TO GREEN TECHNOLOGY AND INFRASTRUCTURE

**25%**

- “Better cross county public transportation. Time efficient, reliable, safe, clean”
- “Stop the excessive housing development industry. Everywhere you look in the greater Roseville/Auburn/Woodland triangle, you see new housing and retail construction. This is eating away at our green space and environmental/natural resources.”
- “Infrastructure to support burgeoning home development.”

Survey participants were asked to select their top 3 topics to improve their neighborhood or community overall in the Capital Region from a provided list. The top 3 topics selected included: “Housing for all income levels” (73%), followed by “Health and healthcare” (58%), and “Economy and Stability” (53%). Survey participants were given an option to select “Other” and provide an open-ended response when asked to choose topics most important to improve their community. Below, presented in Table 1, are the survey participants’ verbatim responses.

**Table 1 . Direct Survey Responses to Topics to Improve Their Neighborhood/Community Overall**

<i>Near Railroad with Crossing, increasingly maintenance and management of that corridor</i>	<i>Bring affordable homeowners’ insurance to Foresthill and non-urban areas. Bring accountability to PGE for fire, without increasing our rates</i>	<i>Education and schooling</i>
<i>Stopping climate change</i>	<i>Fire safety costs at a reasonable rate</i>	<i>Prohibitive fire insurance (CA Fair Plan is ridiculous and the only option for many of us in the hills)</i>
<i>Good public transportation</i>	<i>Crime, theft, homelessness</i>	<i>Teaching self-reliance, providing hands on job training, providing affordable housing</i>
<i>Expand access to safe active transportation options (examples include designated paths for walking, cycling, electric scooters). It’s been proven to show low-intensity cardio, such as walking,</i>	<i>Transportation</i>	<i>Messaging in multiple languages for individuals whose first language isn’t English</i>

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*improves overall health, mental health, and increase life expectancy.*

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<i>Creating ways for people to get outside more – bike paths, running paths, etc.</i>	<i>Schools</i>	<i>Building a community that works together – very fragmented and cliquish</i>
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<i>Stop the growth in small towns, we don't need more people</i>	<i>Homelessness</i>	<i>Tighten restrictions on development</i>
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<i>Our hospital is a joke, and anyone who can afford to leave the county for healthcare, does. Development should be limited; we don't have the infrastructure in this county to support more leapfrog developments</i>	<i>Food security</i>	<i>Support for organizations like the Chambers of Commerce for business development</i>
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<i>Tighten restrictions on development</i>	<i>The County has supplied additional capital to assist new industries to move in with new payroll taxes. A new modification software reducing the long slow walking planning waste of time and capital is needed. The County must have a lot more skin in that income magnet</i>	<i>Quality education pre-K -12<sup>th</sup> grade</i>
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<i>Training to upskill for new jobs/industries coming in</i>	<i>Affordable housing. Housing for all income levels just means that poor single people have to live in 500 sqft boxes. Make it possible for ownership and communities will develop</i>	<i>Teaching people to be self-reliant instead of being dependent on government handouts</i>
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<i>Affordable land</i>	<i>Homeless problems and less safe neighborhoods because of increase in homeless</i>	<i>Traffic mitigation</i>
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<i>Remove homeless from our streets</i>	<i>Invest in downtown and other walkable, bike-able, spaces where residents can live, play, and work</i>	<i>Keeping the community feeling 'neighborly' while growing</i>
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<i>Sidewalks</i>	<i>Transportation</i>	<i>Removing public exposure to toxins (pesticides, fluoride, etc.)</i>
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*Repair infrastructure! The roads in my town are crumbling down to dirt*



Survey participants answered a few open-ended questions. When asked to describe 1-2 things they would do to improve the economy for individuals and families in the Capital Region, many indicated affordable housing, housing in general, availability of jobs, and livable wages. The following excerpts from the survey responses demonstrate this pattern:

- Access to fair priced housing and fair wage jobs
- More affordable housing options are needed. Build/acquire permanent housing solutions for our unhoused populations.
- More housing for extremely low-income individuals and families.
- Look at how to create incentives for businesses to open in the area. Start early at the elementary school level with STEM and other trades that make a lot of money.
- Higher wages, lower housing costs.
- More affordable housing is critical!
- Provide training and skills development programs to help individuals without job skills or educational background to improve their employment opportunities.

Additionally, when asked to indicate challenges experienced or observed that prevent economic improvement for individuals and families living in the Capital Region, responses were vast with many similarly utilizing the word lacking or lack to describe challenges experienced or observed preventing economic improvements. The following are several quotes that demonstrate this pattern:

- Lack of infrastructure (water, wastewater, transportation) and lack of affordable housing
- High price of housing and rent – rising mental health crisis – increased cost of fresh food – expensive childcare – lack of upward mobility – missing middle housing – lack of reliable public transportation – poor air quality days that limit worktime for outside workers
- Lack of mass transit – too many local food deserts
- Lack of public transportation and income inequality
- Lack of childcare causes parents to have to stay at home rather than get a job that would increase their income and satisfaction in life.
- Cost of living esp. housing minimum wage jobs – lack of livable wage jobs

Additional responses to the aforementioned question were more detailed, offering a lens into more comprehensive, integrated systemic challenges experienced or observed. The following are some of survey participant responses:

- One of the biggest challenges preventing economic improvement for individuals and families living in the capital region is the high cost of living. The cost of housing, childcare, and other basic necessities can be difficult to afford on a single income, even for middle-class families. This can lead to financial stress and

instability, which in turn can prevent individuals and families from fully participating in the economy.

- Little scholarship opportunities for high school graduates hoping to progress to college but do not have any financial support. I fall into this bracket.
- Income inequality: the gap between the rich and the poor is growing. And this makes it difficult for low-income individuals and families to climb the economic ladder.
- Racism, bias – especially by those who believe they have the right intent but are unaware of the harm of their own privilege implicit racism and bias.
- Discrimination and inequality, particularly based on race, ethnicity, gender, and socioeconomic status, can also hinder economic improvement for individuals and families in the capital area.
- Resources and opportunities are unevenly distributed among different communities.
- Living in rural, underserved, census designated area, that are not many programs to help our communities and families compared to the cities in the county.
- Equitable access to resources, partnership and funding that would help support disadvantage and underserved communities.

When asked to indicate known current partnerships, projects, or programs focused on increasing access to and improving the economy, jobs, environment, and health, respondents provided varying responses.

The following are a sample of responses naming said known partnerships, projects, or programs:

- Building Healthy Communities
- Center for Labor Rights, La Familia
- Education: Sierra College, Sac State
- Golden Sierra Job Training ..... Placer Land Trust, PARC, and United Auburn Indian Community are good for environmental protection (lands, rivers).
- Granite Wellness Centers
- Greater Sacramento Economic Council (GSEC)
- Growth Factory helping small business owners and entrepreneurs get started
- Invest Health Roseville through the Health Education Council
- Latino Leadership Council
- Placer County Continuum of Care and the Homeless Resource Council of the Sierras
- Placer county/Lotus Behavioral Health Center
- Sacramento Hispanic Chamber of Commerce
- Sacramento Valley Business Development Center

- Sierra Health Foundation
- The Placer County Business Advantage Network
- United Way

Given the opportunity to share any additional insights not already shared in responses to survey questions reported in previous sections of this summary report, respondents notably indicated the following:

- Improving collaboration between organizations would be optimal.
- Investing in education and resources for early childhood development will benefit our community.
- You need to fund nonprofits who have access to underserved pops so they can not only do outreach but also help enroll in classes.
- There are limited job opportunities. There are not many high-paying jobs available in the county, and many people have to commute to other areas of work.
- Incorporating sustainable practices into economic development strategies is crucial for long-term prosperity. By promoting renewable energy, implementing environmentally friendly policies, and encouraging sustainable business practices, communities can not only protect the environment but also create green jobs and attract environmentally conscious businesses.

## Discussion Questions

The efforts of the Capital Region CA Jobs First are shaped by its vision: “To develop an equity based, low-carbon economic plan through an inclusive, transparent, co-owned, and subregional data-informed planning process in the Capital Region. The plan will produce strategies to generate high-quality jobs, clear pathways into new jobs for historically left out populations, and a sustainable and equitable economy in the eight-county region.” Grounded by its shared values, the Capital Region recognizes its process is inclusive when we actively involve divergent voices and those often least engaged in the subregions of the Capital Region through accessible opportunities in the decision-making process with influence that is valued, appreciated, and encouraged; outcomes are equitable when: our plans, shown through data, creates economic prosperity in historically disinvested communities and populations throughout the Capital Region.

Aligned to the shared vision and values, the Capital Region CA Jobs First Community Survey Summary Report is intended to drive discussion of those involved in the Capital Region efforts and those moving the work at the localized community ground level through a critical examination of the data as reported in previous sections of this report. In other words, to best utilize the information presented in the report, individuals involved with the various aspects of the Capital Region CA Jobs First and those part of the Subregional Committees are encouraged to explore the following discussion questions as a participatory practice of data-informed SWOT analysis.

1. Though the information captured by the survey is accurate to those who participated, what can help to broaden the reach to increase responses and include concentrated outreach to historically disinvested communities to enhance the accuracy?
2. What do we do with solutions identified in the survey results? How do we reconcile them? How do we further deliberate around the indicated solutions and topics of most importance?
3. What do we do with the challenges identified in the survey results? How do we reconcile them? In what way do we further deliberate around the indicated challenges?
4. How do we extrapolate the information presented in the report across all eight counties encompassing the Capital Region?
5. Are different engagement strategies needed for different communities in the region? If so, what are those strategies? Who are the experts in delivering or providing those strategies?
6. The survey identifies SWOT information that we may not have known prior. It also identifies information that we still need to include. What are the next steps? Does data collection need to persist, or is there enough information to begin moving toward developing a measurable, actionable plan and identification of priority action steps?

## 5. Building blocks for an inclusive Capital Region

The Capital Region High Road Transition Collaborative is focused on creating higher-quality jobs and clear, well-supported career pathways (particularly for historically underrepresented populations) to achieve an equitable and sustainable economy spanning the eight-county region. Success will require intentional collaboration and coordination among all stakeholders involved. The region faces challenges that are much too complex for any one organization or jurisdiction to resolve independently.

Too many past efforts have failed to appreciate the distinct needs and concerns of these very different subregions. The priorities and goals of rural, suburban, and urban communities vary widely depending on their current situations and available resources. “One-size-fits-none” economic development strategies will not suffice.

Achieving this vision will also require abandoning the scarcity mindset and zero-sum thinking that have often accompanied economic and community development in the past. Making the most of this process will require new perspectives that prioritize collaboration and coordinated action, but also different metrics of economic success balanced across growth, prosperity, and inclusion.

### **Expanding access to opportunity**

Greater economic mobility is the essence of an inclusive regional economy. It provides avenues to self-sufficiency and generational wealth-building through quality work and business ownership. It lets families establish a level of economic security and stability that makes it easier to provide for their children. It starts to repair past damage to communities that have been historically disinvested and barred access to opportunity.

Efforts to increase economic opportunity bring the largest benefit when combined with deliberate actions to support the success of those involved. Individuals who have their basic needs met can advance on their career paths much more easily than those who are struggling to get by. Needed supports include career awareness and early skills training in K-12 as well as college and career counseling and wraparound support services for postsecondary students and early-career workers.

This section explores how the Capital Region can achieve these aims in three parts:

- **Bolstering industry** to accelerate innovation and quality job creation
- **Supporting workers** to help them find higher-quality work
- **Reducing barriers to opportunity** to generate broadly shared prosperity

## **Bolstering industry to accelerate innovation and quality job creation**

Industry-oriented strategies are a vital component of inclusive economic development. Private industry represents the primary job creator in the U.S. economy, providing employment for millions of Americans. The private sector shapes job quality by establishing wages and determining which workers should be eligible for employer-provided benefits. Innovation-intensive tradable industries tend to generate more quality jobs, though certain local-serving sectors such as government can also contribute a great deal.

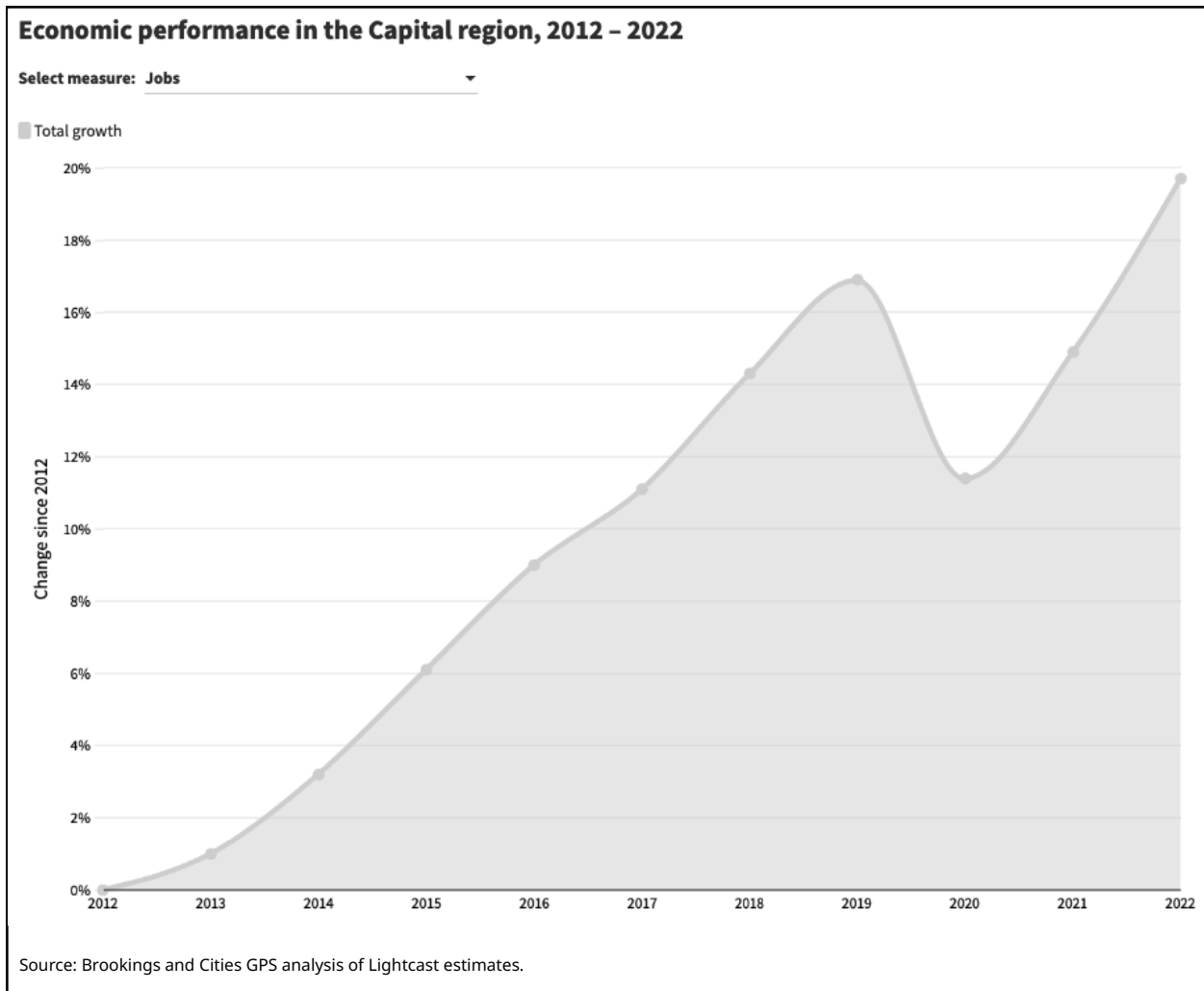
Inclusive economic development requires a strong, highly productive industry base. Industry productivity determines the level of resources available for wages, capital investment, and workforce training. It also affects the amount of tax revenue that can be collected for investments in education, broadband, infrastructure, and other public goods that contribute to residents' economic mobility.

However, although strong industries are a necessary prerequisite for an inclusive economy, decades of evidence from across the United States confirm that they are far from sufficient. In fact, the true power of an industry base can only emerge when paired with deliberate actions to expand access to opportunity and bring resources into historically disinvested communities. By strengthening industries with the greatest potential for high-quality job creation and productivity, the region can enhance its economic competitiveness and accelerate inclusive growth.

### **An overview of the Capital Region economy**

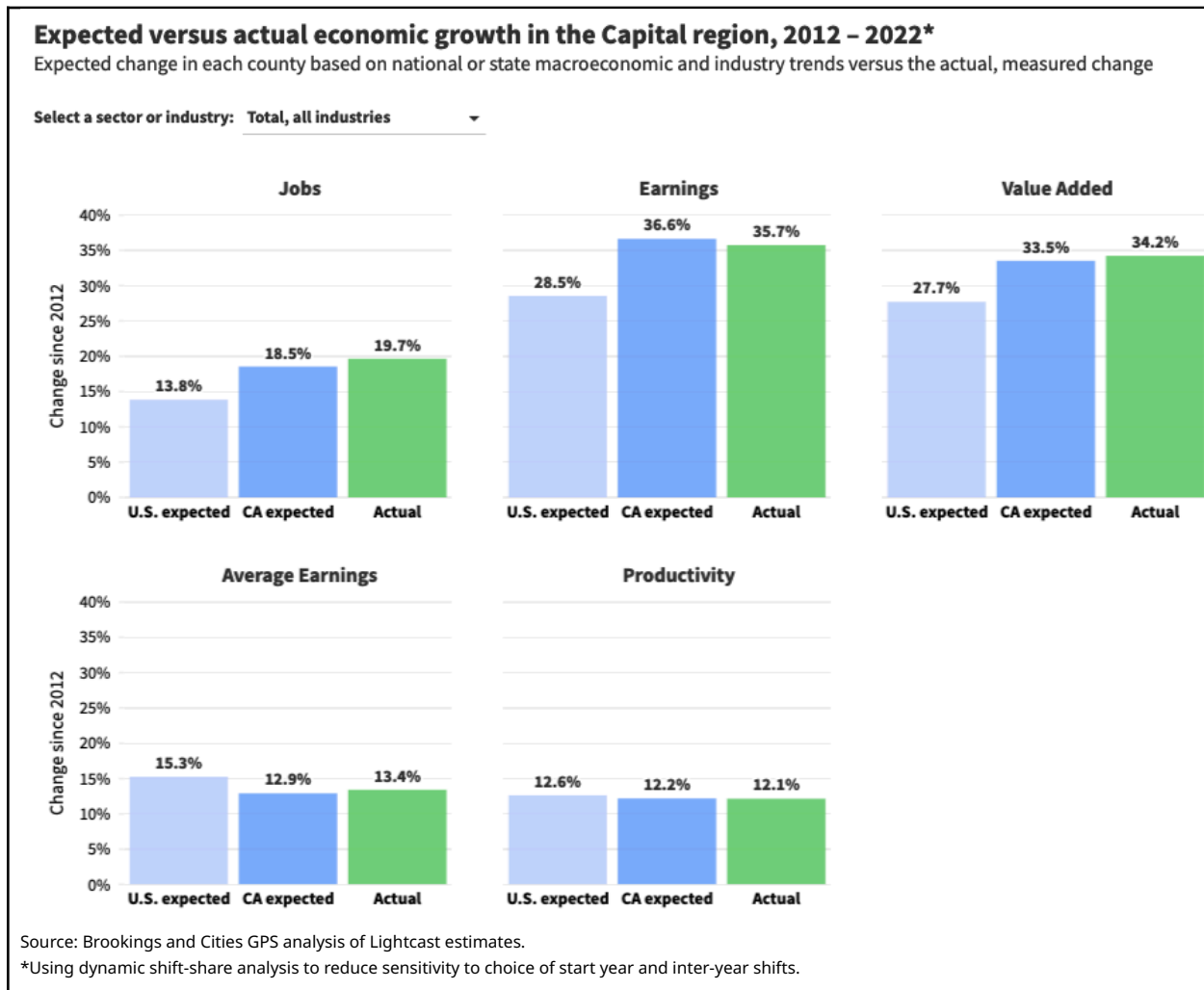
The Capital Region economy saw steady growth between 2012 and 2022, save a pronounced dip in performance during the pandemic. Jobs, earnings, and value-added achieved incredibly high growth during this period, with all three metrics reaching more than 20 percent total growth from the benchmark. These gains drove economic growth in the Capital Region over the past decade. Average earnings and productivity maintained positive growth as well, just not to the extent of the other measures. Unlike local-serving industries and the public sector, tradable industries saw average earnings and productivity rise more slowly during this time, which had a negative effect on these two measures overall.

**Figure 50. The Capital Region economy saw steady jobs growth between 2012 and 2022**



Growth and prosperity in the Capital Region outperformed expectations between 2012 and 2022. As a group, the region’s industries have grown faster and become more prosperous than would be expected given California and U.S. benchmarks.

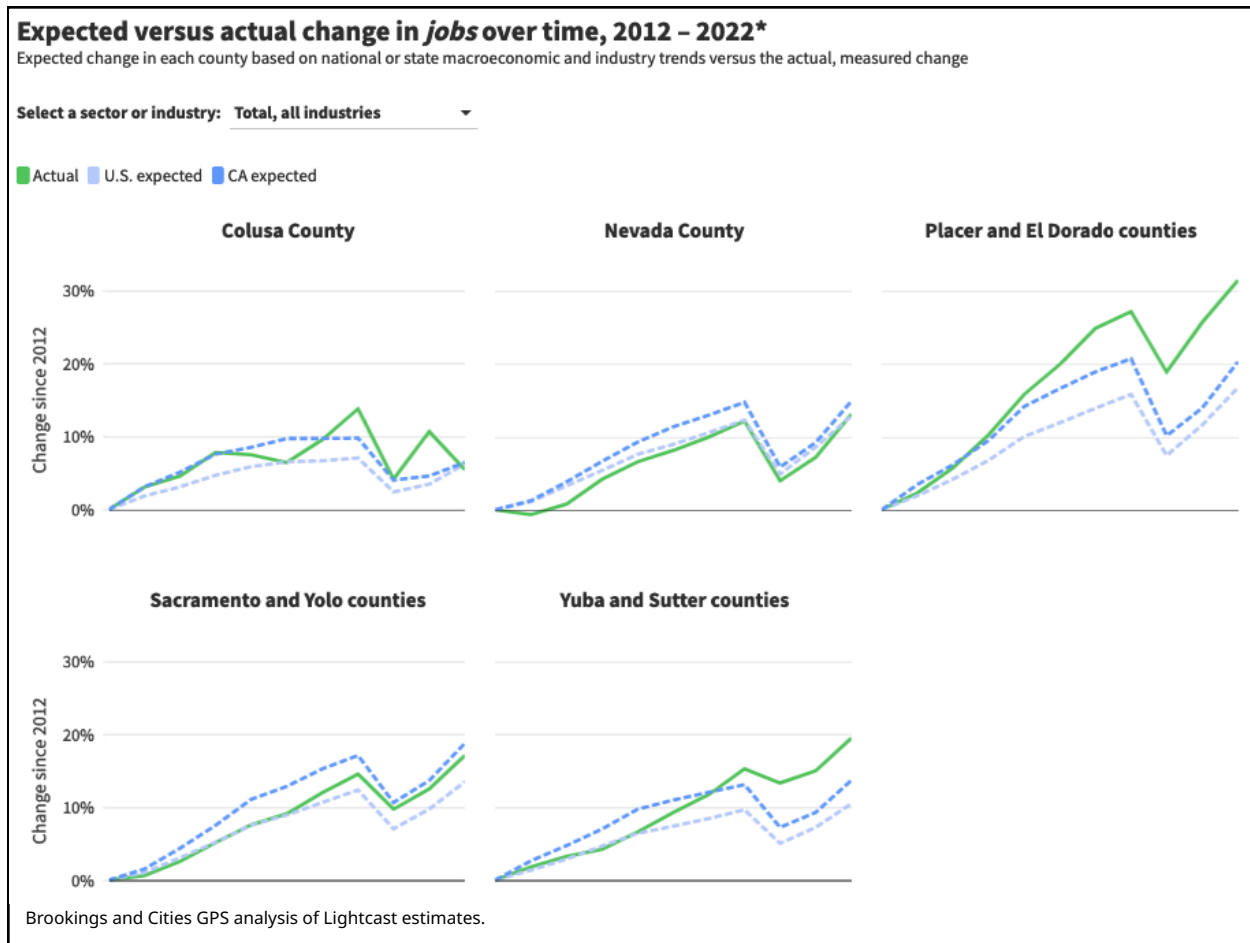
**Figure 51. Between 2012 and 2022, growth and prosperity in the Capital Region outperformed expectations**



This better-than-expected performance is broadly based, with each subregion outperforming at least one benchmark. El Dorado-Placer and Yuba-Sutter had the most dramatic growth during this time, while the largest subregion—Sacramento-Yolo—outperformed the U.S. but lagged the state on most measures.



**Figure 52. El Dorado-Placer and Yuba-Sutter experienced the most growth 2012-2022**



These trends look different for tradable versus local-serving industries. Performance in the Capital Region's tradable industries—those sectors that export goods and services outside the region—has trended upward, though it has lagged benchmarks since almost the beginning of the period of analysis. These industries experienced severe recessions in line with national and state trends but also saw stronger recoveries. By contrast, local-serving industries—those sectors providing goods and services for residents of the region—outperformed benchmarks from the start and have proven more resilient over time.

## Emerging from the Pandemic-Induced Downturn

The Capital Region as a whole was less severely affected by the COVID-19-induced downturn, with better-than-average economic performance during the pandemic and a stronger recovery compared to benchmarks. The suburban subregions of Placer - El Dorado and Yuba - Sutter account for much of these outcomes. Sacramento - Yolo, the largest of the five subregions, outperformed national trends but lagged California on most measures. Which is not to say that the Capital Region escaped COVID-19 unscathed. Certain parts of the region felt the effects of the pandemic much more than others. Tahoe in particular was devastated by the pandemic, with the decline in tourism creating a ripple effect that reverberated throughout the area economy. What was once a source of economic strength quickly became a vulnerability, prompting an acute awareness that economic resilience requires a diverse industry base.<sup>19</sup>

A closer look at regional traded and local-serving industries provided a slightly different picture. Tradable industries experienced stronger recoveries compared to similarly severe recessions, though they lagged benchmarks in the years prior to the pandemic. Local-serving industries, by contrast, have consistently outperformed benchmarks and proved more resilient to the economic shocks caused by the pandemic and its aftermath.

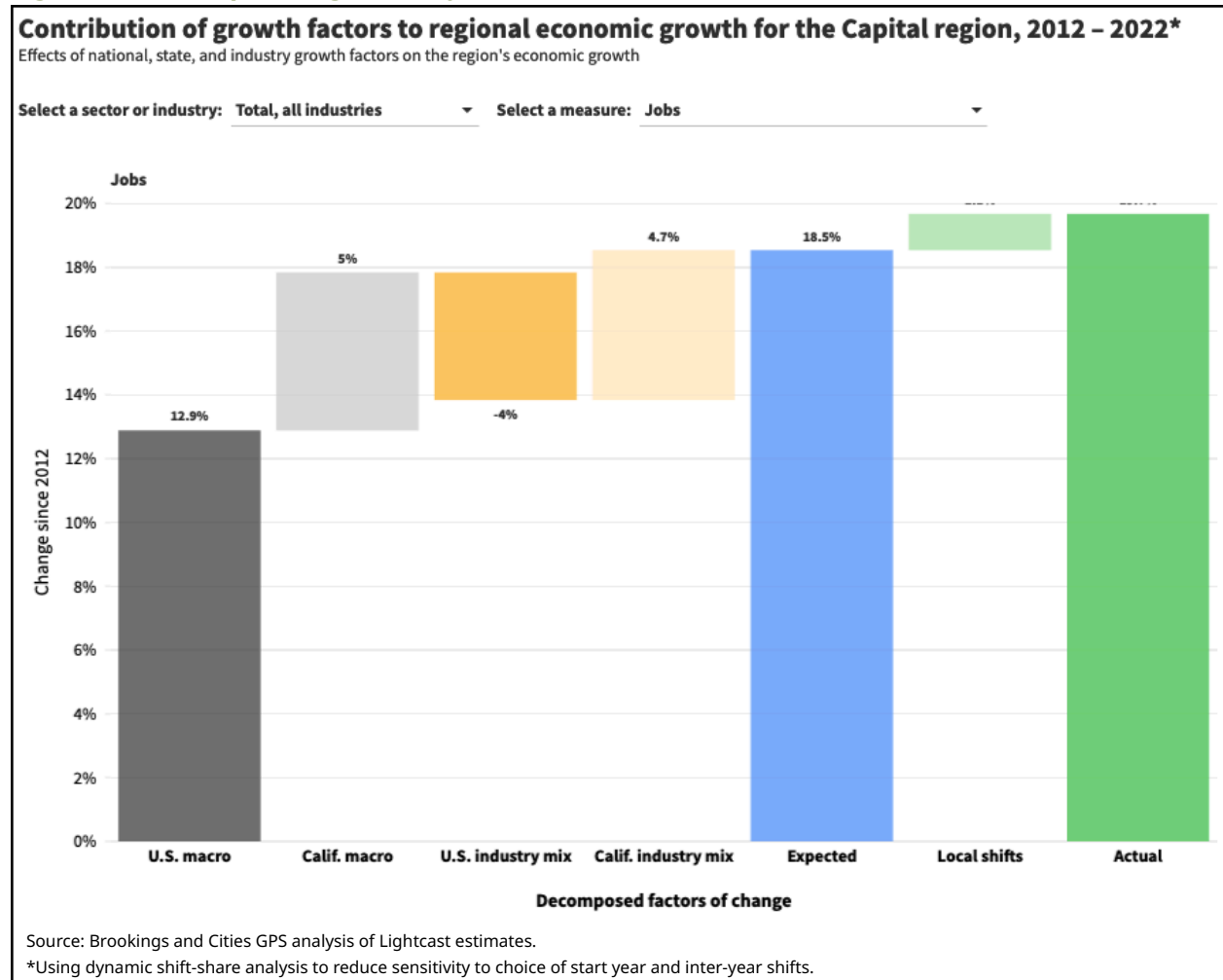
Trends in regional prosperity over the past few years follow a pattern often seen during recession and recovery. Recessions often cause spikes in productivity and average earnings as lower-wage workers are laid off. Those who remain in the workforce are more likely to have jobs in high-productivity, high-wage industries, which helps boost average earnings and productivity. Similarly, overall regional prosperity declined post-pandemic as average earnings and productivity adjusted to the return of lower-wage jobs.

The region's location in the state of California likely helped bolster regional economic performance between 2012 and 2022 (the period under study). During this time, the California economy grew roughly 40 percent faster than the national economy, as illustrated by the two grey bars in the chart below. This solid performance at the state level created sizeable tailwinds that may have boosted regional job growth by as much as 44 percent and growth in value-added by over 47 percent.

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<sup>19</sup> Beacon Economics, "Economic Forecasting and Resiliency Analysis" (Tahoe Prosperity Center: August 2020), accessed at <https://tahoeprosperity.org/wp-content/uploads/Final-2020Covid-Tahoe-Economic-Report.pdf> (December 18, 2023).

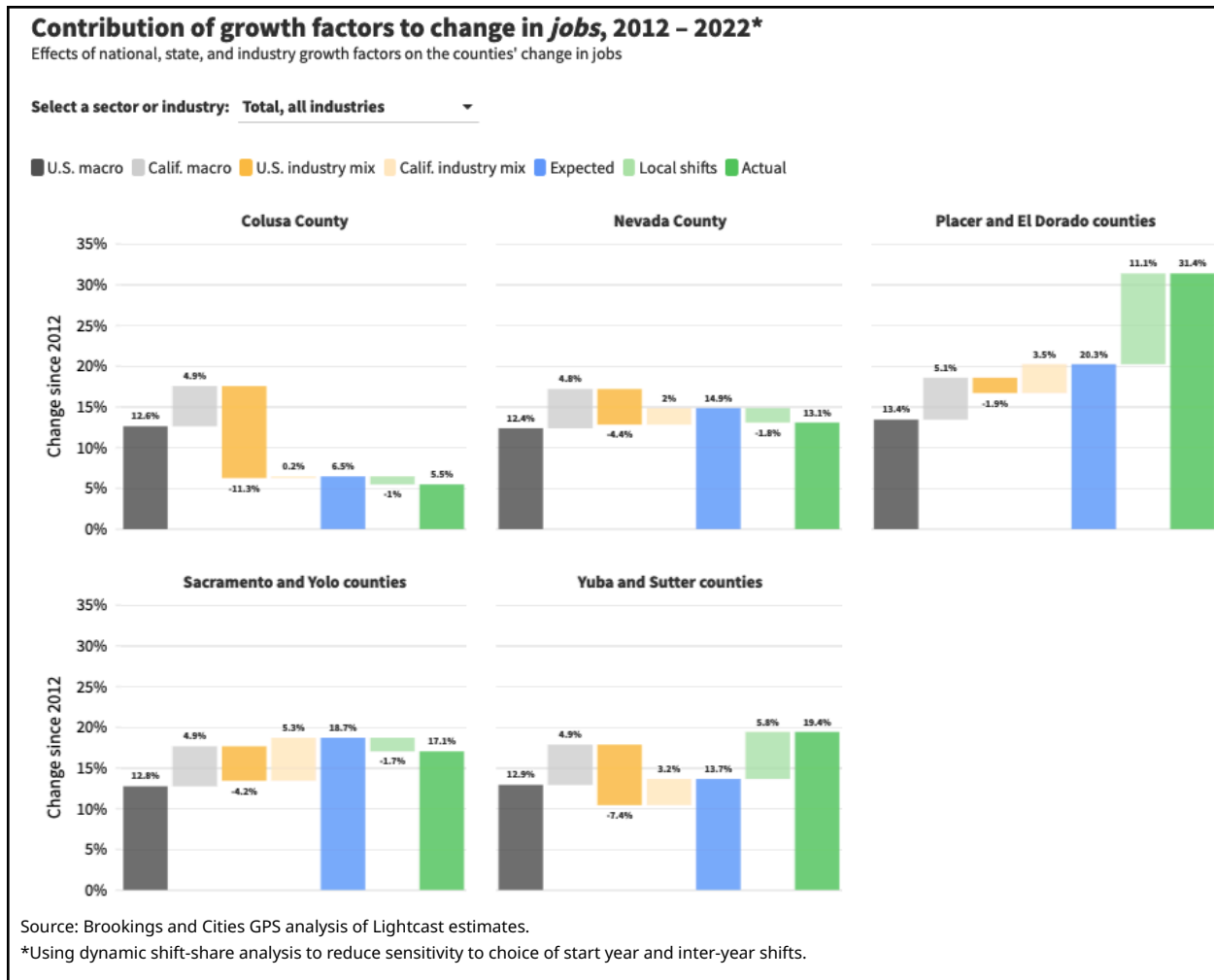
**Figure 53. The Capital Region likely benefited from California’s economic tailwinds**



Though national macroeconomic and industry performance (the dark grey and dark yellow bars) dampened regional economic performance, the Capital Region still managed to outperform state and national benchmarks. This finding reflects the overall competitiveness of the regional economy. The region’s industrial composition (the light green bar) contributed to job growth as well, with industries in the region—particularly local-serving sectors—adding jobs at a faster rate than national and state-level benchmarks would expect. This job growth was balanced by slower-than-expected earnings and value-added growth, which both create a drag on economic performance.

The chart above provides a view of the regional economy as a whole. At the subregional level (below), these trends varied somewhat. Overall performance and local shifts differ from one subregion to the next depending on subregional industry strengths and economic conditions.

**Figure 54. Performance trends varied somewhat at the subregional level**



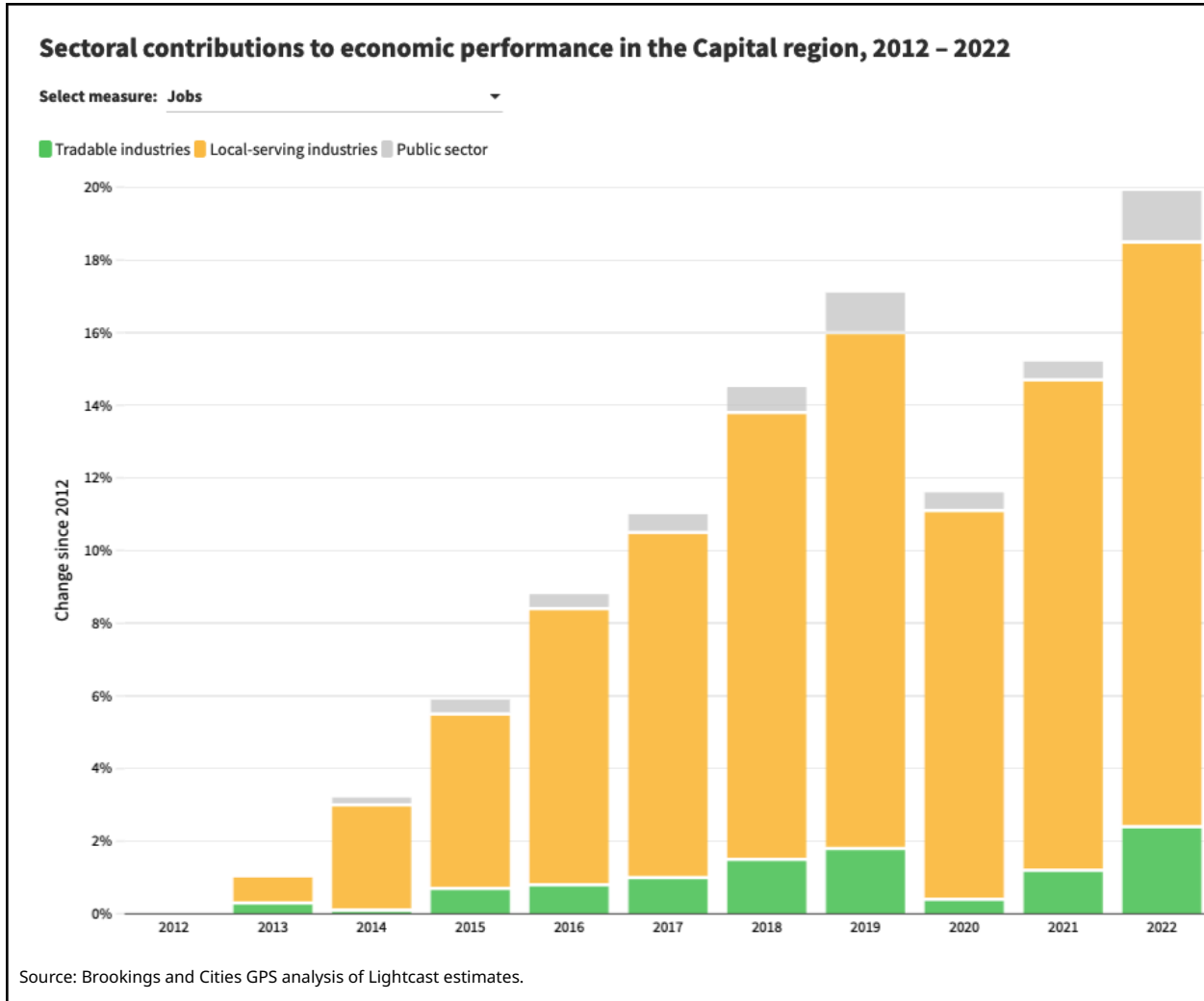
### Understanding the regional industry base

A significant proportion of economic performance in the Capital Region has been powered by local-serving industries, those sectors of the economy that cater to local consumers, such as healthcare and hospitality.

Some local-serving jobs pay family-sustaining wages, provide health insurance, and have a high likelihood of continuing to do so in the future, but a sizable proportion do not. Local-serving industries are also less likely to spark job creation at scale because labor demand in these industries correlates with local demand for the services and goods being provided.

Tradable industries, by contrast, supercharge economic growth by bringing new money into the local economy. These innovation-intensive sectors create more quality jobs for workers at all levels of educational attainment and strengthen regional economic competitiveness in the global marketplace.

**Figure 55. Between 2012 and 2022, local-serving industries powered the economy**



### Why Tradable Sectors Matter

Tradable sectors—those industries that sell goods and services to customers outside the region—are vitally important for inclusive economic growth and prosperity.

Whether traded sector or not, most businesses provide benefits to the communities where they reside by providing jobs, access to needed goods and services, and greater economic vitality. But traded sector firms also bring new money into the area economy. The higher wages earned by traded-sector workers mean more money that can be spent at grocery stores, restaurants, and

other local-serving businesses. This in turn sparks a multiplier effect that supports an additional three to five new local-serving jobs for each traded sector job created.<sup>20</sup>

Traded sector companies tend to represent the most innovative and value-intensive components of a regional economy. Their connections to global value chains create resilience during economic downturns and strengthen the competitiveness of the region as a whole.

Traded sectors are also key drivers of quality job growth. Many traded-sector jobs require higher levels of education and skills training, which are reflected in higher wages. But even those without a four-year degree tend to earn more in a traded-sector occupation than they would at a comparable non-traded firm.

Which is not to say that local-serving sectors never offer quality jobs. For example, many public-sector jobs pay a family-sustaining wage, provide health insurance, and have a high likelihood of continuing to do so in the future. Similarly, the healthcare sector is largely non-traded but still provides quality jobs for area residents. Because the number of non-traded jobs correlates with local demand for the goods and services produced by these firms, non-traded sectors typically do not drive job creation. As such, efforts should instead focus on expanding access to the pathways that lead into quality jobs in non-traded sectors.

Across the Capital Region, tradable industries saw steady growth in recent years, albeit slower than state and national trends would predict. This somewhat weaker performance was fairly widespread throughout the Capital Region: Only in the Colusa and Yuba-Sutter subregions did tradable industries outperform California and U.S. benchmarks.

While most industries contributed to job growth in the region, local-serving industries played an especially important role. Larger-than-expected gains in primarily local-serving sectors such as construction, healthcare, hospitality, logistics, real estate, and utilities helped boost the region's economy during this period. In some cases, growth in these sectors also contributed to dramatic gains in prosperity (i.e., average earnings and productivity).

The Capital Region's outsized public sector also made important contributions to the area economy. Though not a tradable industry, the public sector is a key source of quality jobs for workers across the spectrum of educational attainment. As home to the state capitol, the region has a disproportionately high concentration of public-sector employment relative to other parts of California. Public-sector job growth, earnings, and value-added all exceeded national trends, though they underperformed compared to the state as a whole. On average earnings and productivity, the public sector outpaced both state and national benchmarks, which helped increase overall prosperity in the region.

Other sectors saw unexpectedly large declines in prosperity measures. Manufacturing is perhaps most notable in this regard, with a marked drop in average earnings and productivity that stands in

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<sup>20</sup> Total number varies depending on geography and industry.

sharp contrast to the industry's benchmark-exceeding job growth. Headwinds at Intel and HP are at least in part to blame for this trend. Logistics, private education, and information experienced similar downturns, while professional services—another key tradable sector in the region—avoided declines in prosperity but still performed weaker than benchmarks would suggest. The information industry also struggled with negative job growth at the regional and subregional levels.

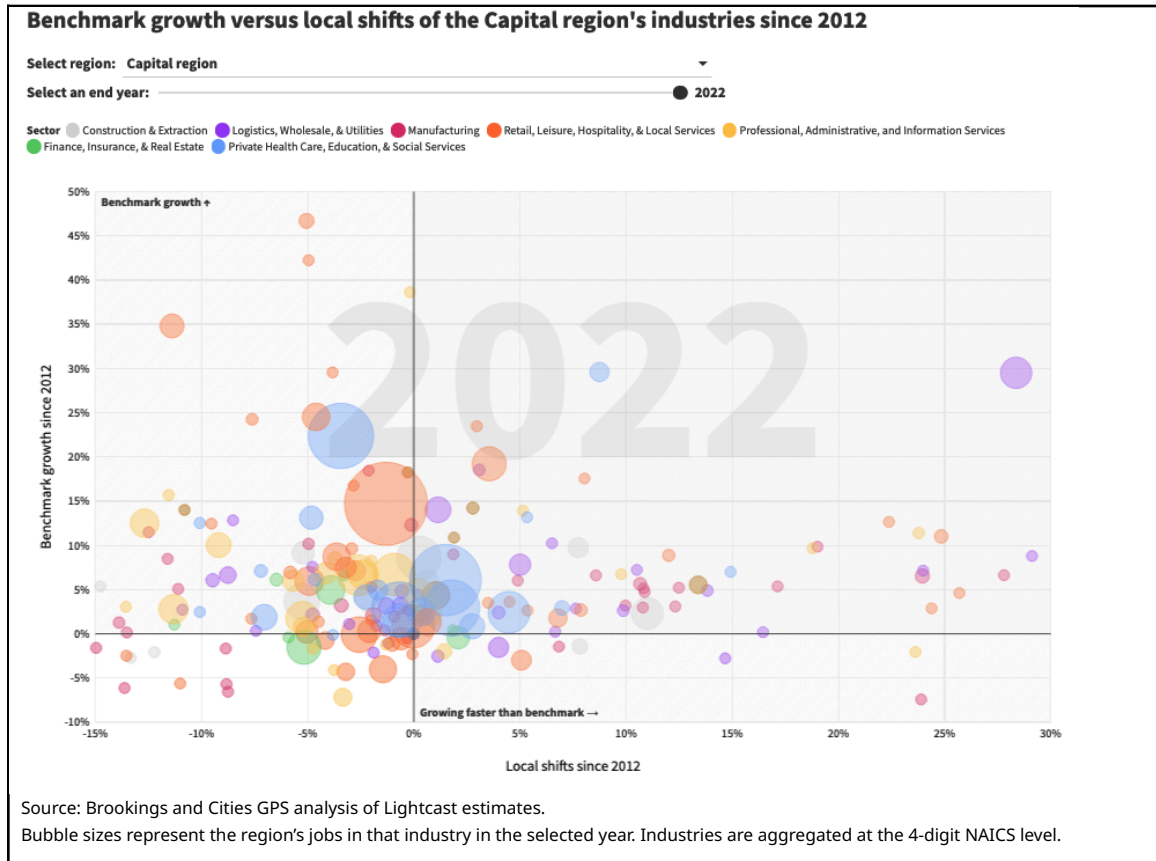
Industries that employ skilled trades workers (e.g., construction, logistics, manufacturing, utilities) added jobs at a particularly fast pace between 2012 and 2022 despite the fact that none of these traditionally “blue-collar” industries is particularly specialized in the region. The chart below measures regional industry growth against state and national benchmarks. The size of each bubble represents the number of jobs within each industry in a given year.<sup>21</sup> Bubbles in the top-right quadrant indicate especially strong growth.

The analysis reveals that a number of the region's industries are growing faster than benchmarks would suggest. Other industries, such as finance, insurance, and real estate, are growing more slowly than benchmarks. Specialized local-serving industries such as hospitality, retail, and residential construction, and large non-specialized industries such as food service, administrative services, and department stores also grew more slowly than benchmarks would predict, suggesting potential weaknesses in those areas.

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<sup>21</sup> The size of agriculture and the public sector in the Capital Region masks trends in other industries by distorting the analytics. This chart omits both sectors in order to better visualize the rest of the economy.

**Figure 56. A number of the region's industries are growing faster than benchmarks would suggest**

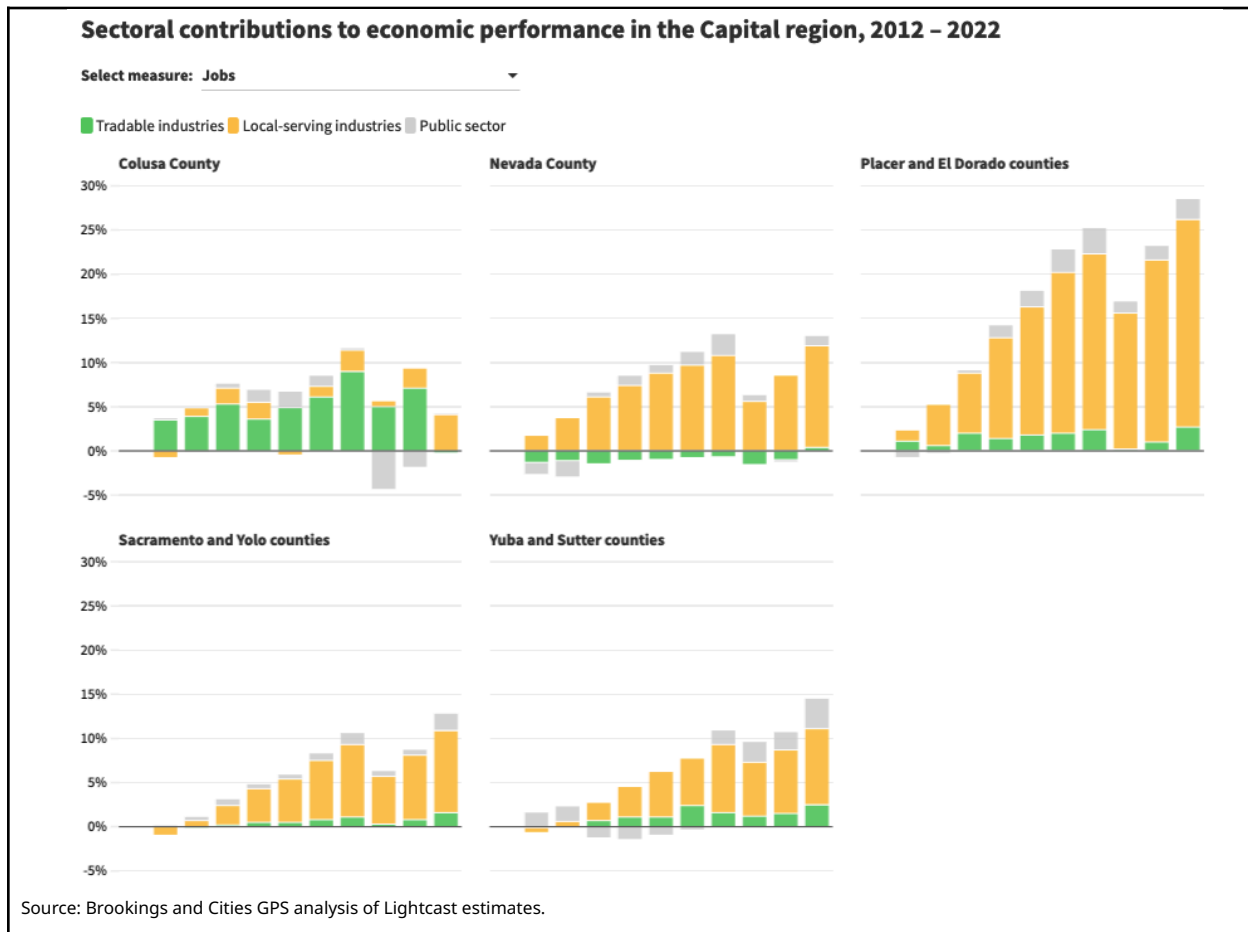


Regional growth patterns in tradable industries such as manufacturing and professional services were driven primarily by growth dynamics in Sacramento-Yolo and Placer-El Dorado. These two subregions have an outsized impact on regional trends due to their larger size. Growth patterns in Placer-El Dorado reflect its suburban character, with solid gains in retail, leisure, hospitality, and local services; healthcare, education and social services; and construction. In the Yuba-Sutter subregion, growth favored industries related to raw materials production and the movement of goods. Logistics, wholesale, and utilities drove growth in Colusa and residential construction and local-serving retail and hospitality led the way in the Nevada subregion.

A closer look at traded, local-serving, and public-sector job growth at the subregional level underscores the disproportionate role that local-serving industries play in the Capital Region economy. Aside from the Colusa subregion, which saw significant tradable-sector job growth between 2012 and 2022, local-serving industries powered the bulk of job creation, representing the vast majority of employment growth in Nevada, Placer-El Dorado, Sacramento-Yolo, and Yuba-Sutter. Traded-sector job growth in these four subregions was minimal, with the Nevada subregion actually shedding traded-sector jobs during this period. Public-sector contributions remained low as well.



**Figure 57. Local-serving industries played a disproportionate role in economic performance for much of the Capital Region 2012-2022**



Agriculture and hospitality also continue to have a major impact on the area economy. These historically strong low-wage industries are vital economic engines that employ large numbers of workers in the region, albeit often in lower quality seasonal occupations. Hospitality, which employs more than 100,000 workers, represented nearly 12 percent of job growth across the region 2012-2022. Some parts of the region saw even higher growth in this sector. In the Nevada subregion, hospitality accounted for more than one-fifth of total growth in employment (21.6 percent). Job growth in agriculture remained low in all subregions except Colusa, which saw 30.1 percent growth between 2012 and 2022. However, despite minimal job creation in this sector, agriculture continues to employ a sizable number of Capital Region workers.

### **Regional industries vary in their potential for quality job creation and high-value growth**

Emergent strengths in semiconductor manufacturing, biologics, and biomedical devices offer opportunities for innovation-intensive economic growth anchored by globally recognized institutions of higher education and leading firms. When combined with the region's sizable agriculture and government sectors and historically strong local-serving industries such as

healthcare, construction, and hospitality and tourism, these sectors together provide a solid and diversified industry base for the regional economy.

### **Semiconductors**

The Capital Region boasts a strong semiconductor industry anchored by five of the six leading chip manufacturers. R&D operations dominate, with emphasis on solid-state memory solutions. Since [Intel](#) set up shop in 1984, this regional cluster has grown steadily. Several companies, including [Solidigm](#) and [Blaise](#), spun out from Intel and established facilities in the region. And just this year [Bosch](#) announced plans to invest \$1.5 billion in the former TSI Semiconductors facility in Roseville and significantly expand its workforce.<sup>22</sup> Despite a wave of layoffs in recent months at Intel and Solidigm, the industry expects to grow as funding from the federal CHIPS and Science Act begins to be dispersed. Since semiconductors have applications ranging from zero-emission vehicles (ZEVs) and other cleantech to communications systems to aerospace and defense, a solid sector presence can open up possibilities for productive interactions across a wide range of industries.

### **Life sciences**

The presence of multinational life-science heavyweights such as [AstraZeneca](#), [Bayer Crop Science](#), [Sanofi](#), and [ThermoFisher Scientific](#); a major international seed cluster; and the high levels of NIH funding secured by UC Davis researchers each year indicate the potential of this innovation-intensive cluster. Bringing a life sciences innovation from idea to product involves a lengthy R&D process, in part because products must meet stringent standards for human consumption and use. Ensuring that high-potential startups have sufficient resources to survive until they are ready to go to market is thus a vital concern in this sector.

### **Agriculture**

The working lands of the Capital Region have powered the area economy since before California gained statehood in 1850. Core natural assets of abundant fertile farmland, long growing seasons, forested expanses, and proximity to the food production in the Central Valley are boosted by the unique presence of UC Davis – ranked as the world’s leading university for agriculture and forestry. Thus, the region is home to a well-established food and agriculture industry cluster that encompasses virtually every aspect of food production, processing and manufacturing, packaging, distribution, and wholesale and retail sales. Promoted as America’s Farm-to-Fork Capital, the Capital Region also has concentrated recently on boosting agritourism and a restaurant community as part of the ecosystem.

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<sup>22</sup> Greater Sacramento Economic Council, “Industries: Semiconductors,” accessed at <https://www.greatersacramento.com/business-climate/industries/semiconductors/> (December 18, 2023).

The agriculture industry (like the broader food and agriculture cluster reviewed in the Adding It Up: Cluster Possibilities section below) shows up differently across the region. Small and mid-size operations reign in El Dorado-Placer, Nevada, and Yuba-Sutter subregions, where the vast majority of farms are under 50 acres. Growers produce a variety of crops, including rice, walnuts, apples, and wine grapes. The Colusa subregion is a mix of crop production, ranches, and tomato processing facilities. Larger operations are more common here—just over 25 percent of farms and ranches in the subregion cover more than 500 acres. Colusa has been hit hard by the drought, with consequences for productivity, jobs, food access, and wildlife habitats. In Sacramento-Yolo, fruit and nuts, seed crops, grains, and wine grapes prevail, with 60 percent of farms having 50 acres or fewer.<sup>23</sup>

Agriculture has an outsized influence on regional economic dynamics. The sector as a whole generated \$1.3 billion in earnings in 2022 and employs more than 16,000 workers across the eight-county region. The quality of these jobs varies widely and a significant proportion of employment is in low-wage seasonal positions. The seasonality of this work creates large swings in labor force participation rates as ag workers cycle between jobs and unemployment. The financial instability that many workers experience as a result severely limits their ability to improve their economic situation.

The low-wage nature of most agricultural work has contributed to a growing worker shortage by discouraging new entrants from pursuing careers in the sector. An aging workforce and federal immigration policy limitations are exacerbating the situation, prompting increased adoption of agrifoodtech solutions in order to address persistent workforce shortfalls.

Climate change and adaptation poses another major challenge for the sector. The regional agriculture sector is on the front lines of the climate crisis. Drought, heatwaves, wildfires, freezes, and intense periods of rain and snow have battered the Capital Region in recent years. Insufficient electrical grid infrastructure only compounds the problem. Whether due to high winds and overloaded electric grids, power shutoffs now occur all too often.

Resilience in this new reality will require adopting more sustainable growing practices, monitoring and mitigating greenhouse gas emissions, and shifting to zero-emission power sources. Both tech-enabled innovations and analog solutions informed by local knowledge will be needed to secure a truly resilient future for the sector. The [University of California Cooperation Extension \(UCCE\)](#), which has the trust of growers in the region, will play a vital role in connecting farm owners with the information, technologies, and resources they need to cope with climate impacts and comply with state climate regulations while running successful operations. Programs that upskill farmworkers and farm managers such as those offered by the Center for Land-Based Learning will ensure that farm employees have the skills they need as conditions evolve.

The rise of the next generation of farm owners may also help drive transformation within the industry, provided they have the financial capacity to act and still keep their

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<sup>23</sup> USDA National Agricultural Statistics Service, *2017 Census of Agriculture*, County Profiles.

operations profitable. This generational shift also creates an opportunity to increase diversity among farm owners in the region. [California FarmLink](#), a Community Development Financial Institution (CDFI) focused on sustainable and inclusive agriculture, is expanding its activities to improve access to capital for generational land transfers in the region. Its programs “focus on serving farmers of color, beginning and sustainable farmers, and family-scale fishers” in order to encourage “wealth building, business resilience, and equity and conservation on working lands.”<sup>24</sup> Matchmaking efforts to connect retiring farmers with interested farmers from historically underrepresented communities, when paired with access to capital and technical assistance, can expand the pool of potential purchasers and encourage the preservation of agricultural land throughout the Capital Region.

## Government

As home to the state capitol, the Capital Region is a well-established hub for public-sector work. Federal, state, and local government agencies in the region offer a wide variety of career options and are an important source of quality jobs that provide opportunities for economic mobility. The Capital Region public sector employs over 280,000 area residents, with nearly half of positions meeting the criteria for a quality job. The majority of federal and state jobs are located in Sacramento County, with most positions in the other seven counties located in local government and K-14 schools.

The presence of [Beale Air Force Base](#) in Yuba County makes the footprint of the region’s government sector even bigger. Established during World War II as a training facility for Army infantry soldiers, this active military installation is now home to the 9th Reconnaissance Wing and the 940th Air Refueling Wing. It employs roughly 4,500 military (active duty / reservists / guard) and almost 400 civilian workers. Leaders at Beale AFB recognize their influence as a key anchor in the area economy and work with [Yuba County](#), [Yuba Water Agency](#), the [Yuba-Sutter Economic Development Corporation](#), and others to leverage base procurement power to strengthen local businesses. Beale AFB and Yuba Water Agency also plan to launch a University Affiliated Research Center in order to expand Beale’s lab facilities and catalyze innovation-enabled startup activity that generates quality jobs.<sup>25</sup>

In the Capital Region and across the nation, Baby Boomer retirements are creating new challenges for the public sector. This major shift in the workforce could reduce government capacity to provide needed services to area residents...or it could result in a younger, more diverse, and more efficient workforce. Implementation of a thoughtful, coordinated public-sector workforce strategy can help make the latter outcome a reality. Making the most of this generational transformation will require targeted career

<sup>24</sup> California FarmLink, “About Us: Our Story,” accessed at <https://www.californiafarmlink.org/about-us> (December 18, 2023).

<sup>25</sup> Beale Air Force Base, “Beale’s History: Past to Present,” accessed at <https://www.beale.af.mil/Information/Fact-Sheets/Display/Article/279933/beales-history-past-to-present/> (December 18, 2023); Yuba Water Agency, “This is Where You Want to Be!”: A Strategic Plan for Economic Growth in Yuba County (2021).

awareness outreach and well-supported career pathways. Communications and programming should be tailored to meet the distinct needs and priorities of different communities and life situations.<sup>26</sup>

## **The Role of Healthcare in the Capital Region Economy**

The healthcare sector is a very large employer in the Capital Region, with major medical systems such as [Adventist Health](#), [Dignity Health](#), [Kaiser Permanente](#), [Sutter Health](#), and [UC Davis Health](#). As in most regions, healthcare delivery principally is local-serving, meeting the needs of residents rather than a national destination with unique expertise attracting patients from outside. Thus, the scale and growth of healthcare jobs in the Capital Region is organic, reflecting demands of an increasing, aging population.

Somewhat unusually for a local-serving industry, healthcare as a whole concentrates a reasonably high proportion of opportunity jobs, with around 32.5 percent and 18 percent of jobs qualifying as quality and promising, respectively. Several subsectors like hospitals and outpatient care centers feature even greater shares of occupational roles with higher wages, as well as well-established professional and credentialing ladders that make it easier for workers to navigate toward economic mobility. Demand for healthcare workers also tends to be stable and unaffected by economic downturns, which means more job security compared to other sectors. Available jobs are accelerating with retirements of experienced workers alongside an aging population.

Nevertheless, very large healthcare subsectors actually do not offer opportunity. Jobs in home care services or skilled nursing, residential care, and assisted living facilities fail to reach the regional average of all industries for shares of opportunity jobs, with only 10 percent to 25 percent characterized as quality jobs.

Furthermore, healthcare overall lags sectors like construction, manufacturing, education, and information technology in generating quality jobs.

Therefore, the healthcare industry in the Capital Region can contribute to inclusive economic outcomes by proactively helping residents from disconnected communities to access more existing promising and quality jobs in the sector, rather than economic development strategies attempting to grow the number of jobs.

### **Construction**

The regional construction industry grew steadily between 2012 and 2022, with job growth in the sector accounting for more than 20 percent of all jobs created in the region

<sup>26</sup> Centers of Excellence for Labor Market Research, “Sacramento Region Public Sector Workforce Needs Assessment: Innovative Pathways to Public Service” (August 2019).

during that period. Residential construction represents the largest subsector, employing some 11,000 workers and bringing in \$1.42B in earnings in 2022. Heavy and civil engineering construction (which includes infrastructure) is a close second with roughly 9,000 workers and \$1.3B in earnings that same year. Nonresidential construction is smaller, employing just over 6,000 workers and earning \$835.2M in 2022.

Demand for skilled construction workers continues to rise, pushed higher by the need to backfill positions held by retiring workers. Federally funded infrastructure projects and climate adaptation measures are creating another opportunity for industry growth. For example, California will receive \$41.9B from the federal Infrastructure Investment and Jobs Act to pay for needed infrastructure projects throughout the state (including in the Capital Region). These investments can be leveraged for maximum effect if deliberate actions are taken to diversify contractor pools and expand access to pathways into these careers.

### **Hospitality and tourism**

This local-serving sector has historically been an important contributor to the Capital Region economy despite persistent deficits in job quality and worker opportunities for economic mobility. Hospitality employs a large number of local workers, though often in low-wage seasonal roles. Although it represented nearly 12 percent of regional job growth between 2012 and 2022, just 4.1 percent of positions in this sector meet the criteria for a quality job. Businesses in this industry run the gamut from small and microbusinesses (e.g., Main Street shops, backcountry outfitters, restaurants and bars, and mom-and-pop motels) to casinos, outdoor expedition providers, boutique hotels, convention venues, and major resorts owned by multinational corporations.

Tribal casinos in the Capital Region are major employers in the region. These enterprises produce the revenue needed for infrastructure investments, social services, philanthropic giving to non-Native communities, required state and county contributions, commitments to non-gaming Tribes, and other expenditures made by the affiliated Tribal Nation. Gaming exclusivity rights have helped preserve this vital source of income, the benefits of which reverberate across the region.

Outdoor recreation provides a major draw for visitors from throughout California and beyond. The Sierra Nevada along the eastern edge of the region offers summer and winter activities with multiple national parks and ready access to Lake Tahoe. Growing interest in sustainable tourism, as evidenced by the Envision Tahoe Prosperity Playbook, is creating new possibilities for more responsible enjoyment of the region's natural landscapes. Wineries and agritourism operations attract people to agricultural areas and provide much-needed revenue for rural communities. The climate crisis poses a clear and present danger to these activities. Wildfires, flooding, and severe snowstorms in recent years have taken a toll, often resulting in long periods of lost revenue for employees and business owners alike.

## **Competitive drivers of the Capital Region economy**

Regional economic performance hinges on five factors: talent, innovation, entrepreneurship and small business activity, infrastructure, and governance. The assessment of strengths and challenges within these five key drivers set forth below offers important insights for effective and inclusive regional economic strategy development.

### **Talent**

Workforce capacity and capabilities have an outsize impact on how a regional economy functions. Both industry cluster formation and business attraction and retention depend on the strength of the available workforce and the education and workforce development ecosystem's ability to prepare skilled workers for current and future positions. Regions that prioritize educational attainment and industry-led workforce development have a competitive advantage in their quest for solid economic growth, strong firms, and more economic mobility for area residents.

Please see the *Supporting workers to help them find higher-wage work* section below for more on the Capital Region workforce.

### **Innovation**

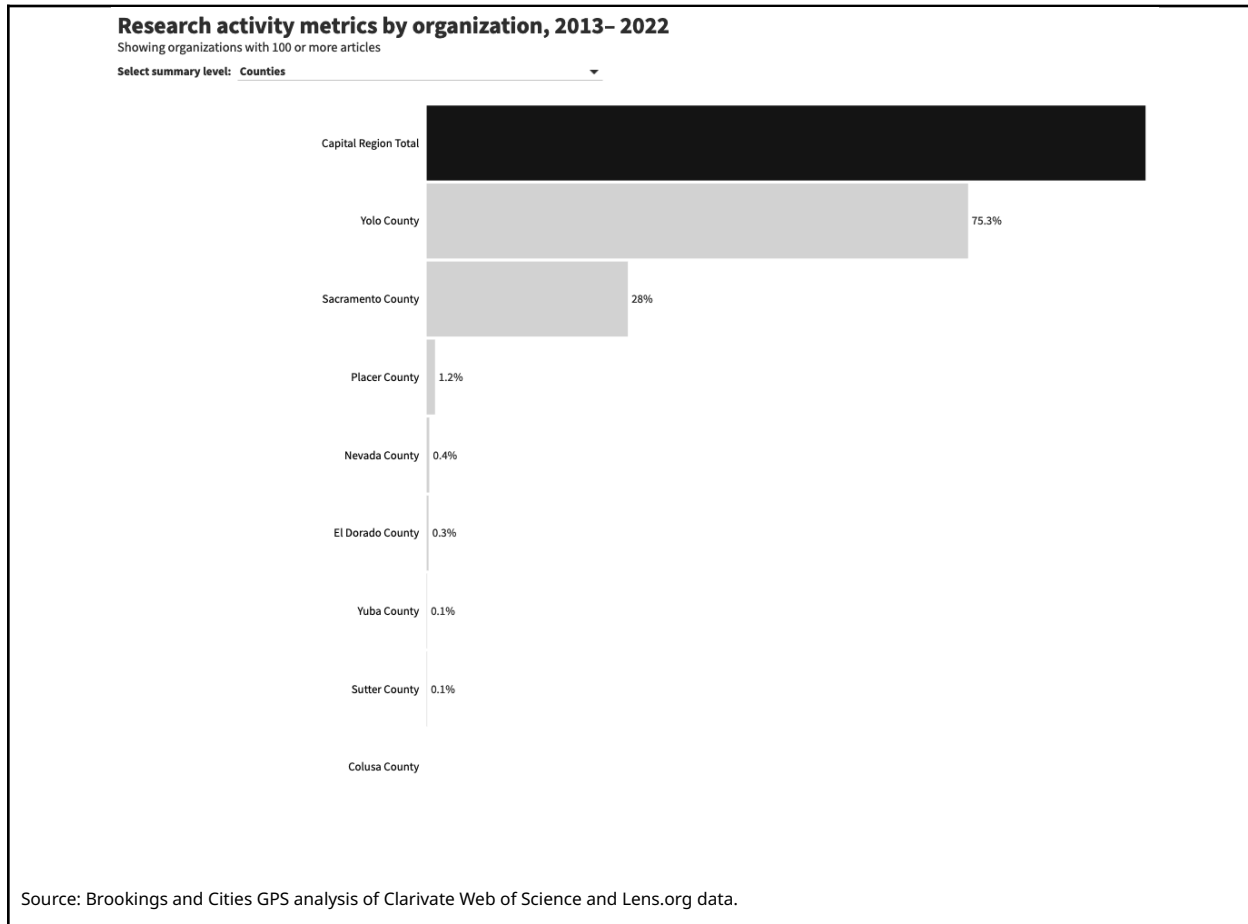
Innovation capacity is a key indicator of a region's ability to compete in the global marketplace. It makes possible the basic and applied research and development (R&D) that lead to new market opportunities, higher productivity, and faster adoption of the latest technologies. The most competitive regions have strong innovation assets in R&D, research commercialization, tech-intensive entrepreneurship, and advanced production.

Innovation begins with research. Researchers and other curious minds interrogate facts and investigate ideas to learn more about how our world works. Entrepreneurs then find ways to apply these discoveries in everyday life and offer products and services that solve real-world problems.

The Capital Region is a powerhouse in basic and applied research, with particular emphasis on sciences relevant to agriculture. It has a solid innovation ecosystem anchored by globally recognized research institutions and leading-edge firms. This ecosystem acts as the top of the funnel for high-value tech-enabled entrepreneurship, producing inventions and new product and process improvements that inspire startups in tradable sectors and generate quality jobs along the way.

Research activity in the region is geographically concentrated, with the majority taking place in the Sacramento-Yolo subregion, home to [UC Davis](#) and [CSU Sacramento](#).

**Figure 58. The majority of research activity in the Capital Region takes place in the Sacramento-Yolo subregion**



**UC Davis** sits at the heart of the region’s innovation ecosystem. A top-tier (R-1) land grant university and federally designated Hispanic-Serving Institution (HSI), it is far and away the most innovation-oriented entity in the region, representing some 90 percent of research activity.<sup>27</sup> It is a global leader in life and earth sciences as well as biomedical and health sciences, which aligns with the region’s strengths in industries such as agriculture and biologics. Its [College of Agricultural and Environmental Sciences](#) and [School of Veterinary Medicine](#) rank first in the nation.

The university as a whole is particularly strong in food systems research, with expertise in practically every field of study. Interdisciplinary applied research is a priority at UC Davis, with special research programs and centers such as the the Center for Regional Change, the [Innovation Institute for Food and Health](#), the [Institute of the Environment](#), the [Gene Therapy Center](#), the [Energy and Efficiency Institute](#), and the [Center for Nano and Micro Manufacturing \(CNM2\)](#). Davis researchers collaborate with peers throughout the world on leading-edge work that cuts across traditional academic disciplines.

<sup>27</sup> This percentage includes both UC Davis (86.8 percent) and the UC Davis Health System (3.5 percent).



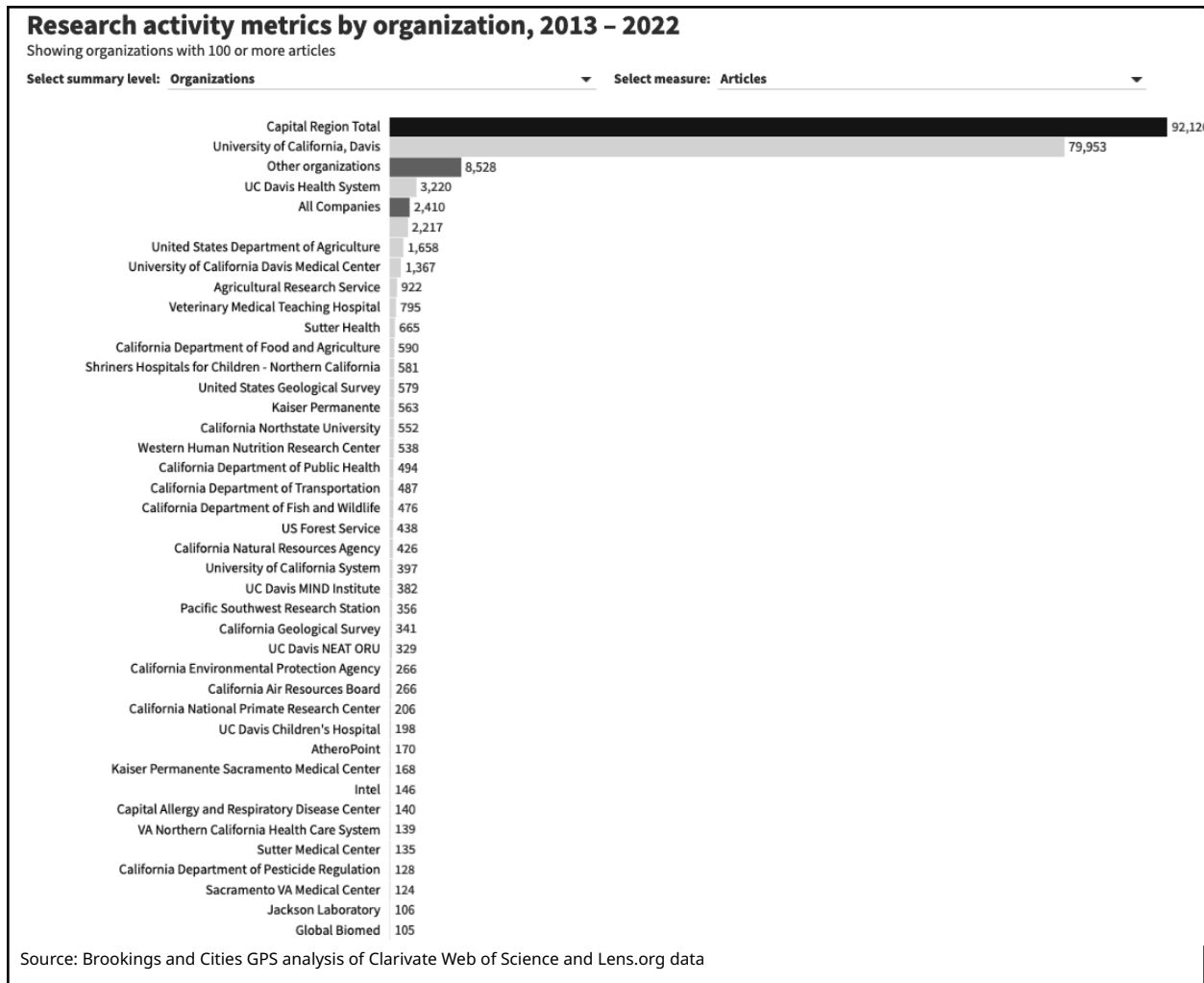
Figure 59. UC Davis researchers collaborate with peers throughout the world



The amount of external funding that a research institution can secure each year is an important indicator of its competitiveness within the global innovation ecosystem. During the 2022-2023 academic year, UC Davis researchers brought in more than \$1 billion in external research funding, a feat achieved by only a handful of U.S. public universities.<sup>28</sup>

<sup>28</sup> Neelanjana Gautam, “UC Davis Exceeds \$1 Billion in Research Awards for 2nd Year” (September 12, 2023), accessed at <https://www.ucdavis.edu/news/uc-davis-exceeds-1-billion-research-awards-second-year-row> (December 18, 2023).

Figure 60. UC Davis attracts a significant amount of external research funding each year



UC Davis is also the future home of [Aggie Square](#), a 1.1 million-square-foot district focused on translating food and biotechnology innovations into needed products and services. Once complete, Aggie Square will offer needed wet lab facilities, startup and scale-up space for food bioeconomy entrepreneurs, offices, mixed-use space, housing, and other amenities. A Community Benefits Partnership Agreement among UC Davis, the City of Sacramento and developer Wexford Science & Technology will ensure that Aggie Square also benefits local communities and boosts inclusive economic growth. The district is slated to open its doors in the first part of 2025, with students moving into Aggie Square residential halls later that fall.

As a public land-grant university, UC Davis has a firm commitment to education, research, and sharing knowledge with local communities. Recognizing the need to adapt this mission to 21st-century realities, the university is currently working to redefine its role in the regional economy. The university recently selected a Chief Innovation and Economic

Development Officer who will lead Aggie Square development and build stronger connections between the university, Capital Region communities, and the regional innovation ecosystem.

Two other planned projects will further expand the region's innovation capacity. [The Plant at Woodland Research and Technology Park](#) will create a new node for food, agriculture, and health R&D. Led by [University of California Agriculture and Natural Resources \(UCANR\)](#) with strong support from Valley Vision and other partners, this catalytic investment will accelerate commercialization by providing the facilities and programming needed for early-stage firm scale-up, open innovation, and corporate research, all within close proximity to UC Davis. The Plant is in the process of securing federal funds for the construction design and planning phase; as a whole, the entire project will require significant investment. The Woodland Research and Technology Park will be a major asset for the region, with dedicated research, innovation, and manufacturing facilities that build on the the City of Woodland's [Food Front Initiative](#). The project is moving forward, though build-out will require improvements to utilities and roadway infrastructure in and around the park.

Less than an hour away at CSU Sacramento, the [California Mobility Center \(CMC\)](#) is working to boost innovation and commercial activity related to clean mobility. This public-private partnership aims to create a robust ecosystem of researchers, investors, founders, and firms intent on developing next-generation mobility solutions. The proposed CMC includes plans for a Ramp-Up Factory that will provide cost-effective prototyping and small-scale production for startups, original equipment manufacturers, and firms in the clean mobility supply chain. Currently located in Sacramento's Depot Park, the CMC will ultimately anchor [The Hub Research Park](#), a 25-acre development just south of the Sacramento State campus.

Aggie Square, The Plant, and the CMC are the product of several years' collaboration inspired by the cluster priorities set forth in the 2020 Prosperity Plan. These innovation centers were conceived as building blocks for their respective clusters. They will catalyze the development of solutions needed to address the challenges posed by the climate crisis. From discoveries in life sciences to precision agriculture applications to innovations in EV charging infrastructure, these hubs of innovation will undoubtedly play an important role in accelerating sustainable climate adaptation throughout the Capital Region and beyond.

Further north in Yuba County, the proposed [Wheatland Research Center](#) will provide additional space for climate-related R&D. The Yuba Water Agency, the [City of Wheatland](#), and the [UC Center for Information Technology Research in the Interest of Society and the Banatao Institute \(CITRIS\)](#) have signed a memorandum of understanding (MOU) expressing their "desire to create a collaborative research facility" focused on wildfire and flood risk reduction, natural resource management, and other local climate-related concerns. This

group also affirmed their intention to “engage with ...leaders at Beale Air Force Base, for collaborative efforts that benefit all...”<sup>29</sup>

Private-sector firms have a role to play in the regional innovation ecosystem too. Innovation-intensive companies are important sites for applied R&D. For these firms, maintaining a competitive advantage in the global marketplace requires consistent investment in product design, manufacturing process improvements, and skills training. Bosch’s plans for the former TSI Semiconductors facility in Roseville offers a case in point. **Bosch** will invest \$1.5 billion to transform the site into an important new node in its global semiconductor manufacturing network. The company will retain the existing workforce and expects to expand it substantially in the years ahead. [Placer County](#) has already begun conversations with the [City of Roseville](#), [Sierra College](#), and the [Golden Sierra Job Training Agency](#) to coordinate workforce development efforts related to this substantial investment.

### **Entrepreneurship and small business activity**

The level of entrepreneurship and small business activity in a region reflects the area economy’s ability to identify new market opportunities, develop innovative products and companies, and accelerate local wealth-building and job creation.

In recent years, efforts to boost entrepreneurship have tended to focus on tech-enabled startups with high potential for growth. These firms often rely on venture capital to leverage innovations at scale. When successful, they can bring significant benefit to the regional economy in the form of quality jobs and increased productivity.

But tech startups are only part of the picture. Entrepreneurs that start and run Main Street businesses and local-serving firms merit attention and investment. These small and microbusinesses circulate money within the local economy and carry important implications for community investment and generational wealth-building. And yet, despite their proven importance, these companies tend to have trouble securing the capital investment and technical assistance they need to be successful.

Across the eight-country region, a wealth of resources exist to help area residents start and run successful businesses, though access varies depending on geographic location, program capacity, and other factors. Learning about available help is often the first barrier facing entrepreneurs and small business owners, particularly if they come from historically underrepresented and / or disinvested communities. But once people make a connection with this broader ecosystem, it becomes much easier for them to find out about other support available.

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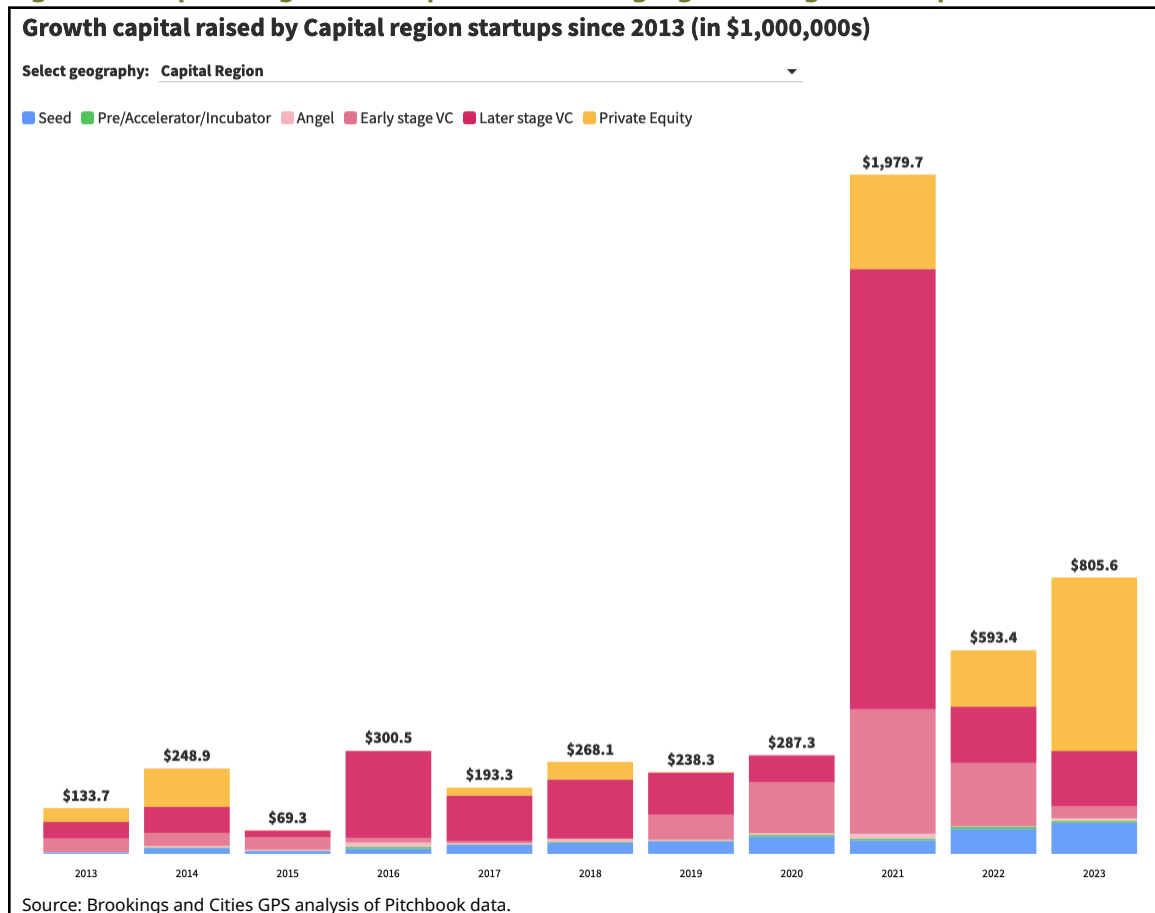
<sup>29</sup> “Memorandum of Understanding between City of Wheatland, Yuba Water Agency, and the University of California Center for Information Technology Research in the Interest of Society” (May 2022); Yuba Water Agency, “CITRIS and the Banatao Institute, Yuba Water, and City of Wheatland Establish Research Agreement” (May 17, 2023), accessed at <https://www.yubawater.org/CivicAlerts.aspx?AID=235> (December 18, 2023).

In the Capital Region, programming for tech-enabled startups and local small and microbusinesses tends to operate on separate tracks, which is understandable given the distinct needs and priorities of these two groups. Local economic development entities tend to focus on assisting small and microbusiness owners. Entrepreneurial supports, on the other hand, lean more toward the high-growth-potential end of the spectrum. Although this prioritization makes sense given the outsized contributions that traded-sector firms can make to regional economies, it has the potential to diminish small and microbusiness entrepreneurship if taken to an extreme.

The Capital Region’s vibrant entrepreneurial ecosystem draws strength from its large scale and multiple nodes of activity. The many organizations and individuals involved in this ecosystem together provide an important “backyard advantage” for entrepreneurs in the eight-county region. A wide range of programming exists to help potential founders move from initial concept to launch and scale-up.

Startups in the Capital Region have attracted increasing amounts of growth capital in recent years. Although the nearly \$2 billion secured in 2021 remains something of an outlier driven by increased risk tolerance as the pandemic waned, growth capital overall has trended upward since 2019, reflecting a solid base of high-potential early-stage firms.

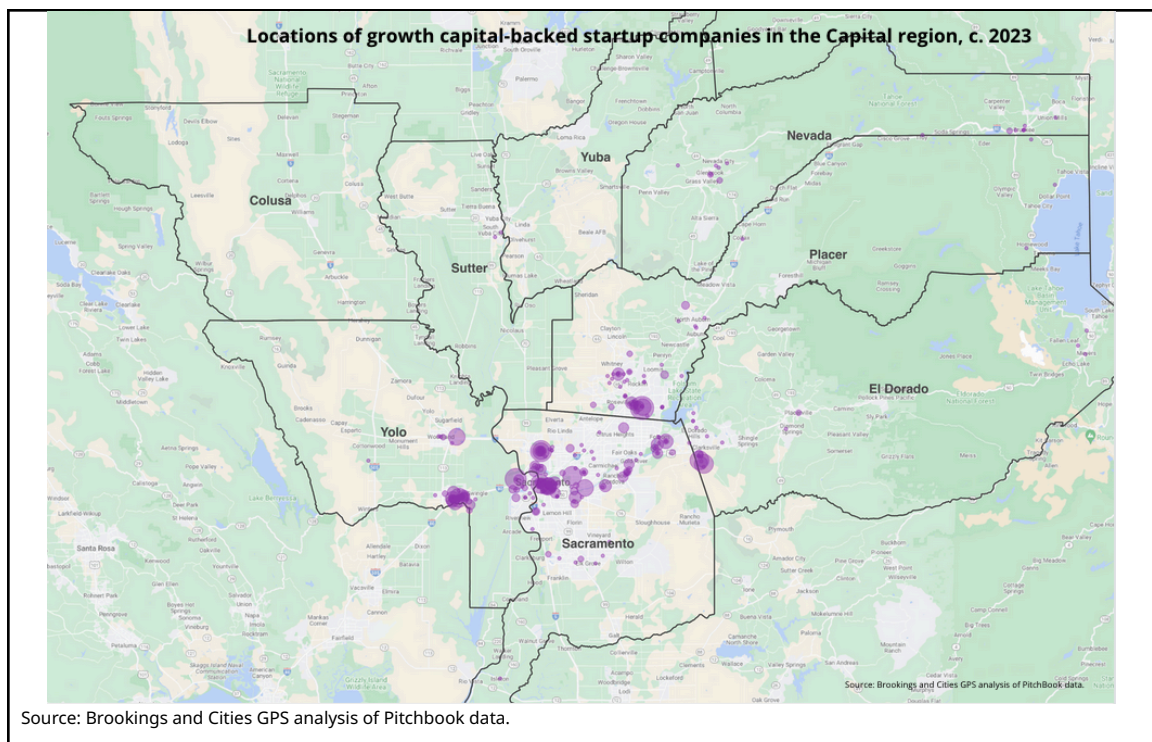
**Figure 61. Capital Region startups are attracting significant growth capital**



Note: 2023 figures refer to only part of the year.

Companies receiving growth capital in the region hail from a handful of key industries. Startups in information technology, healthcare, and consumer products and services received the lion's share of financing, but other sectors such as energy, materials and resources, business products and services, and financial services have also seen respectable levels of investment. These firms are clustered in the region's denser, more populated communities, where entrepreneurial support providers, business services, and potential customers tend to be easier to access.

**Figure 62. Startup activity in the Capital Region tends to cluster in denser, more populated areas**



Vibrant entrepreneurial support ecosystems don't just appear overnight; rather, they grow from deliberate investment in building strong relationships among entrepreneurial support organizations (ESOs), investors, research institutions, and other key stakeholders. The continuous maintenance and growth of these interconnections, though vital, is not sufficiently resourced at present. A handful of individuals drive this work in the Capital Region, often on a pro bono basis because they lack funding to support their efforts. Because most funding for entrepreneurial support is earmarked for service provision, network building tends to get short shrift. Some parts of the region already recognize the importance of ecosystem building and have launched their own efforts to cultivate stronger

entrepreneur communities. The Envision Tahoe Prosperity Playbook calls for deliberate investment in the Tahoe-Truckee entrepreneurial ecosystem. Similar efforts across the Capital Region could go a long way toward strengthening this already impressive regional network.

The Capital Region ecosystem is composed of a variety of actors, including institutions of higher education, venture capital funds, startup incubators, and nonprofits. Three key organizations anchor the broader network with a distinctive mix of entrepreneurial support programming and collaborative ecosystem building activities.

- [Carlsen Center for Innovation and Entrepreneurship \(CIE\) at Sacramento State](#) offers cohort programs, workshops, networking events, and a continuing education certificate program focused on innovation and entrepreneurship. It serves the six-county Greater Sacramento region, with programming open to the Sacramento State as well as the general public. Community members represent roughly 70 percent of CIE users; Sacramento State students make up the remaining 30 percent. CIE recently received a state grant for the Accelerate California: Inclusive Innovation Hub program, which will provide expanded services for entrepreneurs across the region.
- [The Growth Factory](#) in Roseville combines investment from its geographically focused VC fund with startup support programming for pre-seed and seed-stage startups. Its accelerator program helps founders move from minimum viable product to investment-ready over the course of 18 months. The Growth Factory also partners with cities, counties, high schools, community colleges, and others in the Capital Region to provide entrepreneurial support programming, host pitch competitions, and more.
- [StartupSac](#) is a nonprofit ESO hosts a variety of workshops, events, and networking opportunities to educate and strengthen connections across the entrepreneurial ecosystem. The organization's website acts as a clearinghouse for local events, opportunities, resources, and news of relevance to the Sacramento startup community. It also provides contract services for ESOs and startups, ranging from event production to marketing and website development to research and consulting.

These three anchor organizations together co-founded the Sacramento Entrepreneurial Growth Alliance (SEGA), "a network of collaborative entrepreneurial ecosystem builders with a bias towards action and a commitment to grow equitable opportunities and fuel a thriving

regional economy.”<sup>30</sup> SEGA recently announced that it would be partnering with GSEC on a new entrepreneurship initiative focused on strengthening connectivity within the entrepreneurial ecosystem in order to encourage collaboration and energize the region’s startup community.

Broadly inclusive entrepreneurial ecosystems appreciate the distinct perspectives that different actors bring to the table based on their lived experience, family of origin, and other factors. They recognize that new business possibilities can emerge in any community and encourage an entrepreneurial culture of problem solving rooted in local knowledge. Perhaps most importantly for economic outcomes, they understand that inclusive and diverse entrepreneurial ecosystems offer a competitive edge in the global marketplace. The ideas that entrepreneurs bring to life come at least in part from their lives and the world around them. People from different backgrounds come up with different ideas, at least some of which are likely to hold appeal for markets outside the United States.

An organization that makes greater diversity among regional tech founders a central goal is [FourthWave](#). This cohort accelerator program works with women-led high-potential seed- and series A-stage tech startups with some measure of traction (e.g., intellectual property, revenue, customer base). FourthWave is very intentional about reaching out to different communities through trusted community-based organizations and their networks. Their approach reflects an awareness that women founders face different challenges in their entrepreneurial journeys and can benefit from programming and support that are tailored to meet their distinct needs. Increasing the number and capacity of ESOs and investors that prioritize inclusion and founder diversity will reinforce work already underway at FourthWave and help the Capital Region make the most of the creativity that exists across its many communities.

Statistically speaking, startup founders from historically underrepresented backgrounds face steeper barriers to capital access. There is a shortage of pre-seed funding and technical assistance for those entrepreneurs who are not in a position to self-fund their company’s early days or get help from friends and family. Although venture capital is improving in terms of diversity and inclusion, levels of investment in firms headed by people of color and white women remain abysmally low. A 2023 report from McKinsey & Company found that Black and Latinx founders received 2.5 percent of all U.S. venture capital in 2022, while women founders garnered just 1.9 percent. Latinas and Black women founders faced the worst of both worlds, securing a mere 0.1 percent of U.S. venture capital invested that year.<sup>31</sup>

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<sup>30</sup> Cameron Law, “Entrepreneurial Growth Strengthened with Regional Resources,” *Sacramento Business Journal* (Sept. 26, 2022).

<sup>31</sup> McKinsey & Company, “Underestimated Start-Up Founders: The Untapped Opportunity” (June 2023), accessed at <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/underestimated-start-up-founders-the-untapped-opportunity> (December 18, 2023).



In today's challenging investment environment, reduced access to venture capital ultimately prevents needed innovations from reaching the market. Connecting innovators with proof-of-concept funding, affordable lab space, back office assistance, and mentorship can help startups advance to the next stage and make them more attractive to potential investors.

[UC Davis Venture Catalyst](#) uses grant support, technical assistance, and its extended network to promote innovation-intensive entrepreneurship among university students, staff, faculty, and alumni. Demand for proof-of-concept funding in particular far outstrips resources available. Venture Catalyst awards between five and nine proof-of-concept grants each year, despite the fact that half of the 40-odd applications it receives merit funding.

Nonprofit ESO [AgStart](#) works with high-potential entrepreneurs in the fields of agriculture, food, and health. Its wet lab facility, [The Lab@AgStart](#), provides affordable shared equipment and lab space for early-stage bench research. This facility also features a food lab for researchers testing ingredients and prototyping food products. For those interested in launching a food-based business, [Alchemist Public Market](#) offers business basics, an incubator program and shared commercial kitchen space for would-be food entrepreneurs from Sacramento's lower-income communities.

[CleanStart](#), another nonprofit ESO, builds connections within the clean tech community and helps very early-stage companies in the region get ready for funding. Investment in additional capacity for these proven programs would accelerate innovation and energize startup and scale-up activity in high-growth tradable industries.

But not every business owner is looking for venture capital. Local-serving companies and Main Street businesses instead need small-dollar debt financing and technical assistance tailored to their situation. Securing this support poses a challenge for many small and microbusiness owners, whether due to credit issues, limited capacity, or lack of familiarity with available resources.

Several organizations in the Capital Region focus on working with owners of small and microbusinesses. A few cities—among them Elk Grove, Rancho Cordova, and Rocklin—offer free business counseling and, in some cases, grant support for entrepreneurs. Federally funded [Small Business Development Centers \(SBDCs\)](#) located throughout the region provide free technical assistance that covers virtually every aspect of starting and operating a small business. Unfortunately most small and microbusiness owners are not aware that these services are available. SBDCs operate with minimal funding and have no budget for marketing and outreach, relying instead on word of mouth and referrals from their host organization ([California Capital Financial Development Corporation](#) in Sacramento, Sutter, Yolo, and Yuba Counties; [Sierra Business Council](#) in El Dorado, Nevada, and Placer Counties; and [Butte College](#) in Colusa County).

**California Capital FDC** refers its borrowers to on-site SBDC services as a matter of course, making technical assistance a condition of its loans in order to set borrowers up for success.

It specializes in working with small and microbusiness owners, with loans ranging from \$2500 to 150,000. California Capital meets business owners where they are with face-to-face outreach, bilingual programming located in the community, and assistance tailored to the distinct needs of each company.

Potential entrepreneurs from underinvested communities face particular challenges when trying to start their businesses. Sacramento-based nonprofit [CLTRE](#) works to empower these individuals with culturally relevant programming and a welcoming ethos. Its CLTRE Navigator program provides targeted assistance to founders of color to help them navigate their entrepreneurial journey and establish successful businesses.

In places where the nearest SBDC is far away, local economic development organizations are stepping into the gap. The [Nevada County Economic Resource Council \(NCERC\)](#) and the [Yuba-Sutter Economic Development Corporation \(YSEDC\)](#) also offer free one-on-one advising for area business owners. YSEDC also has a free multi-week QuickBooks training that includes a one-year subscription to the software.

A number of stakeholders in the subregions have expressed interest in using procurement strategies to leverage anchor institutions' purchasing power in support of local small businesses, with priority for vendors owned by individuals from historically underrepresented backgrounds. Action on this front is promising but still nascent. [Beale AFB](#) and [Sacramento Municipal Utility District \(SMUD\)](#) both have active procurement efforts that they continue to refine. The [CalAsian Chamber](#) offers concierge-style matchmaking for purchasers seeking local vendors. Collaboration among anchors, vendor contract financing, and face-to-face outreach will lower barriers to participation for smaller local vendors.

### **Infrastructure**

Healthy regional economies need efficient and accessible transportation options, global broadband connectivity, reliable power, and other infrastructure fundamentals. Regular maintenance of these assets ensures area residents and businesses have the built environment they need to participate in the regional economy.

In recent years drought, wildfire, freezes, high winds, and flooding have put the Capital Region's infrastructure to the test. These climate-related natural disasters are creating new challenges across the five subregions, with historically disinvested and under-resourced communities bearing the brunt of climate-related impacts. As deadlines for statewide climate targets approach, local jurisdictions will need to figure out how to pay for zero-emission public transit, ZEV charging and refueling stations, clean power generation and transmission, energy efficiency retrofitting, and other infrastructure related to decarbonization, electrification, and climate readiness.

Major infrastructure projects, if well-designed and resourced, have the ability to boost economic activity and improve quality of life for residents. However, despite unprecedented levels of federal and state infrastructure spending, certain parts of the region are finding it

difficult to secure the resources they need. When forced to compete with the more heavily populated urban and suburban parts of the region, rural communities and other historically disinvested areas often come up short.

Broadband connectivity offers a case in point. A great deal of legwork has gone into bringing broadband to California's rural areas. Opportunities for agrifoodtech adoption, remote work, online education, and business operations make these investments imperative. Historically internet service providers have underinvested in rural areas, citing the high costs and limited return from investments in low-density areas. The pandemic revealed the need for broadband infrastructure in older urban and suburban neighborhoods as well. To make matters worse, state and federal funding for broadband infrastructure has fallen well short of regional needs. The State of California's historic \$6.5 billion investment in a 10,000-mile broadband network, which includes \$2 billion for last-mile investments, aims to address these past shortfalls by bringing improved access to unserved and underserved communities across the state. In order to make the most of this opportunity, jurisdictions and anchor institutions throughout the region will need to collaborate on joint use opportunities, efficient permitting processes, and stronger relationships with relevant state agencies. The [Connected Capital Area Broadband Consortium](#) (Sacramento, Sutter, Yolo, and Yuba Counties), the [Gold Country Broadband Consortium](#) (El Dorado, Nevada, and Placer Counties), and the [Upstate California Connect Consortium](#) (Colusa County as well as Glenn and Lake Counties) offers a solid foundation for this work. With funding from the [California Public Utilities Commission](#), these consortia collaborate on efforts to bring broadband to unserved and underserved communities in the region.

Road construction and maintenance pose a similar challenge. Rural infrastructure serves a relatively small number of people and tends to be expensive due to the remote locations involved. These factors make it difficult to compete for resources against projects that serve larger populations.

Infrastructure also determines whether rural communities are able to build housing, space for businesses, and other needed construction. Challenges in securing power, broadband, water management, and other vital infrastructure have led to development projects being delayed or even canceled. Within the [PG&E](#) service area, long lead times and delays are the norm, creating a level of uncertainty that frustrates and discourages businesses and local governments alike.

### **Governance**

Regions with effective governance structures recognize that inclusive economic outcomes requires cross-sector collaboration, clearly defined roles, a shared vision, and a detailed implementation plan. These places also know that reversing past harms caused by exclusionary economic development practices will only happen through deliberate outreach and engagement led by trusted community-based organizations.

Historically the Capital Region has experienced fragmentation, with overlapping jurisdictions and organizations competing for resources. Stakeholders often end up stepping on one another's toes instead of seeking out opportunities for collaboration. With a major influx of federal funding underway, the need to improve coordination has never been more acute. Communication and transparency will be essential if the region hopes to secure its fair share of federal investment.

Alone and in groups, several economic development entities in the region have created plans that set a vision and identify priority industries. But when it comes to bringing these plans to life, the Capital Region often falls short. Local organizations lack the capacity to develop an implementation plan once the planning process is complete, and plans very rarely identify a mechanism for moving implementation forward. This cycle seeds discouragement and distrust, making the possibility of future collaboration more difficult. Greater attention to the resources, capacity, and actions needed to bring plans to fruition can help rebuild trust among different communities by making sure that clear outcomes result from the time and energy spent developing strategies.

The divide between economic development and community development is another source of conflict within the Capital Region governance landscape. Each side brings a distinct perspective, with different priorities, concerns, and even vocabularies. Some level of translation is needed to bridge the distance between these two critical functions.

Lack of organizational capacity, particularly among community-based organizations (CBOs), leaves little time for anything other than service provision and fundraising to keep the doors open. Zero-sum thinking often develops as organizations compete with one another for resources. A scarcity mindset takes hold, undermining possibilities for collaboration.

Community engagement in the region has been somewhat fragmented, making some residents and CBOs wary of such efforts depending how well their community has been taken into account in the past. A history of superficial engagement and after-the-fact communications has damaged trust, with some coming to the conclusion (rightly or wrongly) that those in positions of influence are out of touch with the needs of the communities.

The California Jobs First process offers an opportunity to begin a much-anticipated shift to a more inclusive and collaborative approach to economic and community development. By developing a shared vocabulary and vision grounded in local knowledge and community needs, Capital Region stakeholders are doing the difficult work of finding what sociologist Manuel Pastor has described as "uncommon common ground."<sup>32</sup>

This effort marks the first time that the breadth and depth of stakeholders from all eight counties have joined to explore possibilities for strengthening the regional economy, but it builds on some history of subregional organizing. Over the past 15 years, Capital Region

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<sup>32</sup> Manuel Pastor, Summer of Collective Learning webinar (June 22, 2023).

entities have banded together in different geographic and institutional configurations to boost prosperity in their respective jurisdictions.

One of the largest recent collaborations -- Greater Sacramento's Prosperity Partnership -- formed in 2018 in support of a Brookings Metropolitan Policy Program market assessment of El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba Counties. This group included the Greater Sacramento Economic Council (GSEC), Sacramento Area Council of Governments (SACOG), the Sacramento Metropolitan Chamber of Commerce, and Valley Vision, later adding the Sacramento Asian Pacific Chamber of Commerce. Off that analytic base, the Prosperity Partnership produced a Comprehensive Economic Development Strategy (CEDS) for the six-county region, centered on quality jobs and access. Industry priorities identified informed county-level economic development plans and helped drive collaborations on core initiatives such as Aggie Square, the CMC, and a "Digital Upskill Sacramento" pilot. Some area workforce boards and community colleges recognized the cluster priorities in their strategies, although actually aligning programming and investments to them is inconsistent.

The Sierra Business Council, the Tahoe Prosperity Center, and the Yuba-Sutter Economic Development Corporation play comparable roles in other parts of the region. In Tahoe, stakeholders similarly collaborated on the creation of the Envision Tahoe Prosperity Playbook following many of the same principles and analytics, but going beyond strategy statements to tactics and specific actions needed for implementation.

Stakeholders from outside of Sacramento County appreciate the Prosperity Partnership's efforts to engage in regionwide economic development efforts. However, local needs and goals have at times been dwarfed by Sacramento's outsized economic, demographic, and political influence.

Other groups are organizing for impact in parts of the Capital Region, although the effect is more communication and connection than coordination or collaboration. The Yuba-Sutter Business Consortium brings together economic and workforce development practitioners from throughout the two-county region in order to increase coordination and cooperation. Founded in 2006, the consortium meets monthly to stay up to date on one another's activities. The group does business walks together to learn about challenges facing business owners and then uses that information to drive decisions about what workshops, seminars, and other programming to host. The consortium members have an informal "no wrong door" policy and regularly refer out to one another when their organization is unable to address a client's needs.

A similar approach is being pursued in El Dorado and Sacramento Counties by The 50 Economic Alliance, a business-government partnership to transcend jurisdictional boundaries and achieve critical mass along the Highway 50 corridor, promoting the philosophy that win for one should be a win for all. With support from GSEC, this effort is advancing a cooperative approach to economic development that coordinate business

relocation or expansion incentives and connects area firms with resources and expertise. Meanwhile, in Nevada County, the new county economic development office invited the Nevada County Economic Resource Center, Sierra Business Council, and Sierra Commons to collaborate on a two-year action plan for the county; the group expects to deliver this plan to the County Board of Supervisors for their approval in early 2024.

Community-based organizations (CBOs) are also part of the governance landscape. These grassroots actors tend to have strong relationships within their communities and a deep understanding of their constituents' needs and priorities. When included in economic development work, CBOs can begin to rebuild trust in communities with long histories of exclusion and disinvestment.

Doing so, however, requires additional capabilities that many CBOs do not have. Lack of capacity and limited resources force many community-based organizations to prioritize service delivery and fundraising in order to stay afloat, leaving little room for collaboration. Investing in CBO capacity may be needed for these organizations to engage effectively with other stakeholders from the public, private, civic, philanthropic, and nonprofit sectors.

## Supporting workers to help them find higher-quality work

Cultivating a skilled workforce is one of the most important levers for ensuring regional competitiveness in the global marketplace. While certain industries may out of necessity base location decisions on proximity to a physical asset or a particular population, most companies prioritize the strength of the existing workforce and the region's ability to prepare future workers to meet industry demand. This focus is doubly true for the innovation-intensive tradable industries that tend to concentrate quality jobs.

Regions also must take care to ensure broad access to pathways into quality jobs. Truly inclusive outcomes require attention to the specific concerns of workers from different communities, with special emphasis on providing support for historically underrepresented groups. Focused outreach and programming that attend to the distinctive needs of particular demographics can boost economic mobility and increase the likelihood that disadvantaged communities are able to benefit from regional economic development efforts.

### **What Counts as a Quality Job?**

Economic development has long prioritized and measured boosting overall job counts and capital expenditures in a particular geography. Although this approach can lead to economic growth, it does little to ensure that the resulting prosperity broadly shared.

Focusing solely on the number of jobs created fails to take into account that not all jobs are created equal: some pay a livable wage and include employer-provided health insurance, others do not. Likewise, use of average wages as an indicator of economic performance conceals significant variation in earning power among workers, which makes it more difficult to design

targeted interventions to assist lower-wage workers. As a result, economic development efforts have tended to create the greatest benefit for residents with higher levels of resources while leaving others behind.

This analysis instead focuses on creation of and access to *quality jobs* — positions that pay an annualized wage that (i) affords working families self-sufficiency and financial stability without safety net transfers while building some savings, (ii) offers employer-provided health insurance, and (iii) are durable or lead to another quality job over the next ten years.

Defining what counts as a quality job first requires establishing a wage threshold based on the costs of living in a particular place. The We Prosper Together's Collaborative decided to set its wage threshold at the annualized wage required to lift half of all struggling parents into economic self-sufficiency. While the end goal of the wage threshold remains the same across the region, the actual dollar amount varies depending on the economic dynamics of each subregion:

- Placer-El Dorado: \$69,972
- Nevada: \$68,340
- Sacramento-Yolo: \$62,628
- Colusa: \$60,180
- Yuba-Sutter: \$59,568

The analysis also identifies *promising jobs*—positions that do not provide a self-sufficiency wage and / or benefits, but do offer workers pathways to a quality job within the next 10 years. Promising jobs affords nuance in understanding economic potential and the labor market, recognizing that gaining experience and moving across occupations and sectors over time are intermediary career steps for workers to secure quality jobs at all levels of educational attainment.

Quality jobs and promising jobs together comprise the region's pool of *opportunity jobs*, meaning that they offer residents the potential to achieve financial economic self-sufficiency.

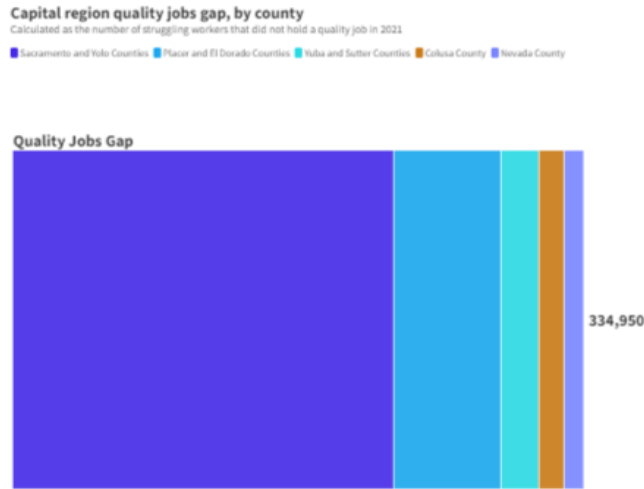
\* See the discussion of struggling workers in Section 3 for an in-depth look at self-sufficiency budgets and the impact of the high cost of living on area residents by region, subregion, and county. The Methodology appendix provides additional detail on quantitative methods.

### Quality jobs in the Capital Region

Within the Capital Region, more than half of jobs meet the criteria for an opportunity job. Just over one-third are quality jobs and another 18 percent are promising jobs. These proportions are relatively strong based on known comparisons with other regions in California and across the country. Nevertheless, to achieve the policy goal of having enough quality jobs in the regional economy to reduce the number of struggling working

parents by half leaves a gap of 334,000, with nearly two-thirds in the Sacramento-Yolo economic subregion.

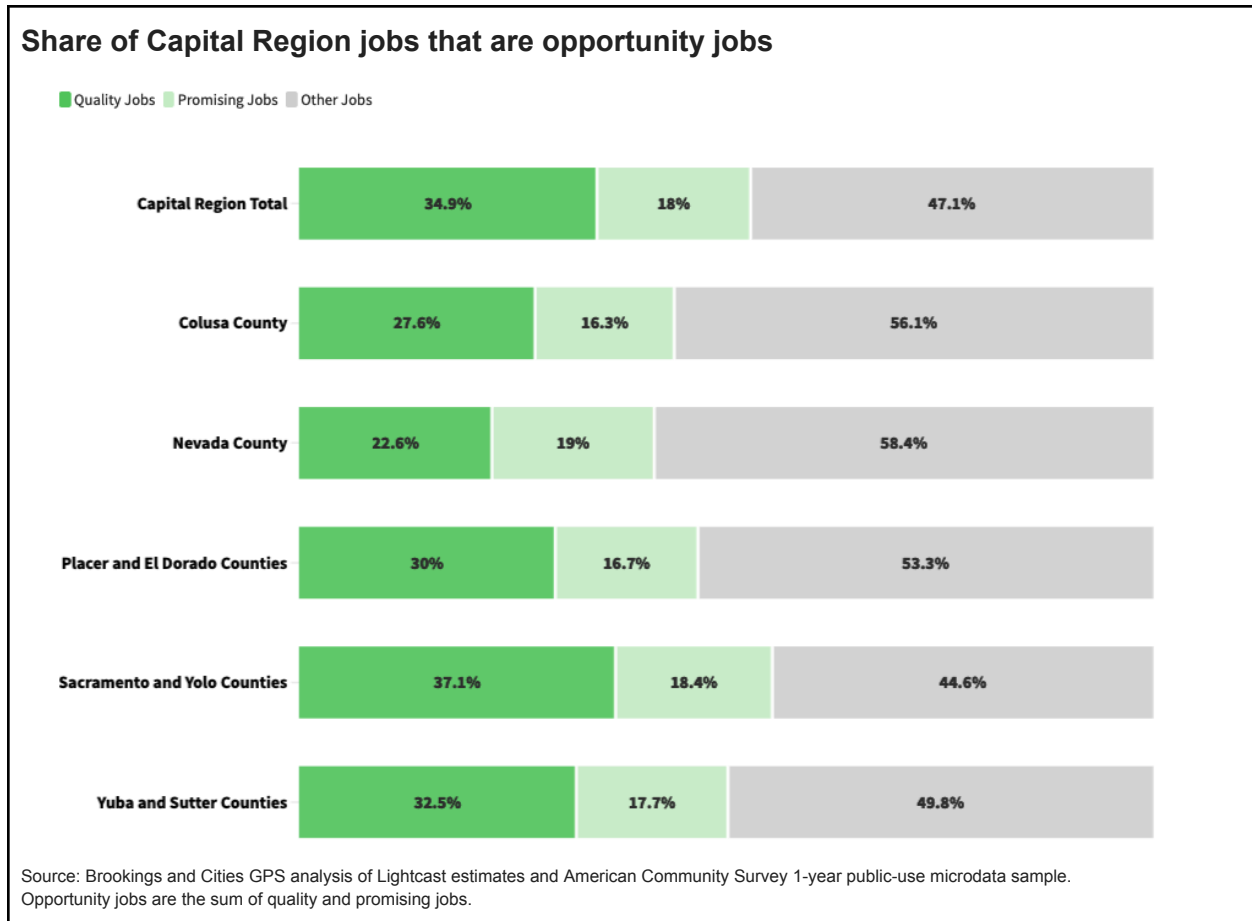
**Figure 63. The gap to achieve Capital Region policy goals for opportunity in the regional economy is 334,000 quality jobs**



The proportion of quality jobs varies somewhat at the subregional level, ranging from 22.6 percent in Nevada to 37 percent in Sacramento-Yolo. These variations reflect differences in economic structure and performance from one subregion to the next. The percentage of promising jobs, by contrast, remains relatively consistent across the eight-county region.

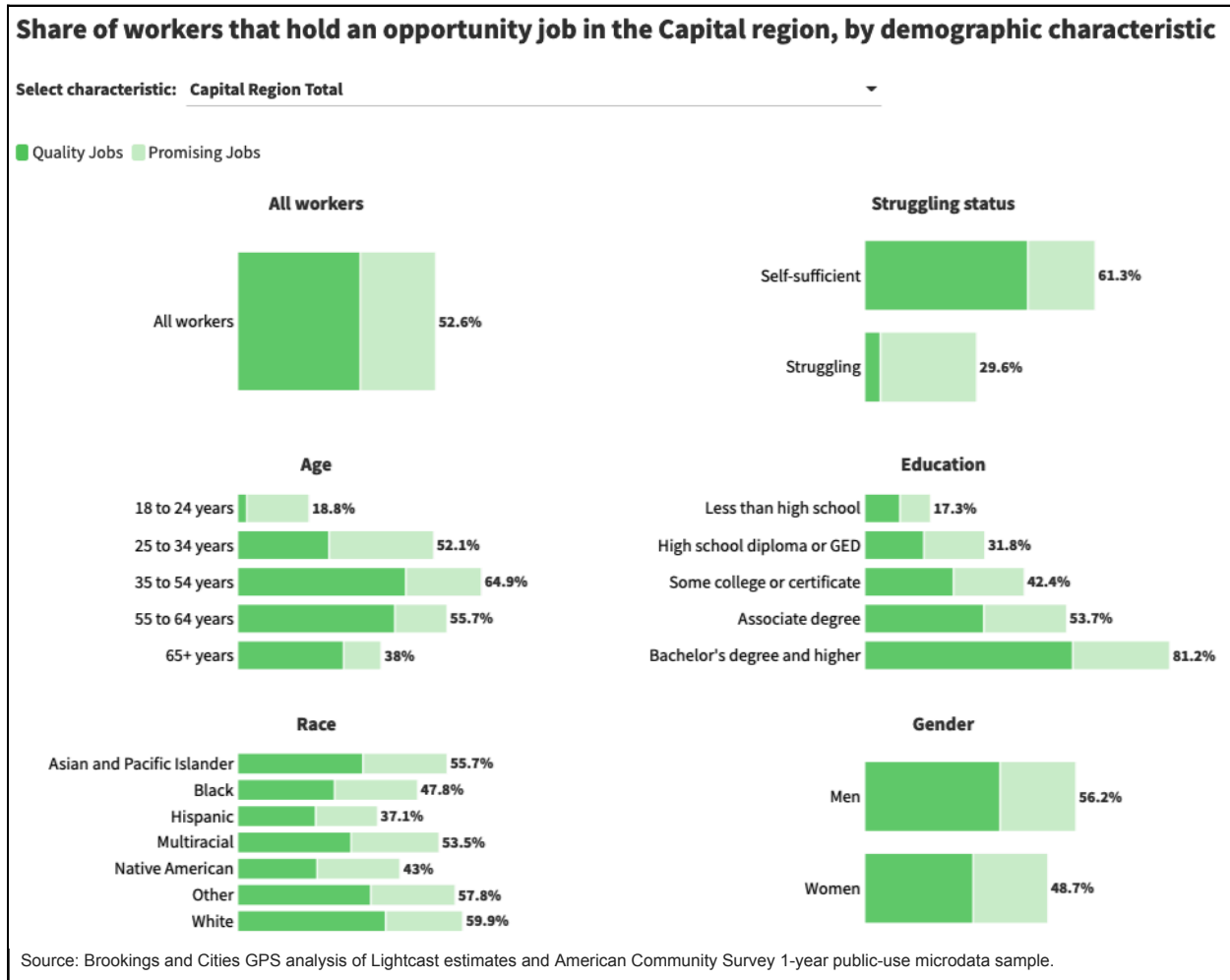


**Figure 64. More than half of all jobs in the Capital Region are opportunity jobs**



The likelihood that a Capital Region worker is able to obtain an opportunity job depends in part on their educational attainment and age, which often serve as proxies for skill level and experience. Older workers and those with higher levels of education are more likely to hold an opportunity job.

**Figure 65. The likelihood of having an opportunity job depends on age, educational attainment, and other factors**

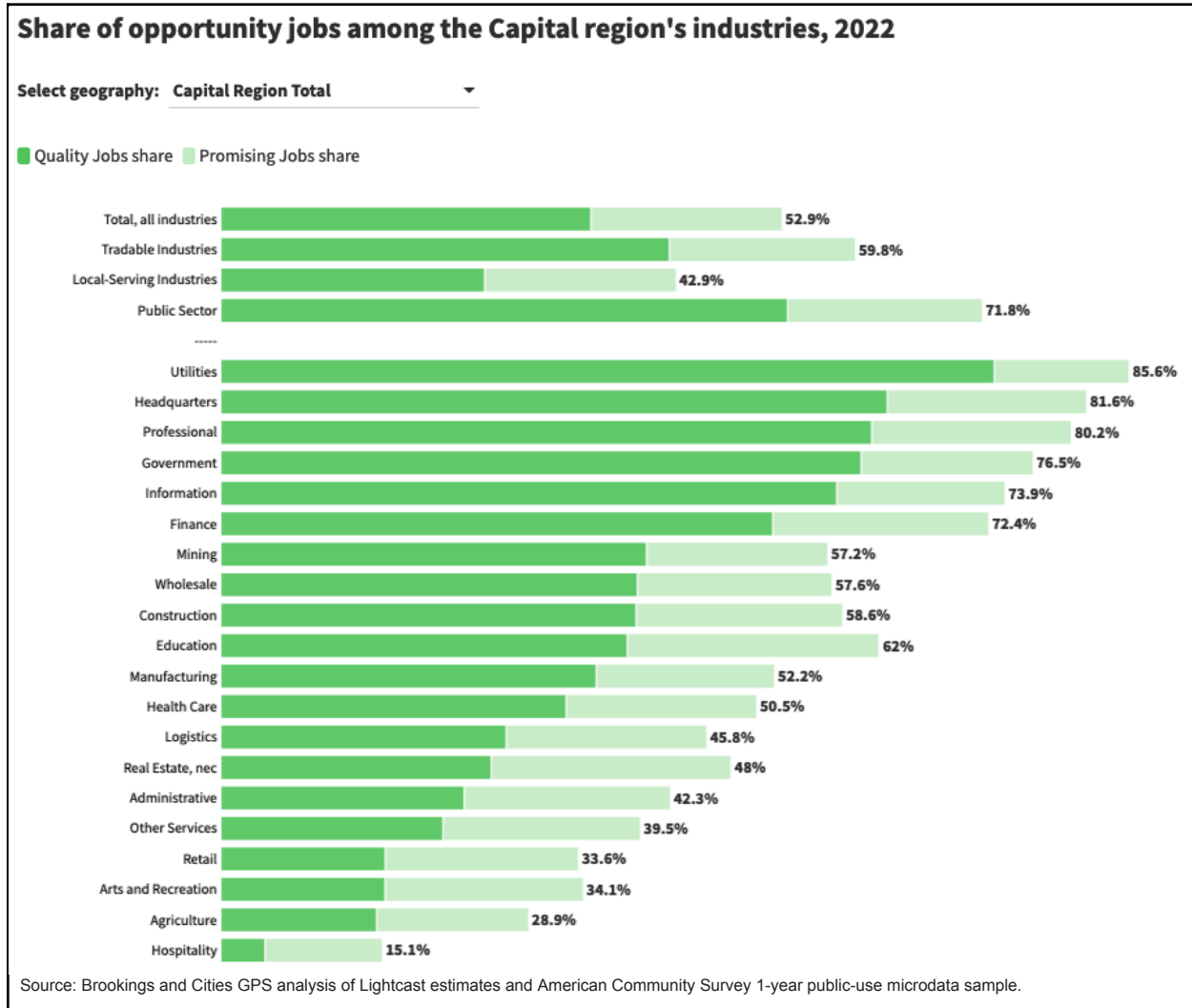


Demographic considerations such as race and ethnicity, gender, and socioeconomic status also shape workers' likelihood of holding an opportunity job. Although these factors have no bearing on workplace performance, they correspond with long-standing patterns of disadvantage and reduced access to opportunity faced by people of color, white women, and individuals from lower-income households. These persistent trends indicate that targeted outreach and support may be needed to increase access to opportunity jobs for workers from historically disadvantaged and underrepresented populations.

The proportion of opportunity jobs varies significantly among industries. Tradable, innovation-intensive sectors tend to produce a higher percentage of quality and promising jobs when compared to local-serving industries. In the Capital Region, 59.8 percent of jobs in tradable industries meet the criteria for an opportunity job. Just over two-fifths of tradable sector jobs can be considered quality jobs and another 17.5 percent are promising jobs. Local-serving industries, by contrast, have higher levels of promising and other jobs (meaning those jobs that neither pay a

livable wage nor provide employer-sponsored health insurance). In these sectors, 42.9 percent of jobs are opportunity jobs, with 24.8 percent of local-serving jobs meeting the bar for a quality job and 18 percent that can be seen as promising jobs.

**Figure 66. The proportion of opportunity jobs varies among and within sectors**



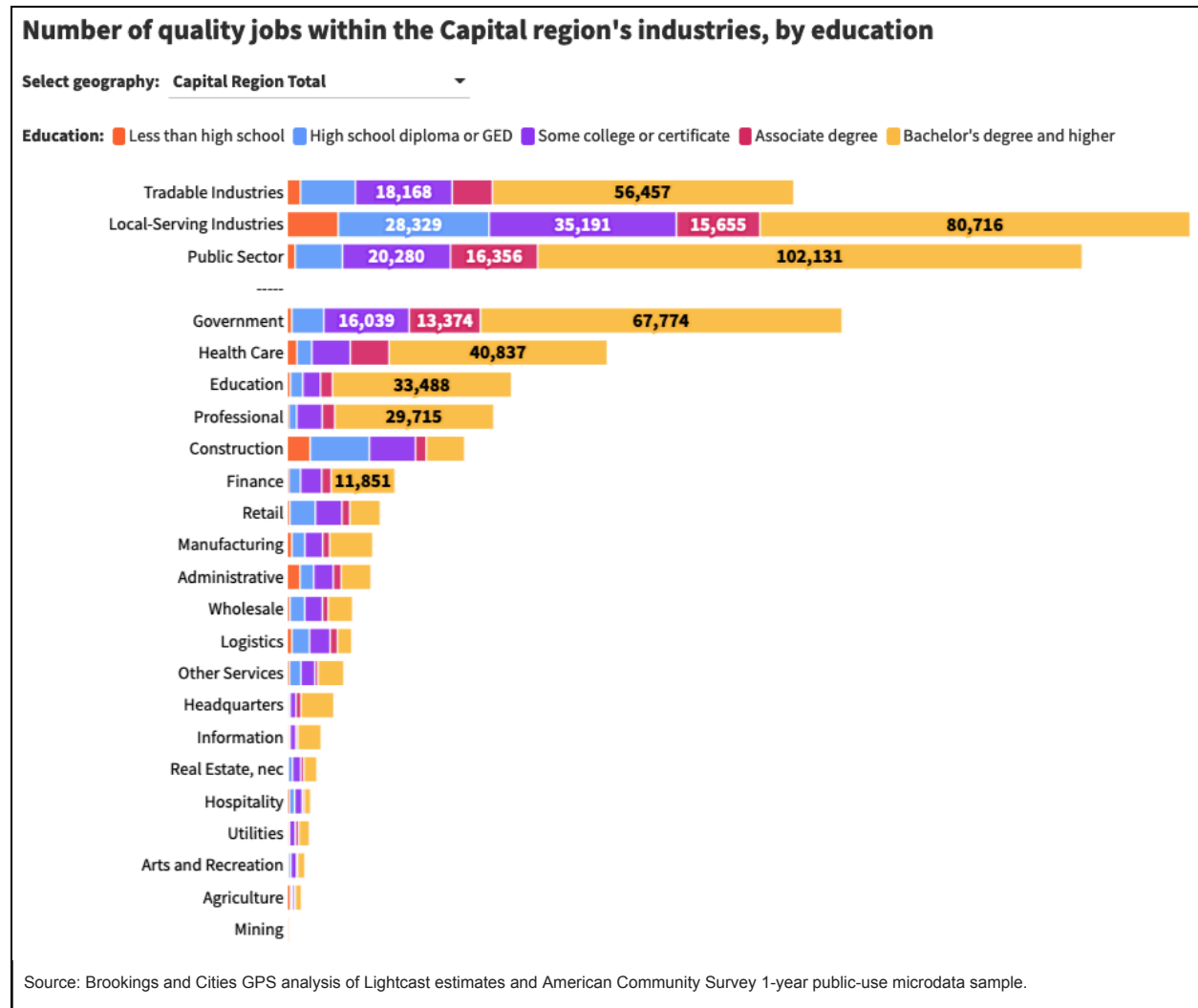
The concentration of state and local government functions in the Capital Region also contributes to the balance of quality jobs available. More than 70 percent of jobs in the public sector are opportunity jobs: 53.4 percent of public-sector jobs can be considered quality jobs, while 18.3 percent fit the definition of a quality job. Because these occupations offer greater economic mobility and stability, ensuring broad access to pathways into public-sector jobs can create new opportunities for struggling workers.

The distribution of opportunity jobs in a given industry tends to be consistent across different levels of educational attainment. Thus a Capital Region worker with a high school diploma or G.E.D. working in the public sector or a tradable industry is more likely to have an opportunity job than

someone with the same level of education working in a local-serving sector. For this reason, deliberate efforts to grow tradable industries and expand pathways into quality public-sector jobs can help improve the circumstances of area workers even if they do not have a four-year degree.

Those Capital Region industries with the highest concentrations of quality jobs employ the largest numbers of skilled workers. Individuals with a four-year degree or higher hold the vast majority of quality jobs in the region (represented by the yellow segments in the chart below). This reality reflects the fact that many quality jobs—particularly those at the higher end of the wage scale—require more education and training. As a result, fewer quality jobs are accessible to workers with an associate degree, some college, or a certificate, and fewer still for those with a high school diploma or equivalency. Though less common, these jobs boost economic mobility for workers with lower levels of educational attainment and often act as important stepping stones for career advancement.

**Figure 67. Higher levels of educational attainment are required for many of the region's quality jobs**

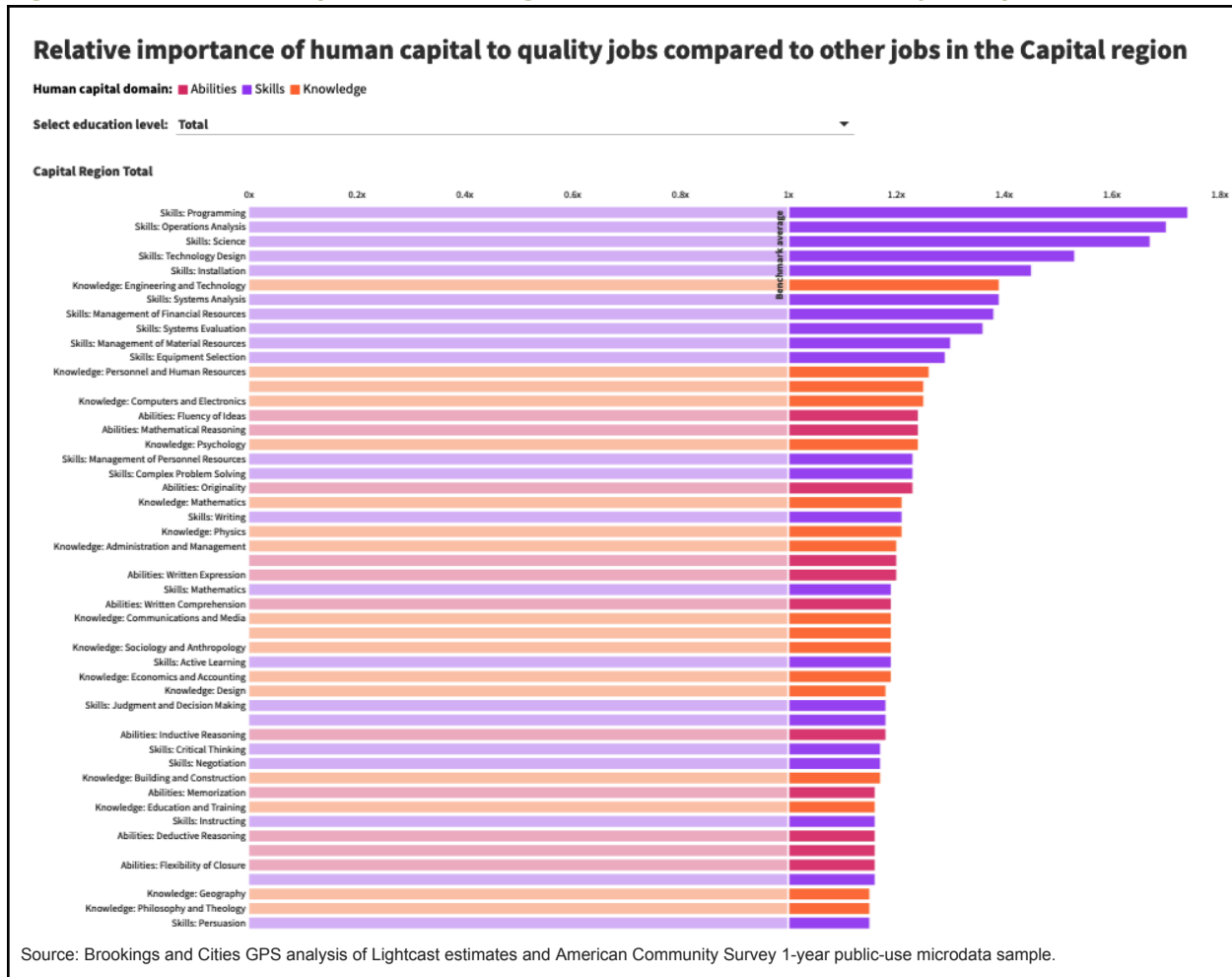


## **Struggling workers have much of the knowledge, skills, and abilities needed to secure a quality job**

In addition to assessing the distribution of quality jobs by industry and worker characteristics, this report also explores the extent to which workers possess the knowledge and skills required to pursue work in sectors offering quality jobs. This mode of analysis highlights shared skills needs across industries and potential cross-sector career pathways that together can inform targeted education and workforce training interventions.

Across all levels of educational attainment, technical skills and knowledge are more important for quality jobs than they are for other jobs. As a result, workers with specific industry expertise and more developed skills tend to be better positioned for quality jobs. Which is not to say that workers necessarily need a four-year degree in order to have a better chance of securing quality work. In many cases, industry-recognized certificate courses and short-term skills training programs are all that is needed to help workers gain the requisite knowledge for these jobs. Targeted efforts to raise awareness of and create well-supported pathways into these occupations can help more Capital Region workers achieve economic self-sufficiency.

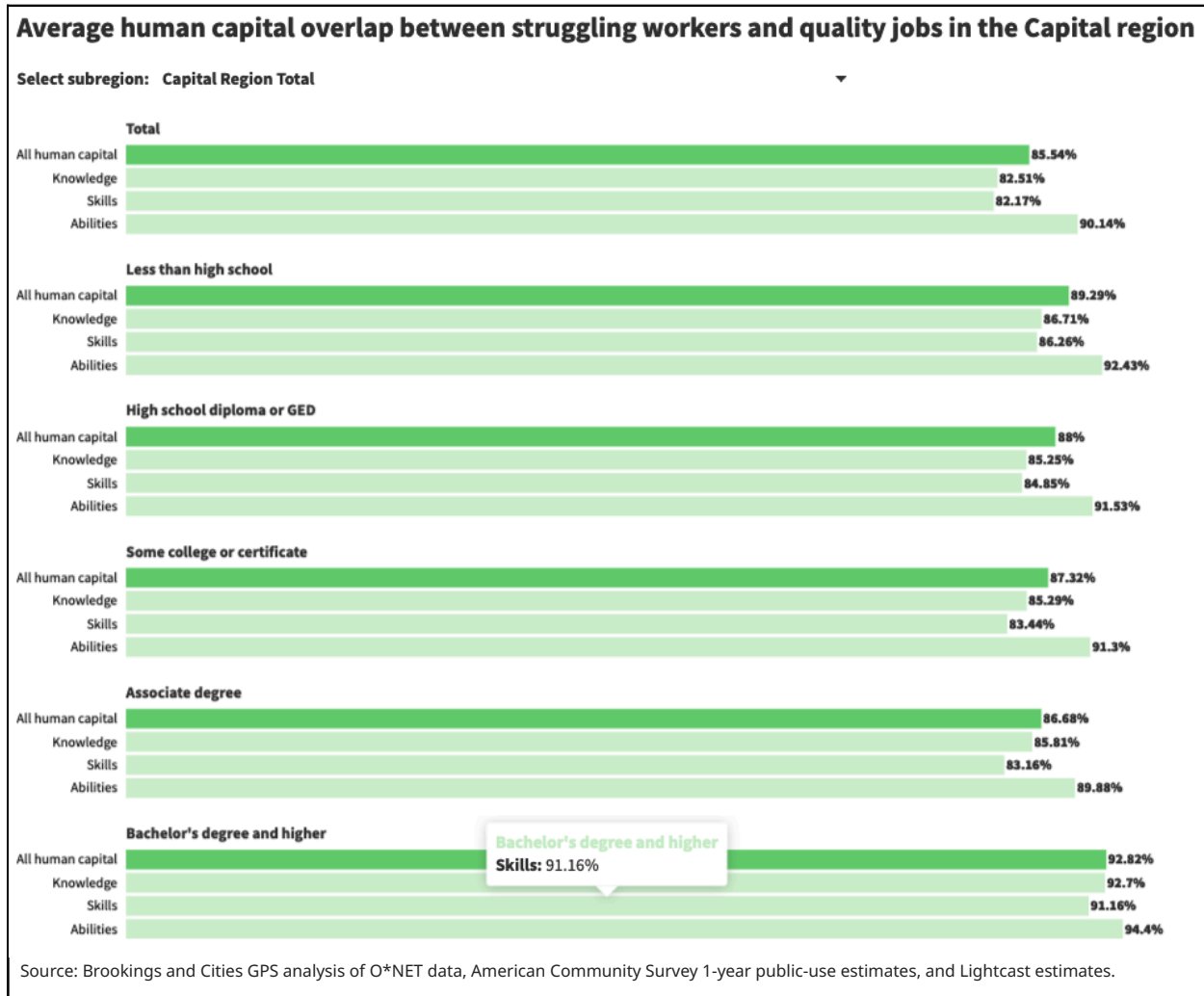
**Figure 68. Demand for specific knowledge, skills, and abilities varies by occupation**



Analysis also revealed that struggling workers often possess much of the knowledge, skills, and abilities needed to hold a quality job in the Capital Region.

The chart below highlights the average overlap between quality job requirements and the capabilities and competencies of struggling workers in the Capital Region. Contrary to the long-running focus on skills gaps, struggling workers have 85.54 percent of the knowledge, skills, and abilities that quality jobs require across all education levels. These proportions vary by educational attainment, with workers who have a four-year degree having the highest amount of overlap with quality job prerequisites (92.82 percent). These high levels of overlap suggest that observed skills gaps stem from other factors. Industry-specific language about needed skills and knowledge may be making it difficult for employers to recognize how skills developed in one sector might translate to another.

**Figure 69. Struggling workers in the Capital Region often have much of the knowledge, skills, and abilities needed to hold a quality job**



In all, this suggests that acquisition of specific technical skills and expertise could help more struggling workers find quality work in the Capital Region. Education and workforce training programs that aim to close these gaps, when paired with wraparound supports and targeted outreach to historically underrepresented communities, could make a sizable difference in helping more Capital Region workers find quality jobs.

**Education and training programs offer a foundation for connecting residents to quality jobs but need to be bolstered**

The Capital Region is home to a number of institutions of higher education, ranging from four-year research universities to community colleges (see table below). These postsecondary assets provide a solid anchor for the regional workforce development ecosystem. Workforce development boards, adult education programs, community-based organizations, and K-12 systems also contribute to

this ecosystem, with chambers of commerce, industry associations, and individual firms providing employer insights to inform workforce development plans.

County	Two- and four-year institutions of higher education
Colusa	Woodland Community College - Colusa County Campus
El Dorado	Everett University Danville Community College Danville Regional Medical Center School of Health Professions Lake Tahoe Community College Folsom Lake College - El Dorado Center
Nevada	Sierra College - Nevada County Campus Sierra College - Tahoe Truckee Campus
Placer	Heald College - Roseville Sierra College Rocklin Campus William Jessup University
Sacramento	Bryan College California Northstate University California State University-Sacramento Campus Vocational School (formerly MTI College) Charles A. Jones Skills and Business Education Center Elite Progressive School of Cosmetology Epic Bible College Federico Beauty Institute Heald College - Rancho Cordova High-Tech Institute - Sacramento International Academy of Design and Technology Los Rios Community College District - American River College Los Rios Community College District - Cosumnes River College Los Rios Community College District - Folsom Lake College Los Rios Community College District - Sacramento City College Maric College - Sacramento Campus National Career Education San Joaquin Valley College - Rancho Cordova Universal Technical Institute of Northern California Inc University of Phoenix - Sacramento Valley Campus
Sutter	Sutter County Career Training Center
Yolo	Sacramento City College - West Sacramento and Davis campuses University of California - Davis Yuba Community College District - Woodland Community College



County	Two- and four-year institutions of higher education
Yuba	Yuba Community College District –Yuba College

### Representative training program providers in the Capital Region

Organization	Activities
Greater Sacramento Urban League Empowerment Center	Programs connecting youth and adults with employers looking to fill part-time, full-time and seasonal positions, focused on Black and other underserved populations.
Golden Sierra Job Training Agency	Joint workforce board initiative of El Dorado, Placer, and Alpine counties providing hiring, on-the-job training, internship, and other supports.
La Familia Counseling Center	Sacramento-based on-the-job training and employment programs for at-risk youth and adults.
North Central Counties Consortium	Joint powers workforce board for Colusa, Sutter, Yuba, and Glenn counties, providing job center services.
Northern California Construction Training Inc.	Non-profit pre-apprenticeship building trades program.
Pride Industries	Nonprofit training and employment opportunities for people with disabilities.
Sacramento Employment and Training Agency / Sacramento Works	Joint agency of the city and county of Sacramento for job training and matching, particularly serving people with barriers to employment.
Yolo Works	Yolo County workforce board offering basic job center services, plus access to online certifications, bilingual digital skills training, and other programs.

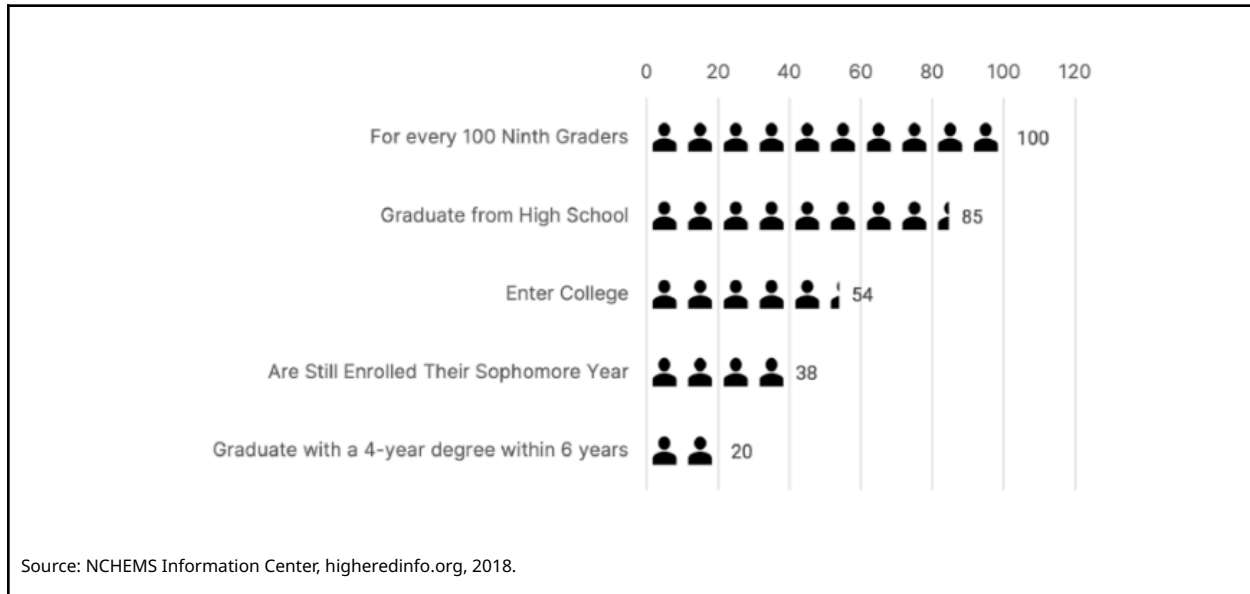
Taken together, these actors represent considerable assets. At the same time, education and workforce development in the Capital Region face serious constraints, like many other parts of the country. The nation’s education, training, and labor market strategies as a whole suffer from the “triple deficits” of inadequate access to postsecondary education, limited exposure to high-quality work experience and work-based learning, and insufficient counseling to help people chart their career path.<sup>33</sup>

In the United States, K-12, postsecondary and workforce systems operate in separate silos, each with its own governance structures, priorities, and funding mechanisms. As a result, the educational pipeline is leaky. A 2018 National Center for Higher Education Management Systems

<sup>33</sup> Georgetown University Center on Education and the Workforce, “Youth Policy: How Can We Smooth the Rocky Pathway to Adulthood?” (2021), accessed at <https://cew.georgetown.edu/cew-reports/youthpolicy/> (December 18, 2023).

(NCHEMS) study found that just 20 percent of ninth-graders had earned a four-year degree six years after high school graduation.

**Figure 70. In 2018, only 20 percent of U.S. ninth-graders earned a four year degree within six years of high school graduation**



This finding is cause for particular concern given that the entire education and workforce development ecosystem relies heavily on college degrees as a criteria for job readiness.<sup>34</sup> Underinvestment in apprenticeships, internships, and other types of work-based learning compound the challenge by reducing opportunities for getting work experience before entering the workforce.

Part of the challenge involves the variable quality of K-12 education across the Capital Region. The Sacramento K-16 Collaborative is working to address this issue by “advancing educational equity and workforce opportunities...across California’s Capital Region...” As a participant in the California Regional K-16 Education Collaboratives Grant Program, the K-16 Collaborative is building new connections across K-12, postsecondary education, and industry in order to establish clear pathways to college and career.<sup>35</sup>

Conversations with stakeholders in education, workforce development, and industry confirmed that these challenges are at play in the Capital Region. Leaders from area community colleges and workforce development boards see a greater need for work-based learning and on-the-job training opportunities but lack the resources and capacity to develop this programming. They also noted

<sup>34</sup> Annalies Goger, “Desegregating Work and Learning through ‘Earn-and-Learn’ Models” (Brookings Institution: 2020), accessed at <https://www.brookings.edu/articles/desegregating-work-and-learning/> (December 18, 2023).

<sup>35</sup> Erin Kelley, “Sacramento Regional K-16 Collaborative” (UC Davis Diversity, Equity, and Inclusion: May 19, 2023), accessed at <https://diversity.ucdavis.edu/news/sacramento-regional-k-16-collaborative> (December 18, 2023).

that institutional performance measures and internal processes do not always support their ability to respond nimbly to regional labor market needs. Because workforce boards fund most training via the individual training accounts of the individuals they serve, they must identify other funding opportunities in order to provide cohort-based training for specific occupations or industries, a hallmark of effective sector strategies.

Career awareness among workers and students poses another challenge. Many people do not realize that sectors such as manufacturing and construction provide good jobs with upward mobility (including for those with less than a four-year degree). This lack of awareness results in under-enrolled educational programs and ongoing employer difficulties recruiting skilled workers. As Baby Boomer retirements continue to increase labor demand, targeted outreach is needed to raise awareness of these opportunities, particularly among historically underrepresented groups.

The most effective education and workforce development ecosystems depend on active collaboration with area employers in target industries. These private-sector stakeholders provide real-time insights, forecast skills needs, and work with education and training providers to develop curriculum and programming. The Capital Region recognizes the importance of industry involvement in the workforce ecosystem but has not taken full advantage of these relationships. Multiple employer advisory bodies associated with various organizations and programs exist throughout the region but the quality and rigor of these entities varies widely and employers' ability to shape standards and programs remains limited.

This type of coordination to support worker economic mobility and provide reliable talent pipelines for firms is beginning to emerge in parts of the region at various degrees of depth, scale, and sophistication. For example, the [Roseville Area Chamber of Commerce](#) has begun to apply the U.S. Chamber of Commerce Talent Pipeline Management (TPM) process<sup>36</sup> to address needs in the healthcare sector. A participating community college leader called the TPM process very productive, noting the value of a formal employer-led process to identify their workforce needs and challenges.<sup>37</sup>

Other intermediaries like Valley Vision have worked to strengthen lines of communication between companies, area community colleges, and local workforce development organizations. For example, these efforts resulted in the creation of the [Sacramento Valley Manufacturing Alliance \(SVMA\)](#), an industry-led organization working to raise career awareness and create clear pathways into manufacturing careers. With close to half of the manufacturing workforce slated for retirement by 2040, area manufacturers are planning for the future by reaching out to high school students and underemployed workers and helping them along the path to a career. SVMA members get "direct access to high school and community college career technical education faculty and students and input into curriculum development to meet the needs of manufacturers."

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<sup>36</sup> U.S. Chamber of Commerce Foundation, "Talent Pipeline Management," accessed at <https://www.uschamberfoundation.org/solutions/workforce-development-and-training/talent-pipeline-management> (December 18, 2023).

<sup>37</sup> Roseville Area Chamber of Commerce, "Building Roseville's Talent Pipeline," accessed at <https://www.rosevillechamber.com/building-rosevilles-talent-pipeline/> (December 18, 2023).

Industry groups such as the SVMA and the [North State Building Industry Association](#) partner with area community colleges and workforce boards to train and place workers. These community colleges also offer certificate and degree programs related to a number of sector-specific, in-demand occupations and provide classroom instruction for a number of apprenticeships. Examples include the Tahoe Culinary Academy at [Lake Tahoe Community College](#), construction apprenticeship programs at [American River College](#), and CNC machining and mechatronics tracks at [Sierra College](#).

However, comprehensive industry-led, sector-based workforce development is nascent and exceptional, not systemic or routinized to overcome fragmentation among and across employers and providers, linked to economic development priorities and opportunity jobs. More direct industry involvement in workforce development collaborations will create better alignment between companies' skills needs and programming available. A clear process to identify skill needs shared by multiple employers, when paired with industry collaboration on program development and work-based learning opportunities, could help strengthen and expand pathways into emerging sectors such as agri-food tech and clean tech.

One emerging emphasis for regional action in the near term could be the workforce demands created by the influx of construction and climate-related investment made possible by the Inflation Reduction Act and the Infrastructure Investment and Jobs Act. Green and grey infrastructure projects from electric vehicle charging installations to water / sewer rehabilitation will need more skilled workers to move forward, which means rapidly expanding or creating new programs and pathways into construction, energy, utilities, and more. Analysis shows these activities disproportionately concentrate promising and quality jobs, although their growth is dependent on government policy and budget decisions rather than economic development interventions.

SMUD is showing promise with programming focused on utility work. Its Energy Careers Pathways program raises awareness of clean energy career options and helps adults from underserved communities acquire the skills they need to find work in the industry. Early recruitment efforts generated very large numbers of applicants, but many lacked fundamental proficiencies needed like math skills; rather than dismiss them, these applicants represent a core group with interest to be engaged and targeted for short-term training to help meet minimum qualifications. As a strategy implication, incorporating basic adult education, "earn and learn" approaches, and wraparound support services into these programs will improve access and success outcomes, particularly for those from historically underrepresented or disinvested communities.

### **Support services can help improve economic mobility for disconnected populations**

The path to completing a training program or obtaining a degree or credential is not always easy. The postsecondary landscape is confusing, hard to navigate, and often financially out of reach. Many students end up taking much more time completing their studies than planned or drop out

before they finish. Only 60 percent of students<sup>38</sup> who enroll in a two- or four-year college or university earned a degree within six years, prompting some researchers to describe incoming students as facing “coin-toss odds of success.”<sup>39</sup>

Barriers to success can be academic challenges, financial instability, or life circumstances that make it difficult to focus on school, such as caring for family members or experiencing housing insecurity. Education and workforce providers in the Capital Region affirmed the difficulties that these barriers pose for local students and workers, particularly those who are first-generation, caregivers, and otherwise non-traditional students.

Lack of affordable childcare represents a major barrier to economic mobility for many residents of the region. In the Capital Region, nearly 35 percent of struggling workers has a child under the age of 18. Providing for children stretches household finances and time availability, contributing to higher shares of struggling adults. The share of struggling workers in different demographics tracks with this reality. Although married parents face above-average odds of struggling to make ends meet, those odds worsen significantly for single parents.

Limited English proficiency (LEP) poses another hurdle for some Capital Region workers. Without English proficiency, workers find their job options severely constrained and are more likely to face exploitation by unscrupulous employers. In the Capital Region, nearly 20 percent of all low-wage workers have LEP; among those aged 25-50 with a high school diploma or less, this figure rises to 38 percent.

Workforce boards and community colleges have done what they can to address these barriers. They regularly refer individuals to service providers, guidance and advising support, and in some cases financial assistance for emergencies or expenses related to employment or education. However, as the number of people assistance grows, these institutions are finding that they simply don't have the resources to offer this help at scale. Funding for workforce boards has declined since the passage of the federal Workforce Innovation and Opportunity Act, which provides the bulk of their funding.<sup>40</sup> Community colleges receive less funding per student than public four-year institutions, even though they serve a greater proportion of students needing additional support.<sup>41</sup> Even in California, which invests more in its community college system than other states, the

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<sup>38</sup> National Student Clearinghouse Research Center, “Completing College National and State Reports With Six- and Eight-Year Completion Rates Dashboards” (Nov. 2023), accessed at <https://nscresearchcenter.org/completing-college/> (December 18, 2023).

<sup>39</sup> James E. Rosenbaum, Caitlin E. Ahearn, and Janet E. Rosenbaum, *Bridging the Gaps: College Pathways to Career Success* (Russell Sage Foundation: 2017).

<sup>40</sup> Brooke Derenzis, Jeannine Laprad, Nakeisha Ricks-Pettyjohn, Roderick Taylor, “Creating An Equitable, Resilient Workforce System: New Ideas for the Workforce Innovation and Opportunity Act” (National Skills Coalition, 2023)

<sup>41</sup> Nikki Edgecombe, “Public Funding of Community Colleges” (Community College Research Center, 2022), accessed at <https://ccrc.tc.columbia.edu/publications/public-funding-community-colleges.html> (December 18, 2023).

per-student allocation for community colleges is still less than the allocations for the UC, CSU, and K-12 systems.<sup>42</sup>

### Areas for further exploration

- Talent “alignment” interpretation gauging the extent to which regional educational institutions are equipping graduates with credentials in disciplines that match quality jobs available in the regional economy.
- Subregional data presentation of educational attainment levels.
- Community insights on needs and gaps in workforce supports from residents and employers, being gathered through qualitative engagement processes currently underway, available to inform strategy processes in early 2024.

## Reducing barriers to accessing opportunity

While clear career pathways into quality jobs are a vitally necessary part of any inclusive regional economic strategy, they are not enough to advance inclusive economic growth on their own. For one thing, there simply are not enough jobs that pay enough to enable self-sufficiency for everyone. Only 35 percent of jobs in the Capital Region meet this report’s criteria for a quality job (i.e., pays an annualized livable wage, has employer-provided health insurance, and is likely to continue to do so in the years ahead). Education and skills-building increase the likelihood that someone will obtain a quality job but does not in itself *create* more quality jobs. And while the region – and the nation – is striving to increase the total share of quality jobs, it is unlikely there will ever be enough quality jobs for everyone who needs one to support themselves and their families.

Racial, gender, and age discrimination in the labor market continue to create challenges for many workers. Even with equivalent education and experience Black workers (and, to a lesser extent, Hispanic workers) earn less than white workers.<sup>43</sup> A meta-analysis of studies of racial discrimination in hiring since 1990 found the “magnitude and consistency of discrimination” to be a “sobering counterpoint” to more optimistic assessments about the declining significance of race in the hiring

<sup>42</sup> Kevin Cook, “Higher Education Funding in California” (Public Policy Institute of California, 2017), accessed at <https://www.ppic.org/publication/higher-education-funding-in-california/> (December 18, 2023).

<sup>43</sup> Federal Reserve Bank of San Francisco, “Disappointing Facts about the Black-White Wage Gap” (2017) <https://www.frbsf.org/economic-research/publications/economic-letter/2017/september/disappointing-facts-about-black-white-wage-gap/>; Maire T. Mora and Alberto Dávila, “The Hispanic–White Wage Gap has Remained Wide and Relatively Steady” (Economic Policy Institute: 2018), accessed at <https://www.epi.org/publication/the-hispanic-white-wage-gap-has-remained-wide-and-relatively-steady-examining-hispanic-white-gaps-in-wages-unemployment-labor-force-participation-and-education-by-gender-immigrant/> (December 18, 2023).

process.<sup>44</sup> The gender pay gap persists as well, with women earning less than men.<sup>45</sup> California has led the nation in passing equal pay legislation but policy must be followed by effective implementation, and there may be more work to do on that front.

The federal Earned Income Tax Credit (EITC) and the California Earned Income Tax Credit (CalEITC) are both important policy levers to help low-wage workers meet their basic needs. In addition to these established programs, some parts in the Capital Region are experimenting with another approach: providing unconditional monthly cash assistance to qualifying area residents in order to promote economic self-sufficiency. In Yolo County, families in the Yolo Basic Income Program (YoBI) receive monthly payments to lift them above the federal poverty measure for two years. Researchers from the UC Davis Center for Regional Change are evaluating the pilot with an eye toward improving and expanding it. Just east in Sacramento County, the United Way – California Capital Region ran its own universal basic income (UBI) pilot program that ended in May 2023. It is now working on two more pilots, one in Sacramento County and the other in the City of Sacramento, with CSU Sacramento handling evaluation. These and other innovative approaches will be needed to ensure that all Capital Region residents are able to meet their basic needs.

Lastly, the persistent shortage of affordable housing and childcare are long-standing problems that disproportionately affect low-income households and historically disadvantaged communities. In the Tahoe basin, for example, the median sale price for a single-family home is \$975,000, a price tag well out of reach for the vast majority of workers and families in the area.<sup>46</sup> Solutions at scale will require concerted action on the part of the public, private, philanthropic, and nonprofit sectors.

The number of licensed childcare spaces is wanting in every part of the Capital Region. Across all eight counties, more than half of childcare needs go unmet, forcing families to make tough choices between needed income and care work demands.

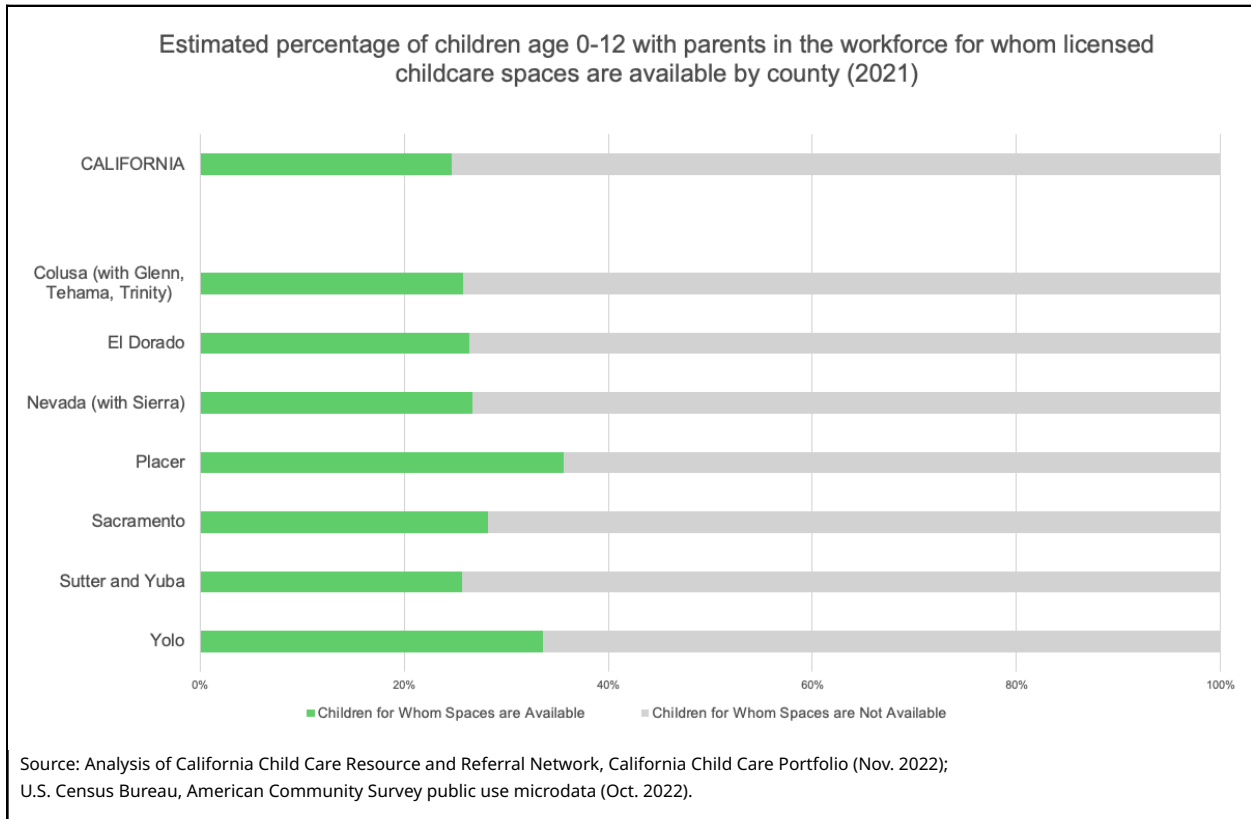
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<sup>44</sup> Lincoln Quillian, Devah Pager, Ole Hexel, and Arnfinn H Midtbøen, “Meta-Analysis of Field Experiments Shows No Change in Racial Discrimination in Hiring Over Time,” *Proceedings of the National Academy of Sciences* (2017).

<sup>45</sup> Francine D. Blau and Lawrence M. Kahn, “The Gender Wage Gap: Extent, Trends, and Explanations,” *Journal of Economic Literature* 55(3)(2017): 789–865.

<sup>46</sup> Redfin, “Lake Tahoe, CA Housing Market,” accessed at <https://www.redfin.com/neighborhood/66715/CA/Truckee/Lake-Tahoe/housing-market> (December 19, 2023).

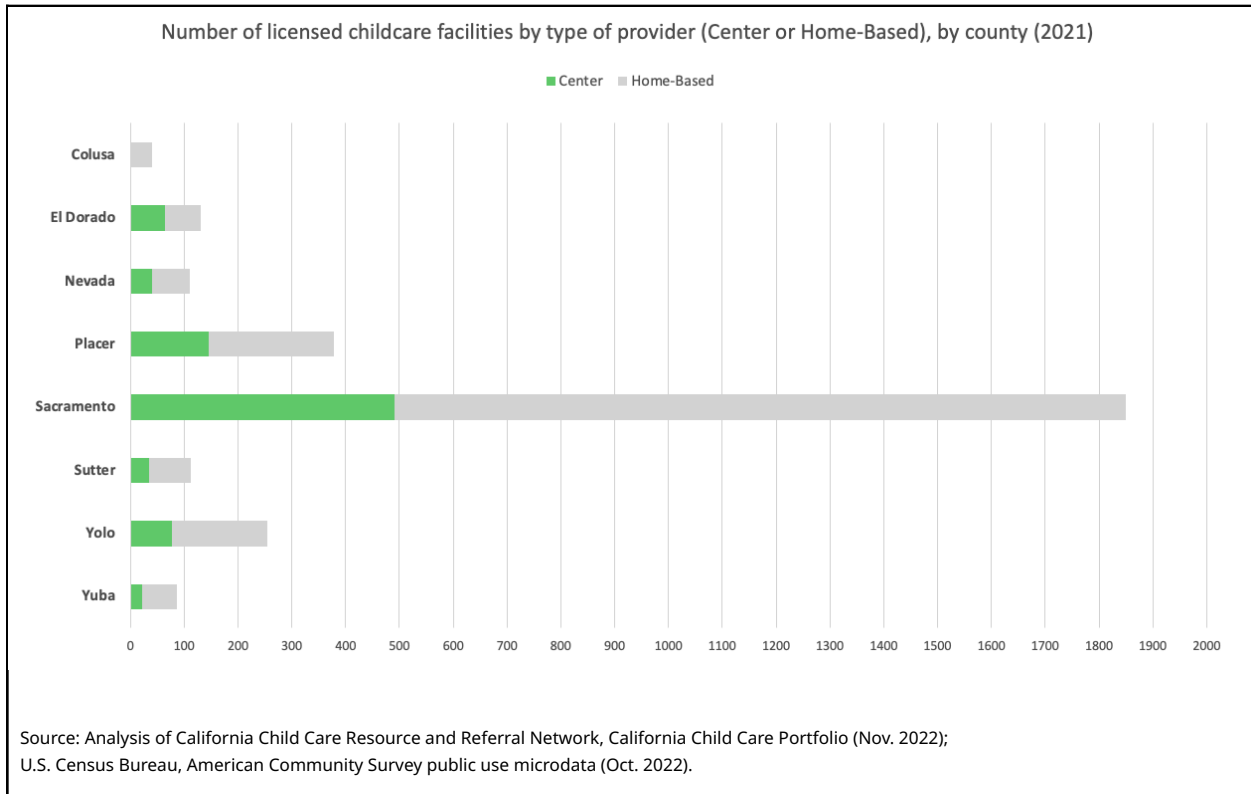
**Figure 71. Demand for licensed childcare far exceeds the number of spaces available in the region**



The region's more populous counties have a larger number of childcare facilities and individual spaces, reflecting their bigger populations.

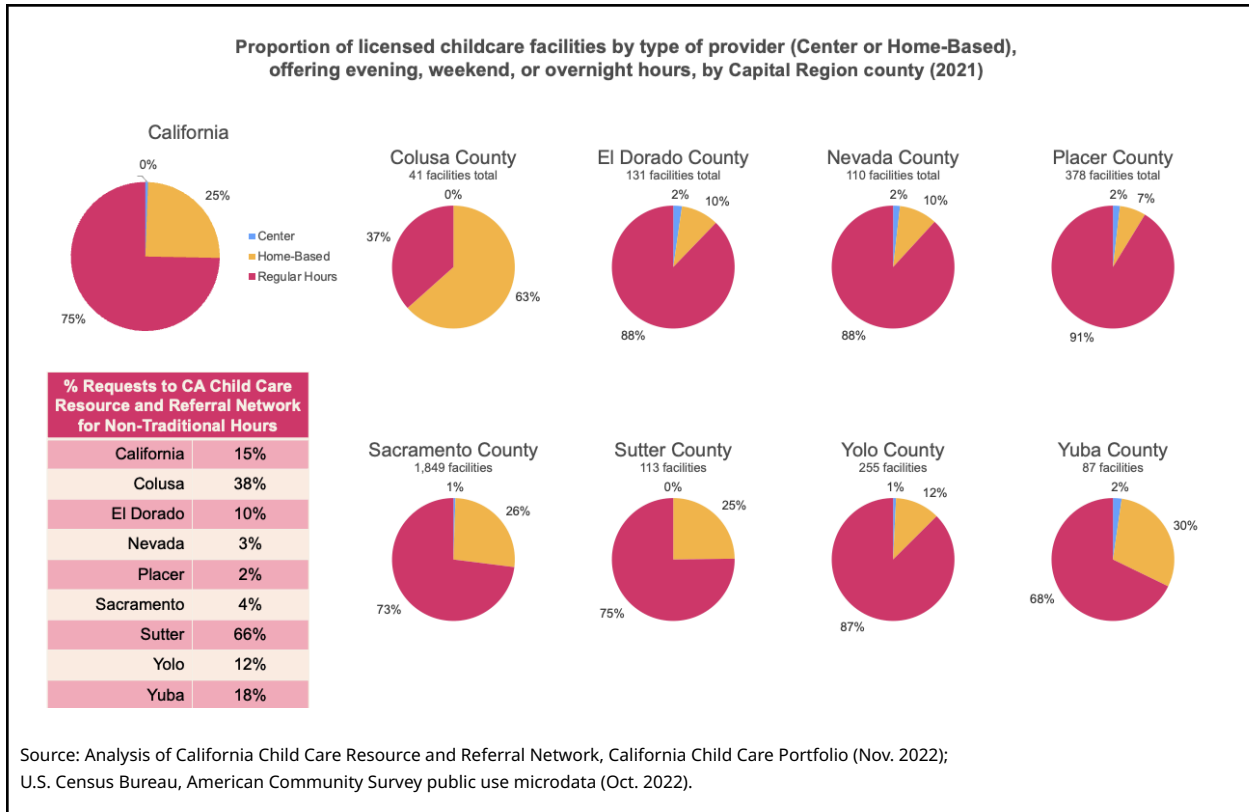


**Figure 72. The majority of childcare facilities are located in the region’s more populous counties.**

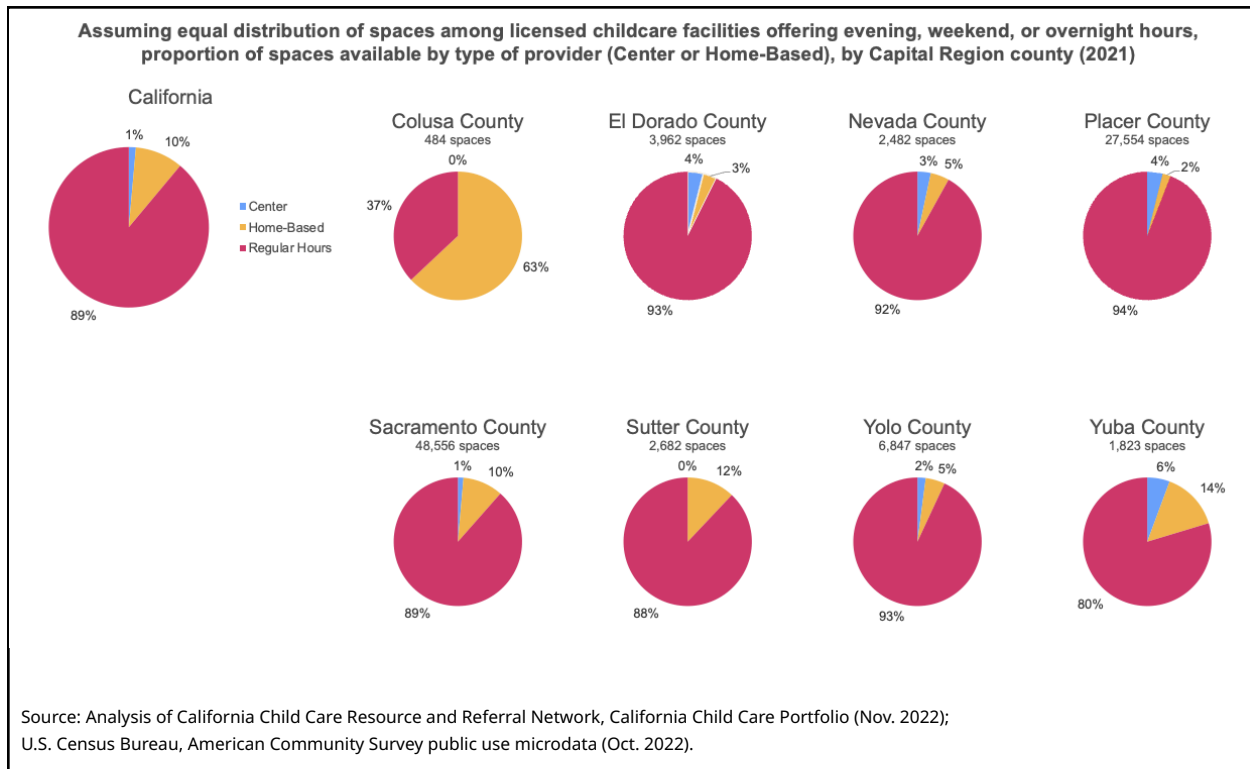


Families that need childcare in the evenings, weekends, or overnight hours face even steeper challenges. The majority of childcare facilities and childcare spaces are available only during regular business hours. This reality poses a particular challenge for shift workers, who can find their schedules severely curtailed by their lack of access to childcare. The sole exception is in Colusa County, where fully 63 percent of home-based providers are open during off hours.

**Figure 73. Most childcare facilities only offer services during regular business hours**



**Figure 74. Childcare options are limited in evenings, overnight, and on weekends**



The negative effects of the childcare shortage reverberate across the regional economy. According to a November 2022 study by the Manufacturing Institute, company leaders reported that among workforce challenges reported by women employees, nearly half (49.2 percent) had to do with lack of childcare support.<sup>47</sup> Other industries report similar difficulties. The childcare crunch acts as a brake on the economy by reducing the number of available workers. Furthermore, it undermines gender diversity by limiting women’s participation in the workforce, given that historically women have been responsible for unpaid care work within the home.

**Areas for further exploration**

- Community insights to validate or identify additional barriers to job access from resident and employer perspectives, being gathered through qualitative engagement processes currently underway, available to inform strategy processes in early 2024.

<sup>47</sup> Center for Manufacturing Research, “Closing the Gender Gap: Recruiting and Retaining Women in Manufacturing” (November 2022), accessed at [https://www.themanufacturinginstitute.org/wp-content/uploads/2022/11/MI\\_Gender-Gap-Study\\_Dec2022.pdf](https://www.themanufacturinginstitute.org/wp-content/uploads/2022/11/MI_Gender-Gap-Study_Dec2022.pdf) (December 19, 2023).

## 6. Adding it up: Cluster possibilities

Traded sector specializations where a region can claim a distinct “comparative advantage” are critical for maintaining sustainable economic growth amid competition with other U.S. and global regions. These specializations both generate new jobs themselves and bring new wealth into regions, which in turn, supports local-serving businesses.

Research throughout the report provides context to identify those industry advantages – or “cluster opportunities” that benefit from the proximate concentration of related firms and activities for value-chain, talent, and innovation connections. This includes the strengths and challenges of the region’s existing industry base, workforce, educational institutions and other innovation assets, infrastructure, and physical assets. It also considers possibilities and risks posed to and from the environment. Also critical is whether jobs in these industries provide wages and other benefits that offer families pathways to achieve self-sufficiency and economic potential.

**Figure 75: Factors guiding prioritization for regional economic focus of limited time and resources, narrowing from possibilities to preferences**



The assessment weighs these factors to identify two types of opportunities for exploration by the Capital Region:

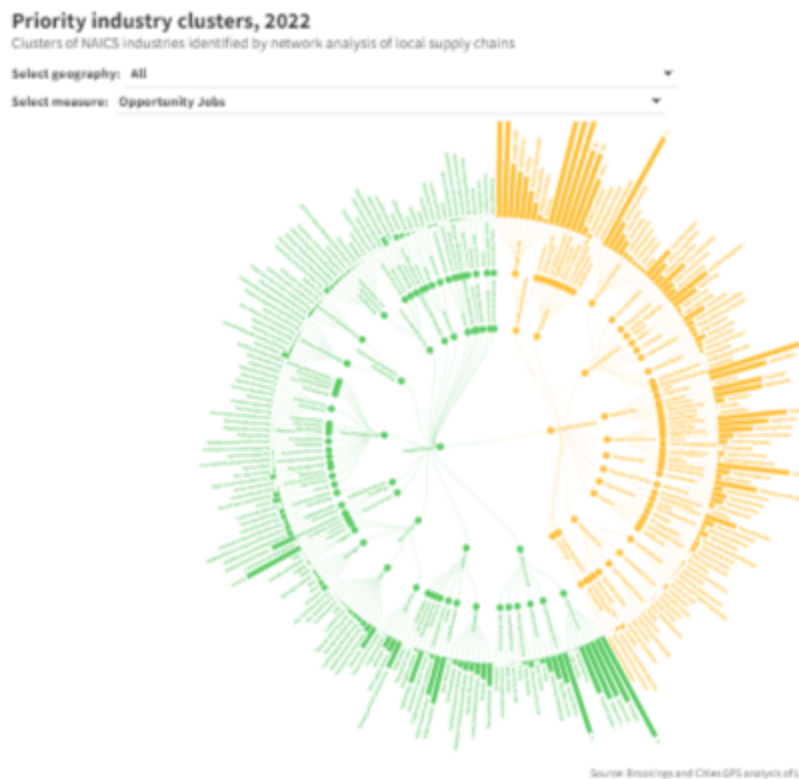
1. Subsectors and clustering relationships where the region has potential for economic and workforce development interventions to boost business growth that creates quality jobs and improves access to them.
2. Other major sectors that do not meet all criteria, but are historical regional anchors generating large numbers of jobs and could be targeted for other interventions to improve job quality.

## Evaluating opportunities within regional clusters

### Methodology

Building on earlier analyses of industry performance, machine learning methods were applied to large datasets that describe intraregional supply chains and talent demand to define strategic industry cluster opportunities. This approach revealed groups of industries that belong to the same regional value chain and groups of industries that have common talent needs, which are highly correlated with each other.

### Figure 76. Analysis of industry relationships at the regional level identify value-chain connections among subsectors that add up to clusters



*Analysis examines supply chain and talent attributes to map connections within and between sub-sectors, adding up to clusters. Nodes and lines show these connections, with bars representing scale. See interactive Capital Region Economic Assessment Databook at [www.weprospertogether.org/research](http://www.weprospertogether.org/research)*

The cluster groupings built were further evaluated through factors reflecting competitiveness in the global economy and alignment with California Jobs First values (see “Criteria / Lenses for Industry Selection”).

## Criteria / Lenses for Industry Selection

- **Tradability:** The industry is tradable and has a high growth multiplier, meaning each job created in the industry leads to creation of another in other industries.
- **Feasibility:** Support can be applied effectively because the region already boasts a specialization in the industry or because the industry is growing faster locally than it is nationwide.
- **Opportunity:** The industry can expand access to quality jobs because it either concentrates quality or promising jobs for all workers or for mid-skilled workers with some college, a certificate, or an associate degree.
- **Sustainability:** The sector can continue to be competitive given environmental standards, and advances California Jobs First objectives of promoting a transition to a low-carbon economy. *(Oil and gas-based industries are excluded; but other sectors are allowed if impacts are currently or forecasted to be abated to varying degrees, like using biomaterials for plastics or emerging production technologies for carbon control).*

**Figure 77. Analysis of industry clusters screened for traded status, feasibility, opportunity job concentration, and sustainability**



**This process sets a quantitative baseline, reinforced by preliminary feedback from economic development organizations and business intermediary groups, but requiring refinement through further qualitative industry and community inputs.** Quantitative reviews help to provide a consistent, empirical evidence base. However, data may not always capture emerging, nascent activity before achieving scale, such as the regional focus on clean tech commercialization. How data is gathered and organized also can influence assessments, where firms in sectors like mobility, zero-emission vehicles, or precision manufacturing do not fit or overlap national

standardized industry classifications, so self-reporting can distort interpretations. Qualitative feedback from extensive, direct, and targeted engagement with sector-specific businesses, investors, innovators, and workforce is required to substantiate findings and inform strategic direction.

## Regional cluster findings

Quantitative analysis identified a reasonably diverse mix of cluster possibilities built up from different subsectors that could support an inclusive growth strategy leveraging firm, talent, and innovation assets.

**Figure 78. Capital Region tradable sectors and clustering that meet screening criteria for economic development potential**

	Priority Clusters	Sacramento and Yolo Counties	Placer and El Dorado Counties	Yuba and Sutter Counties	Nevada County	Colusa County
Commodities	Agriculture	✓	✓	✓		✓
	Food	✓	✓	✓		✓
	Materials (Logging/Mining, derivative products)		✓	✓	✓	
Adv. Manufacturing	Instruments and Microelectronics / Machines	✓	✓	✓	✓	
	Automotives	✓	✓			
	Aerospace	✓	✓	✓		
Services	Computer Systems Design / Software	✓	✓		✓	
	Engineering, R&D, Design Services	✓	✓		✓	
	Business Administration + Management Consulting	✓	✓		✓	

- Precision Manufacturing.** Although disaggregated across separate traditional industry categories and comparatively small in terms of total establishments, a convergence of precision manufacturing activities presents emerging opportunities. Linking strength in firms, talent, and innovation across microelectronics and semiconductors, instrumentation, automotive and transportation equipment, and aerospace, the region evinces capacity for producing intricate, highly accurate components to meet stringent specifications and tolerances. As defined here, the precision manufacturing cluster currently represents 3.8 percent of regional exports and 1.8 percent of gross regional product (despite being diluted by commodity production) as well as nearly 2 percent of quality jobs. In light of major new investments in manufacturing and research by Solidigm and Bosch, a focus on this cluster could preserve and grow activities that generate middle-skill, middle-income jobs.

- **“Working Lands” Value Chains.** Manufacturing and downstream activities connected to the region’s exceptional natural resources show promise. Connections are evident between commodity production in agriculture, forestry, and mining throughout the eight counties as well as value-add in related processing, equipment, and advanced logistics that could further localize with adjustments in supply chain and international trade practices. Quality jobs are generated in the manufacture of construction materials, wood products, and food as well as related freight arrangement, packaging, and shipping. Goods movement advantages rely on internal growth of manufacturing and agriculture and are poised for further automation, requiring all dimensions of the value chain to be considered as a cluster.
- **Advanced Business and Technical Services.** Likely accelerated by the presence of state government, connections to the Bay Area, and the presence of business administration, business services are a major driver for the region, particularly in the Greater Sacramento metro area and in Nevada County, where it is the largest cluster to pass CJF selection screens. Subsectors of insurance also meet data criteria and merit deeper assessment. Opportunity is driven by a large, appropriately-skilled regional workforce associated with government and other management and headquarters functions.
- **Ag-Tech, Food-Tech, and Biomedical Innovations.** Well-known research and innovation capabilities in agricultural and biological science offer cross-cutting potential for capturing even greater commercial benefits in the region. Agricultural science represents one-third of peer-reviewed regional innovation outputs, spinning out more than 900 worldwide patents and 12 companies with 50 deals receiving \$1.4 billion in growth capital over ten years. Investment intensity in Capital Region agricultural innovation is three to 30 times the national average. Biological sciences for human health anchored in pharmaceuticals and biotech, devices, and traded health services represents another 45 percent of peer-reviewed outputs, representing some 40,000 articles leading to 4,400 new patented therapies and 130 regional startups securing growth capital totaling \$1.7 billion over ten years.

## Opportunities for upgrading jobs in historically significant industries

Because economic growth and new job creation alone cannot realistically close the gap needed to meet ambitions for availability of opportunity jobs in the region, consideration must be given to upgrading the quality of the existing employment base.

Several sectors that do not meet all criteria – such as hospitality, warehousing, and healthcare – nevertheless remain foundational to the region’s economy and jobs. Additionally, other industries



like agriculture lack a concentration of quality jobs but contribute to the vitality of related opportunity industries in the regional supply chain of a value-add cluster.

Further, certain local-serving subsectors offer opportunity jobs, like in healthcare delivery at hospitals or physician offices versus residential care facilities. Because these grow based on local demand, the focus is on workforce tools that ensure more equitable access to quality jobs available rather than economic development responses.

**Figure 79. Other major employment sectors in the Capital Region do not meet all criteria for targeting growth, but could be a focus for improving job quality or access**

	Upgrade Clusters	Sacramento and Yolo Counties	Placer and El Dorado Counties	Yuba and Sutter Counties	Nevada County	Colusa County
Ag & Food	Agriculture	⤴	⤴	⤴		⤴
	Food	⤴	⤴	⤴		⤴
Logistics	Wholesale	✓	✓	✓	✓	✓
	Freight and Transportation	✓	✓	✓	✓	✓
	Warehousing	✓	✓	✓	✓	
	Tourism / Accommodation	⤴	⤴	⤴	⤴	
Local-Serving	Healthcare	✓	✓	✓	✓	✓
	Retail	⤴	⤴	⤴	⤴	⤴
	Hospitality, Arts, Entertainment	⤴	⤴	⤴	⤴	⤴

While improving job quality in certain sectors and subsectors often is limited by market and regulatory forces, potential can be evaluated for a range of economic and workforce development interventions such as:

- Helping firms improve productivity and enable workers to garner higher wages through process innovations (e.g. technology adoption and training).
- Supporting targeted pathways for workers to transition to jobs with higher job quality (e.g. incumbent training).
- Providing technical assistance to employers, particularly middle-market firms, in business practices that improve access and mobility for workers (e.g. hiring policies, human resource planning and operations, streamlined access to training subsidies).

- Pursuing intermediary functions or employer collaboratives to provide scale in offering improved benefits to workers (e.g. childcare).
- Advancing peer and public policy action to "raise the floor" on working conditions (e.g. employer-of-choice status).

### **Impacts of Climate Change on Sector Opportunities**

Climate change presents notable direct and indirect threats to the vitality of anchor industries in the Capital Region that are major sources of economic activity and employment, particularly through extreme weather events, fires, droughts, flood, and heat.

- "Working lands" value-chains in agriculture / food production and forestry may be at risk due to rising temperatures, water reliability, and wildfires, as well as pests, altered planting seasons and other conditions that affect yields and productivity. Sector analysis confirmed that the relationship between supply of commodity inputs and value-add in processing, manufacturing, and advanced logistics within the region is tight, indicating effects on production could have a negative multiplier effect across industries that concentrate higher quality jobs.
- Tourism is subject to climate challenges that could both undermine the natural assets supporting the industry and increase demand beyond what is manageable in the region, centered in the Tahoe Basin. Greater wildfire risk due to changing weather patterns has severe economic impact, evidenced by \$50 million lost 2021; less precipitation could affect winter resorts reliant on snow sports. However, the region also is a temperate mountainous recreation and vacation destination for residents in nearby lower-elevation cities; data shows tourism to such locations increases as temperatures rise. Greater demand from warmer, drier, longer summers will have associated impacts on congestion, air emissions, and water quality.
- Competitiveness of a broader range of regional industries may be subject to climate change impacts on operations and expenses, including the precision manufacturing, logistics, and advanced business services sectors identified through cluster analysis. Clean energy transitions, insurance risk, supply chain and transportation disruptions, infrastructure vulnerabilities, and regulatory compliance for stringent emissions and waste management practices all can impose additional place-based costs for firms compared to peer regions in other states.

## Methodological Note

The durability of employment opportunities (and thus identification of workers and sectors at risk of displacement) is addressed in the analysis of industry performance and in the discussion of “opportunity jobs”:

1. Moody's Analytics' projections of industrial job growth at the county level are combined with the Bureau of Labor Statistics' projections of occupational employment growth by industry. The result is a forecast of job creation by occupation and industry at the local level.
2. This job creation forecast is combined with projections of local labor turnover by occupation to create an estimate of the relative level of job openings in each occupation in each industry.
3. In the final step, projections are factored into calculations of how incumbent workers will navigate projected shifts in labor demand and whether they will be able to reach or maintain sufficiently high wages in the future. This yields the identification of durable opportunity, meaning jobs that provide durable pathways to jobs with sufficiently high pay and benefits.

### **Opportunities created by federal and state place-based industrial policy**

Over the past few years, the federal government has authorized billions of dollars for much-needed investments in infrastructure, power generation and distribution, and the nation's industrial base. Funds and support from the 2021 American Rescue Plan, the 2021 Infrastructure Investment and Jobs Act, the 2022 CHIPS and Science Act, and the 2022 Inflation Reduction Act will help accelerate climate adaptation investments, modernize the power grid, and boost innovation and supply chain resilience in priority industries. The State of California has taken steps to leverage federal funding and recent budget surpluses to advance similar goals.

A sizable proportion of the funding made available by the 117th Congress and the Biden Administration aims to provide support for regional economic development strategy development and implementation. Key federal initiatives include formula-determined infrastructure and clean energy funding as well as competitive grant programs such as the Build Back Better Regional Challenge, Tech Hubs, and Regional Clean Hydrogen Hubs.

The Capital Region's industry strengths in food and agriculture, life sciences, and semiconductors (among others) are relevant to the aims of many of these programs. The region was part of a successful \$21.4M Good Jobs Challenge application focused on resilient careers in forestry coordinated for northern California by the Foundation for California Community Colleges, consistent with the "working lands" value chain.

While several other applications have not been successful given the highly-competitive nature of these programs (which receive hundreds of applications for a limited number of awards), they provide a baseline for additional strategies and resource pursuit:

- EDA Tech Hub application for a Zero Emission Vehicle Innovation Hub
- National Science Foundation Regional Innovation Engines application focused on Innovation and Workforce in Food
- EDA Build Back Better application to establish a Northern California Farm-to-Fork Innovation Coalition

## 7. Moving to solutions: Implications

Using quantitative analysis and qualitative research, this report traces out the core dynamics of economic growth in the Capital Region. It is ambitious in scope and in-depth in its inquiry, shedding new light on the inner workings of the area economy, the challenges that exist, and the opportunities that have the potential to accelerate the transition to a more inclusive and sustainable regional economy.

The following high-level implications from this assessment will help inform prioritization and strategy development as the Collaborative moves into the next stage of the California Jobs First process:

**Overall regional economic performance and assets provide a relatively strong foundation, but subregional differences, legacy sectors, and institutional siloes among economic and talent efforts must be confronted.** Several clusters appear to offer inclusive growth that builds on current sector, talent, and innovation drivers. Groups that contribute to economic outcomes need to move beyond agreement on high-level strategy statements to alignment of mainstream funding, operations, and accountability measures. Greater in-depth, sector-focused consultation with business, workforce, university, investor, and community leaders will be required through the next planning phase to vet potential and jointly choose between sector opportunities with competing stakeholder interests.

**New job creation is essential, but not sufficient, to achieve the region's ambitions for more opportunity.** Given the scale of the quality jobs shortage in the Capital Region, other mechanisms will be needed to expand and improve access to quality jobs. New business models, tech adoption, and skills training can help boost productivity and increase wages, particularly in currently labor-intensive fields such as agriculture, healthcare, and hospitality. A combination of policy and program interventions -- better employer human resource capabilities, earn-and-learn opportunities, incumbent worker training, universal basic income programs -- might be considered to address the region's challenges at scale.

**The Capital Region must contend with a number of sizable barriers to opportunity beyond economic development.** Housing affordability, language barriers, and lack of childcare create substantial hardship for working families and small business owners. Addressing these challenges will be essential to help more families make the shift from getting by to getting ahead.

**The importance of the Capital Region's working lands should not be understated.** Much of the region's economy is linked to its rich natural resources. Many accessible opportunity jobs are connected by downstream supply chains to agriculture, forestry, and mining, even when those subsectors do not themselves concentrate significant numbers of quality jobs. While recreation and hospitality offer the lowest concentration of

opportunity jobs in the region, outdoor tourism remains a primary source of employment and 60 percent of the economy in El Dorado and Placer counties. A holistic perspective can foreground the options for land and resource management to steward the region's assets and spur more value-added activities.

**Cultivating a truly vibrant entrepreneurial ecosystem requires deliberate action and investment.** Much of the work of ecosystem building depends on forging new connections and nurturing relationships, which requires time and money. Investing in these activities can yield substantial return to the entrepreneur community and the regional economy more broadly. Leveraging this ecosystem to make entrepreneurship accessible for more people of color, white women, people from lower-income households, and other groups that historically have not had the same opportunities to build businesses (whether high-growth or local-serving) will open up new avenues for community investment, local wealth-building, and innovative business growth.

**Thoughtful investment in climate resilience could help drive inclusive economic outcomes.** Meeting the state's ambitious climate goals and regulations will push market demand and major investments that offer both adaptation challenges and quality job opportunities for the region. These include growth in traded activity like climate-ready agricultural solutions and zero-emission vehicle (ZEV) inputs, as well as local infrastructure installation for utilities where proactive workforce and procurement efforts can ensure that disconnected workers and local firms benefit from once-in-a-generation investments.

**The region is in the midst of a generational changeover in leadership across the public, private, civic, and nonprofit sectors.** This offers an opportunity for new actors to forge relationships and find new ways of working. By redefining priorities and accelerating a shift in culture and mindset, this next generation of leaders can help the region make the most of its many strengths.

## Next steps

Based on the foundation of completed discovery research, the We Prosper Together's Collaborative is beginning a transition from analysis to action through a strategy phase.

However, more qualitative input and quantitative examination will be required to get community consensus on priorities for strategy exploration, plus gather supplemental data needed to answer new questions, validate opportunities, and identify interventions. Ongoing community engagement scheduled through subregional organizing structures will both facilitate and be strengthened by this process.

Strategic planning always involves a trade-offs. Limited time and resources mean that priorities must be set and investments sequenced and leveraged for maximum effect. As such, the Collaborative will establish criteria to guide its decisions as it works to balance what is ideal with what is possible.

In the past, Capital Region economic development plans have faltered when the time came for implementation. The Collaborative will work to avoid this pitfall by pairing development of strategies with how to operationalize them throughout the California Jobs First process. As a result, the Collaborative will produce a shared agenda with tactics and an 18-month activation workplan with clear assignment of responsibilities, milestones, and progress measures for accountability.

## Appendices

1. Methodology
2. We Prosper Together Collaborative members
3. Stakeholder mapping survey questions
4. SB 535 Disadvantaged Communities (per CalEPA)
5. Disinvested communities by census tract
6. Glossary



# Appendix 1. Methodology

## Stakeholder mapping

In order to better understand the Capital Region stakeholder ecosystem, collaborators embraced a comprehensive approach to identifying stakeholders and mapping key actors and organizations within the region. Valley Vision began this network building in 2021 in anticipation of the California Jobs First initiative, and a robust engagement process has been at the heart of the organization's strategies.

Key stakeholder identification activities include:

- One-on-one meetings with local experts and community leaders who have deep knowledge of our region's disinvested communities
- Outreach to and collaboration with elected officials via meetings and presentations across the eight-county region to raise awareness of the project, learn about the priorities of their constituencies, and enlist them as supportive champions.
- Community roundtables and workshops to invite engagement from communities that are less familiar to Valley Vision, including those in Colusa, Nevada, Yuba, and Sutter Counties.
- Regular communication through our CJF newsletter, which leverages Valley Vision's extensive work on digital equity, clean air and environmental justice, workforce development, and civic leadership to invite engagement and keep the region informed.
- Issuing an open invitation to join the Collaborative and creating easy-to-access learning and information sessions for its more than 130 members.
- Funding subregional partners to develop and execute comprehensive engagement strategies that support and elevate local issues and the concerns and priorities of disinvested communities.

Assessment of the regional stakeholder ecosystem involved a diversified approach:

- A stakeholder mapping survey fielded in July and August 2023 to better understand the priorities, assets, and challenges of Collaborative members.
- A spatial analysis of our disinvested communities to visualize the geography of these challenges.
- Use of the Valley Vision public opinion poll to understand regional issues, such as barriers to high quality of life and access to opportunity.

## **Economic assessment**

A wide-ranging assessment the Capital Region, its key industries, and economic development efforts underway helped trace out the contours of the regional economy. This economic landscape examines a variety of elements:

Performance of existing and emerging sectors and subsectors

- Trends in regional economic growth over a ten-year period, including performance relative to state and national trends and comparing expected versus actual economic growth outcomes based on industry performance at these levels
- Growth comparison in tradable sectors relative to local-serving and public sectors to determine the region's competitive standing in value-added, exportable industries
- Role of the healthcare sector as a source of employment and economic activity and enabler for attracting other jobs and industries

Economic well-being and cost of living across the region (e.g. self-sufficiency and quality job definitions)

- Number of struggling families and workers based on a customized regional market basket of basic needs and cost of living as well as savings needed to enable economic mobility; with breakdowns by age, race, and educational attainment.

Differences or inequities in economic development and outcomes within the region (e.g. age, race, gender, educational attainment, and geography).

- State and federal economic and industrial policies and trends (e.g., energy transition, national security, reshoring, etc.)
- Economic shocks and shifts impacts on communities and options (e.g., pandemics, natural disasters versus longer-term global market signals, automation, policy).
- Sectors and workers at risk of displacement due to identified trends and analyses
- Climate change impacts on industries, sectors, or clusters

How they may hinder success of the proposed plans and transition strategies

Potential to capture economic benefits associated with efforts to address climate change

Findings are informed by multiple layers of research, employing quantitative data, qualitative reviews, community engagement, and policy analysis.

- **Quantitative data.** Application of public and proprietary data sets (e.g., Lightcast, U.S. Census), utilizing methods and tools such as shift-share decomposition and concentrations of jobs according to NAICS hierarchy, traded/local-serving status, advanced-industry status, and supply chains, to reveal novel insights about the performance of the regional economy, specific industries, economic wellbeing, and more.
- **Interviews.** In-depth, targeted conversations with specific firms, intermediaries, program delivery and service providers, and others to interpret and refine directional information from quantitative analysis.
- **Community engagement.** Insights from residents and workers anchored in their lived experience of the Capital Region economy and the opportunities and barriers they face. (Note: Engagement efforts are currently underway; findings from this work should be available to inform the Capital Region California Jobs First process in early 2024.)

These analyses overlap in addressing multiple California Jobs First requirements. For instance, the durability of employment opportunities (and thus identification of workers and sectors at risk of displacement) is addressed in the analysis of industry performance and in the discussion of “opportunity jobs”:

1. Moody's Analytics' projections of industrial job growth at the county level are combined with the Bureau of Labor Statistics' projections of occupational employment growth by industry. The result is a forecast of job creation by occupation and industry at the local level.
2. This job creation forecast is combined with projections of local labor turnover by occupation to create an estimate of the relative level of job openings in each occupation in each industry.
3. In the final step, projections are factored into calculations of how incumbent workers will navigate projected shifts in labor demand and whether they will be able to reach or maintain sufficiently high wages in the future. This yields the identification of durable opportunity, meaning jobs that provide durable pathways to jobs with sufficiently high pay and benefits.

## Appendix 2. We Prosper Together Collaborative members

The following organizations are members of We Prosper Together's Collaborative (as of December 20, 2023).

Organization	Stakeholder Type	Geography
Advance	Workforce	Nevada County
AgStart	Food and Ag, Business	Regional, Sacramento and Yolo Counties
Anti-Recidivism Coalition	Nonprofit, Disinvested Communities	State, Regional
Assemblymember Aguiar-Curry	Government	Regional, Sacramento and Yolo Counties
Associated Builders and Contractors, Northern California Chapter	Labor	Regional
Atrium 916	Community-Based Organization, Arts	Sacramento County
Barton Health	Business, Health	Placer County
Bear Yuba Land Trust	Environmental	Nevada County
Building Skills Partnership	Workforce	State, Regional, Sacramento County
California Capital Financial Development Corporation	Business, Economic Development	Regional, Sacramento County
California Forward	Economic Development	State, Regional
California Heritage: Indigenous Research Project	Tribal, Disinvested Communities	Nevada County

California Mobility Center	Business, Environmental, Workforce	Sacramento County
California Rangeland Trust	Environmental	Sacramento County
California State University, Sacramento (Sac State)	Education	Sacramento County
California Urban Partnership	Community-Based Organization, Disinvested Communities	Sacramento, State, Regional
Californians for the Arts	Arts, Community-Based Organization, Disinvested Communities	State, Regional
Camptonville Community Partnership (CCP)	Community-Based Organization, Disinvested Communities, Environmental	Yuba County
Canon	Business	Sacramento County
Capitol Impact	Business, Other	Sacramento County
Carlsen Center for Innovation & Entrepreneurship (CIE)	Economic Development, Education	Sacramento County
Center for Employment Opportunities	Workforce	Sacramento County
Center for Workers' Rights	Labor, Worker Centers	Regional, Sacramento County
City of Colusa	Government	Colusa County
City of Elk Grove	Government	Sacramento County
City of Isleton	Government	Sacramento County
City of Lincoln	Government	Placer County
City of Rancho Cordova	Government	Sacramento County
City of Rocklin	Government	Placer County

City of Roseville	Government	Placer County
City of Sacramento, Councilmember Vang	Government	Sacramento County
City of Sacramento, Office of Mayor Steinberg	Government	Sacramento County
City of Sacramento, Office of the City Manager	Government	Sacramento County
City of South Lake Tahoe	Government	Placer County
City of Trees Foundation	Environmental	Sacramento County
City of West Sacramento	Government	Yolo County
City of Williams	Government	Colusa County
City of Woodland	Government	Yolo County
City of Yuba City	Government	Sutter County
Civic Thread	Community-Based Organization, Environmental	Sacramento County
Clear Strategies LLC	Business, Other	Sacramento County
Colusa County Chamber of Commerce	Business, Economic Development	Colusa County
Colusa Industrial Properties, Inc.	Business, Disinvested Communities	Colusa County
Community Alliance with Family Farmers	Community-Based Organization, Disinvested Communities, Food and Ag	State, Regional
Community Strong Strategies	Economic Development	Sacramento County
Connecting Point	Government, Nonprofit	Nevada and Placer Counties

Contractors Association of Lake Tahoe	Labor	Placer County
County of Colusa	Government	Colusa County
County of Colusa, Office of Education	Education	Colusa County
County of El Dorado	Government	El Dorado County
County of Nevada	Government	Nevada County
County of Placer, Board of Supervisors	Government	Placer County
County of Sacramento	Government	Sacramento County
County of Sutter	Government	Sutter County
County of Yolo	Government	Yolo County
County of Yolo, Department of Community Services	Government	Yolo County
County of Yolo, Office of Education	Education	Yolo County
County of Yolo, Workforce Innovation Board	Government, Workforce	Yolo County
County of Yuba	Government	Yuba County
Curious Forge Arts Center	Community-Based Organization, Workforce, Arts	Nevada County
Enterprise Rancheria	Tribal, Disinvested Communities	Yuba County
Global Urban Nomads	Environmental	National, Regional
Golden Sierra Job Training Agency	Workforce	El Dorado and Placer Counties
Greater Sacramento Economic Council (GSEC)	Economic Development	Sacramento County

Greater Sacramento Urban League (GSUL)	Disinvested Communities	Sacramento County
GRID Alternatives	Environmental	National, Regional
Growth Factory	Business	Placer County
Hard Rock Hotel and Casino Sacramento at Fire Mountain	Business, Tribal, Disinvested Communities	Sutter and Yuba Counties
Heavenly Mountain Resort	Business	Placer County
Improve Your Tomorrow	Education, Community-Based Organization	Sacramento County
Inspirame	Education, Workforce	Regional
Institute for Local Government	Government, Other	Regional, Sacramento County
International Brotherhood of Electrical Workers, Local 340	Labor, Disinvested Communities, Worker Centers	Regional
Ironworkers Apprenticeship	Labor, Worker Centers, Workforce	Regional
Jakara Movement	Community-Based Organization, Environmental	Regional, Sutter and Yuba Counties
Juma Ventures	Community-Based Organization, Workforce	Sacramento County
Kaiser Permanente	Business, Health	State, Regional
Kitchen Table Advisors	Community-Based Organization, Disinvested Communities, Environmental, Health, Food and Ag	Sacramento County
Lake Tahoe Community College	Education	Placer County
League to Save Lake Tahoe	Environmental	Nevada and Placer Counties



Los Rios Community College District (LRCCD)	Education	Regional; El Dorado, Placer, and Sacramento Counties
Ministry of Advocacy	Community-Based Organization	Sacramento County
Multiculturalism Rocks	Community-Based Organization	Yolo County
Nevada City Rancheria Nisenan Tribal Council	Tribal, Disinvested Communities	Nevada County
Nevada County Arts Council	Arts, Community-Based Organization	Nevada County
Nevada County Economic Resource Council (NCERC)	Economic Development	Nevada County
North Central Counties Consortium	Workforce	Regional
North Lake Tahoe Resort Association	Business	Placer County
North State Building Industry Foundation	Workforce	Regional
Opening Doors	Community-Based Organization, Disinvested Communities, Other	Sacramento County
Pacific Coast Producers	Business, Food and Ag	Regional
ProjectAttain!	Education, Disinvested Communities	Regional, Sacramento County
ReScape California	Environmental, Workforce	Regional
Roseville Adult School	Disinvested Communities, Education, Workforce	Regional, Sacramento County
Roseville Area Chamber of Commerce	Business	Placer County

Rural County Representatives of California (RCRC)	Disinvested Communities, Community-Based Organization, Food and Ag	Regional
SacAct	Community-Based Organization, Disinvested Communities	Sacramento County
Sacramento Alliance for Regional Arts	Community-Based Organization, Arts	Regional, Sacramento County
Sacramento Area Bicycle Advocates	Health	Sacramento County
Sacramento Area Council of Governments (SACOG)	Government	El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba Counties
Sacramento Asian Pacific Chamber of Commerce	Business, Disinvested Communities, Economic Development	Sacramento County
Sacramento Building Healthy Communities	Community-Based Organization, Disinvested Communities	Sacramento County
Sacramento Central Labor Council AFL-CIO	Workforce, Labor	Regional
Sacramento Central Labor Council AFL-CIO	Labor	Regional
Sacramento Clean Cities Coalition	Environmental	Sacramento County
Sacramento Employment & Training Agency (SETA)	Workforce	Sacramento County
Sacramento Entrepreneurial Growth Alliance (SEGA)	Economic Development, Business	Sacramento County
Sacramento Food Policy Council	Environmental, Food and Ag	Sacramento County
Sacramento Hotel Association	Business	Sacramento County

Sacramento Metro Chamber of Commerce	Business, Economic Development	Sacramento County
Sacramento Municipal Utility District (SMUD)	Business, Environmental	Sacramento County
Sacramento Region Community Foundation	Philanthropic	Regional
SAYLove	Community-Based Organization, Disinvested Communities	Sutter and Yuba Counties
Sierra Business Council (SBC)	Business, Economic Development	Nevada and Placer Counties
Sierra College	Education	Nevada County
Sierra Nevada Alliance	Environmental	Regional
Sierra Nevada Memorial Hospital Foundation	Philanthropic	Nevada County
Slavic-American Chamber of Commerce	Business, Disinvested Communities	Regional, Sacramento County
Small Business Majority	Business	Sacramento County
Soil Born Farms Urban Agriculture and Education Project	Community-Based Organization, Food and Ag	Sacramento County
South Fork of the American River Collaborative	Environmental	Regional, Sacramento County
Sutter Buttes Land Trust	Environmental	Sutter and Yuba Counties
Tahoe Chamber	Business, Economic Development	Placer County
Tahoe Prosperity Center (TPC)	Economic Development	El Dorado and Placer Counties
Tahoe Regional Planning Agency	Environmental	Placer County

Tahoe Truckee Community Foundation	Community-Based Organization, Philanthropic	Nevada and Placer Counties
Teatro Nagual	Community-Based Organization, Arts	Sacramento County
The Ring of Democracy	Disinvested Communities	Sacramento County
Tiffany Wilson	Other, Community Members	Sacramento County
Town of Truckee	Government	Nevada County
Truckee Donner Recreation and Parks District	Community-Based Organization	Nevada and Placer Counties
United Latinos	Community-Based Organization, Disinvested Communities	Sacramento County
United Way	Philanthropic	Regional
University of California, Agriculture and Natural Resources (UCANR)	Education, Environmental, Food and Ag	Regional
University of California, Davis (UC Davis)	Education	Yolo County
Yolo County Children's Alliance	Community-Based Organization	Yolo County
Yuba Water Agency (YWA)	Government, Environmental	Yuba County
Yuba-Sutter Arts & Culture	Arts, Community-Based Organization	Sutter and Yuba Counties
Yuba-Sutter Chamber of Commerce	Business, Economic Development	Sutter and Yuba Counties
Yuba-Sutter Community Taskforce	Community-Based Organization	Sutter and Yuba Counties
Yuba-Sutter Economic Development Corporation (YSEDC)	Economic Development	Sutter and Yuba Counties

## Appendix 3. Stakeholder mapping survey questions

### Capital Region CERF Stakeholder Mapping Survey

#### Introduction

**Thanks for being willing to help advance our Capital Region CERF research efforts. Your involvement is crucial in shaping the success of our shared goals, and we highly value your perspectives and insights.**

**The purpose of this survey is to comprehensively identify and understand the diverse range of individuals and groups that are directly or indirectly affected by our projects, initiatives, or organizational activities. By mapping the various stakeholders, we aim to enhance our ability to make well-informed decisions and build stronger relationships.**

**The survey should take no longer than 10 minutes to complete. You may want to take a moment to gather any information about your organization's initiatives; communities served; and partnerships or collaborations before taking the survey. You can preview the survey questions [here](#).**

#### **Survey Eligibility**

**Any organization, business, association, coalition, network, consultant, or other group serving the counties of Colusa, El Dorado, Nevada, Placer, Sacramento, Sutter, Yolo, or Yuba. We ask that only one person per the groups listed above completes the survey.**

## Capital Region CERF Stakeholder Mapping Survey

### Background Information

\* 1. What is your name?

\* 2. What is the organization, business or group you represent?

\* 3. What is your email address?

\* 4. Do you give us permission to contact you in regards to the information provided in this survey?

Yes

No

\* 5. In which county is your organization's **primary** location?

Colusa

El Dorado

Nevada

Placer

Sacramento

Sutter

Yolo

Yuba

Other (please specify)

\* 6. What is your organization's address?

Address Line

City

Zip Code

**\* 7. Which category best fits your organization, business, or group? (Select all that apply)**

- Arts
- Business
- Community-Based Organization (CBO)
- Community or Economic Development
- Environmental Justice
- Food and Agriculture
- Government
- Health
- Labor
- Nonprofit Organization
- Philanthropic
- Tribal
- Worker Center
- Other (please specify)

**\* 8. How many full-time staff does your organization employ?**

- Single Employee/Self-Employed
- 2 - 5
- 6 - 15
- 16 - 30
- 31 - 50
- More than 50
- Volunteers only (please provide the # of volunteers)

- None of the above/not applicable

**\* 9. Is your organization classified as a 501(c)(3)?**

- Yes
- No

**Capital Region CERF Stakeholder Mapping Survey**

**Funding Sources**

10. What percentage of the following funding sources make up your annual operating budget?

	Less than 10%	10% - 24%	25% - 49%	50% - 74%	75% - 90%	More than 90%
Federal grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philanthropic donations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Donations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board Member Donations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

**Capital Region CERF Stakeholder Mapping Survey**

**Geographic Location**

- \* 11. At which geographic scale do you operate? (Select all that apply)
- State
  - Regional
  - County
  - City
  - Neighborhood/ Census Designated Place



Capital Region CERF Stakeholder Mapping Survey

Geographic Location - Specifics

12. Please select the county/counties you work in.

- Colusa
- El Dorado
- Nevada
- Placer
- Sacramento
- Sutter
- Yolo
- Yuba
- Other (please specify)

13. Are there specific neighborhoods you work within or have projects that directly affect?  
Please specify.

## Capital Region CERF Stakeholder Mapping Survey

### Communities Served

\* 14. Which ethnic groups do you primarily serve? (Select all that apply)

- Asian
- Black/African American
- Hispanic/Latino
- Middle Eastern
- Multiracial/ Mixed Ethnicity
- Native American/Indigenous
- Pacific Islander
- White/Caucasian
- Other (please specify)

15. What is the primary geographic makeup of the communities you serve? (Select all that apply)

- Urban
- Suburban
- Rural

**\* 16. What are the predominant languages spoken within the communities you serve? (Select all that apply)**

- Arabic
- Bengali
- Cantonese
- English
- French
- German
- Hindi
- Hmong
- Korean
- Mandarin
- Russian
- Spanish
- Tagalog
- Ukrainian
- Vietnamese
- Other (please specify)

**\* 17. Does your organization have programs that specifically target disinvested communities?**

- No
- Yes

Capital Region CERF Stakeholder Mapping Survey

Disinvested Communities

18. Which disinvested communities do you primarily serve? (Select all that apply)

- Asian American or Pacific Islander
- Black/African American
- Hispanic/Latino
- Incarcerated/ Previously Incarcerated Individuals
- Indigenous Peoples or Tribal Nations
- Individuals with Disabilities
- LGBTQIA
- Low-Income Individuals
- Migrants & Refugees
- Older adults (55+)
- Women
- Young Adults (18-24)
- Youth (0 - 18)
- Other (please specify)

19. Are there any other categories or descriptions that could identify disinvested communities that you work with?

- No
- Yes (please specify)

20. Is there anything else you'd like to share about the communities you serve?

### Capital Region CERF Stakeholder Mapping Survey

#### Services Provided

\* 21. How does your organization primarily serve the communities with which you work?

- Advocacy
- Planning, Research, Community Development, or Other Indirect Services
- Community Resource, Education or Training, or Direct Services

### Capital Region CERF Stakeholder Mapping Survey

#### Direct Services

\* 22. What direct services do you primarily provide? (Select all that apply)

- Free or Subsidized Arts or Recreational Activities
- Career or Training Services
- Childcare, Education, or Youth Programming
- Community or Cultural Center
- Food Security or Local Food Systems
- Health Services, including Patient Services, Elder Care, Public Health
- Housing Services, including Emergency Housing
- Legal Services
- Mental Health or Counseling Services
- Other (please specify)

## Capital Region CERF Stakeholder Mapping Survey

### Constraints

\* 23. What barriers, if any, do you face in reaching your target communities/ populations?  
(Select up to three)

- Community Distrust
- Difficulties Increasing Awareness/Understanding
- Digital Inequity (Lack of Access to Broadband or Devices)
- General Disinterest
- Geographic/Transportation
- Lack of Cultural Connectivity
- Lack of Time to Participate
- Language Barriers
- Other Organizational Capacity Restraints (i.e. Staffing, Monetary Constraints, etc.)
- None of the Above
- Other (please specify)

Capital Region CERF Stakeholder Mapping Survey

Partnerships

\* 24. How frequently does your organization work with the following types of organizations?

	Not at all	Rarely	Occasionally	Frequently
Community Development Financial Institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community-Based Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational Institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faith-Based Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighborhood Associations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philanthropic Entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning and Research Entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Property Business Improvement District and/or Chambers of Commerce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State/ Local Government Agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State/ Local Government Officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tribal Entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worker or Labor Advocacy Groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

**\* 25. Does your organization participate in any of the following regional coalitions, collaboratives, or partnerships? (Select all that apply)**

- Anti-Recidivism Coalition
- Capital Region Climate Readiness Collaborative
- Capital Region Coalition for Digital Inclusion
- Capital Region Workforce Boards
- Capital Region Community Economic Resilience Fund
- Cleaner Air Partnership
- Community Alliance with Family Farmers
- Connected Capital Area Broadband Consortium
- Gold Country Broadband Consortium
- North Far North Consortium
- Project Attain (K-16)
- Prosperity Partnership
- Regional Water Authority
- Sacramento Climate Coalition
- Sacramento Clean Cities Coalition
- Sacramento Environmental Justice Coalition
- Sacramento Coalition to End Homelessness
- Sacramento Community Land Trust
- Sacramento Housing Alliance
- Sac Kids First
- Water Forum
- Other (please specify)
- None of the above

**\* 26. Does your organization belong to any other local or regional coalitions, collaboratives or partnerships that advance economic prosperity, social equity, or environmental sustainability?**

- No
- Yes (please specify)



**\* 27. Are there any other opportunities you see for the creation of regional collaboratives or partnerships organizations that could advance economic prosperity, social equity, or environmental sustainability? If so, please explain.**

- No
- Yes (please specify)

**\* 28. Are there any local strategic plans, reports, or guiding policies that you use to guide your work? For example an Comprehensive Economic Development Plan, Climate Action Plan, County General Plan, etc.**

- No
- Yes (please specify)

**29. Is there anything else you'd like to share?**

## Appendix 4: SB 535 Disadvantaged Communities (per CalEPA)

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
6067005301	Sacramento	Sacramento	1,598	95811	CalEnviroScreen 4.0 Top 25%	68.71
6113010203	Yolo	West Sacramento	5,355	95691	CalEnviroScreen 4.0 Top 25%	59.83
6067000700	Sacramento	Sacramento	2,567	95814	CalEnviroScreen 4.0 Top 25%	59.74
6101050202	Sutter	Yuba City	3,608	95991	CalEnviroScreen 4.0 Top 25%	58.94
6067006400	Sacramento	Sacramento	5,521	95838	CalEnviroScreen 4.0 Top 25%	57.44
6067006900	Sacramento	Sacramento	4,858	95815	CalEnviroScreen 4.0 Top 25%	56.37
6113010102	Yolo	Unincorporated Yolo County	7,729	95837	CalEnviroScreen 4.0 Top 25%	56.34
6067004502	Sacramento	Parkway	5,407	95823	CalEnviroScreen 4.0 Top 25%	56.20
6067005502	Sacramento	Sacramento	5,779	95815	CalEnviroScreen 4.0 Top 25%	55.71
6067005002	Sacramento	Florin	7,108	95823	CalEnviroScreen 4.0 Top 25%	54.96
6067007413	Sacramento	Sacramento	7,438	95821	CalEnviroScreen 4.0 Top 25%	54.70

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
6067009008	Sacramento	Rancho Cordova	5,227	95670	CalEnviroScreen 4.0 Top 25%	54.23
6067005205	Sacramento	Sacramento	2,400	95826	CalEnviroScreen 4.0 Top 25%	53.50
6101050302	Sutter	Yuba City	5,824	95991	CalEnviroScreen 4.0 Top 25%	52.74
6067006202	Sacramento	Sacramento	3,644	95815	CalEnviroScreen 4.0 Top 25%	52.56
6115040100	Yuba	Marysville	4,770	95901	CalEnviroScreen 4.0 Top 25%	51.76
6067006300	Sacramento	Sacramento	5,161	95815	CalEnviroScreen 4.0 Top 25%	51.06
6067002000	Sacramento	Sacramento	2,617	95818	CalEnviroScreen 4.0 Top 25%	50.79
6067004702	Sacramento	Parkway	4,946	95823	CalEnviroScreen 4.0 Top 25%	50.47
6067008908	Sacramento	Rancho Cordova	4,858	95670	CalEnviroScreen 4.0 Top 25%	49.42
6113010101	Yolo	West Sacramento	6,796	95605	CalEnviroScreen 4.0 Top 25%	49.37
6115040400	Yuba	Olivehurst	5,434	95961	CalEnviroScreen 4.0 Top 25%	49.20
6067004602	Sacramento	Lemon Hill	5,725	95824	CalEnviroScreen 4.0 Top 25%	49.10
6067006201	Sacramento	Arden-Arcade	7,359	95821	CalEnviroScreen 4.0 Top 25%	48.19

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
6067004701	Sacramento	Florin	3,318	95823	CalEnviroScreen 4.0 Top 25%	48.15
6067006702	Sacramento	Sacramento	7,927	95838	CalEnviroScreen 4.0 Top 25%	47.74
6067006500	Sacramento	Sacramento	7,004	95838	CalEnviroScreen 4.0 Top 25%	46.71
6067004501	Sacramento	Sacramento	3,463	95824	CalEnviroScreen 4.0 Top 25%	46.21
6067007001	Sacramento	Sacramento	4,205	95833	CalEnviroScreen 4.0 Top 25%	45.71
6067007301	Sacramento	McClellan Park	5,067	95652	CalEnviroScreen 4.0 Top 25%	45.69
6067000600	Sacramento	Sacramento	1,123	95814	CalEnviroScreen 4.0 Top 25%	45.68
6101050201	Sutter	Yuba City	3,393	95991	CalEnviroScreen 4.0 Top 25%	45.40
6113010204	Yolo	West Sacramento	5,189	95691	CalEnviroScreen 4.0 Top 25%	45.33
6067005101	Sacramento	Florin	3,787	95828	CalEnviroScreen 4.0 Top 25%	44.68
6067005001	Sacramento	Florin	8,176	95828	CalEnviroScreen 4.0 Top 25%	44.67
6067009318	Sacramento	Florin	2,480	95828	CalEnviroScreen 4.0 Top 25%	44.29
6067006101	Sacramento	Arden-Arcade	4,886	95821	CalEnviroScreen 4.0 Top 25%	44.21

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
6067006600	Sacramento	Sacramento	7,385	95815	CalEnviroScreen 4.0 Top 25%	44.08
6067004904	Sacramento	Parkway	5,824	95823	CalEnviroScreen 4.0 Top 25%	43.83
6067003700	Sacramento	Sacramento	4,496	95820	CalEnviroScreen 4.0 Top 25%	43.82
6067003600	Sacramento	Sacramento	2,767	95820	CalEnviroScreen 4.0 Top 25%	43.76
6067000500	Sacramento	Sacramento	3,461	95814	CalEnviroScreen 4.0 Top 25%	43.69
6067006701	Sacramento	Sacramento	9,349	95838	CalEnviroScreen 4.0 Top 25%	43.63
6067004802	Sacramento	Florin	5,177	95828	CalEnviroScreen 4.0 Top 25%	43.60
6101050102	Sutter	Yuba City	5,061	95991	CalEnviroScreen 4.0 Top 25%	43.42
6067006800	Sacramento	Sacramento	7,168	95815	CalEnviroScreen 4.0 Top 25%	43.19
6067007007	Sacramento	Sacramento	5,756	95833	CalEnviroScreen 4.0 Top 25%	43.17
6067005505	Sacramento	Arden-Arcade	5,997	95825	CalEnviroScreen 4.0 Top 25%	42.80
6067007501	Sacramento	Foothill Farms	6,866	95841	CalEnviroScreen 4.0 Top 25%	42.76
6067002200	Sacramento	Sacramento	5,103	95818	CalEnviroScreen 4.0 Top 25%	42.65

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
6067009007	Sacramento	Rancho Cordova	2,579	95670	CalEnviroScreen 4.0 Top 25%	42.61
6067001101	Sacramento	Sacramento	2,583	95814	CalEnviroScreen 4.0 Top 25%	42.20
6067003204	Sacramento	Sacramento	4,965	95824	CalEnviroScreen 4.0 Top 25%	42.12
6067004601	Sacramento	Lemon Hill	8,155	95824	CalEnviroScreen 4.0 Top 25%	41.73
6067009110	Sacramento	Rosemont	2,029	95826	CalEnviroScreen 4.0 Top 25%	41.67
6067005201	Sacramento	Sacramento	3,707	95826	CalEnviroScreen 4.0 Top 25%	41.63
6067006102	Sacramento	Arden-Arcade	3,367	95821	CalEnviroScreen 4.0 Top 25%	41.18
6067009006	Sacramento	Rancho Cordova	5,519	95827	CalEnviroScreen 4.0 Top 25%	41.12
6101050101	Sutter	Yuba City	6,878	95991	CalEnviroScreen 4.0 Top 25%	40.99
6067003202	Sacramento	Sacramento	5,098	95824	CalEnviroScreen 4.0 Top 25%	40.56
6115040302	Yuba	Linda	2,396	95901	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	39.38
6067004401	Sacramento	Sacramento	3,788	95820	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	37.28
6067004801	Sacramento	Sacramento	5,931	95828	CalEnviroScreen 3.0 only	37.02

Census Tract	County	Location	Total Pop.	ZIP Code (Approx)	CalEPA Disadvantaged Communities Category	CalEnviro-Screen 4.0 Score
					2017 Disadvantaged Community	
6067009316	Sacramento	Vineyard	4,636	95828	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	37.00
6067009201	Sacramento	Unincorporated Sacramento County	5,151	95829	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	36.93
6067002100	Sacramento	Sacramento	2,096	95818	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	36.12
6067000800	Sacramento	Sacramento	1,703	95814	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	35.17
6067005102	Sacramento	Florin	4,654	95828	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	34.42
6067009601	Sacramento	Sacramento	6,772	95832	CalEnviroScreen 3.0 only 2017 Disadvantaged Community	31.35

## Tribal Areas that are Disadvantaged Communities per CalEPA

Name	GeoID	Component
Colusa Rancheria	0750R	Federally recognized Native American Reservation
Cortina Indian Rancheria	0780R	Federally recognized Native American Reservation
Rumsey Indian Rancheria	3265R	Federally recognized Native American Reservation
Enterprise Rancheria	1055R; 1055T	Federally recognized Native American Reservation, Off-Reservation Trust Lands
Auburn Rancheria	0120R; 0120T	Federally recognized Native American Reservation, Off-Reservation Trust Lands
Shingle Springs Rancheria	3750R; 3750T	Federally recognized Native American Reservation, Off-Reservation Trust Lands

Note: On-reservation trust lands are included as part of the Federally-recognized Native American Reservations



## Appendix 5. Disinvested communities by census tract

The California Jobs First program identifies disinvested communities based on census tracts with median household incomes at or below 80 percent of the statewide median income or with median household incomes at or below the threshold designated as low-income by the California Department of Housing and Community Development. Census tracts in the Capital Region that meet these criteria are listed below.

GEOID	Census Tract	County	Median Income
6011000302	3.02	Colusa	\$ 41,207
6011000400	4	Colusa	\$ 33,977
6011000500	5	Colusa	\$ 36,431
6011000200	2	Colusa	\$ 34,512
6011000100	1	Colusa	\$ 33,508
6011000301	3.01	Colusa	\$ 30,909
6017030601	306.01	El Dorado	\$ 46,463
6017030603	306.03	El Dorado	\$ 44,472
6017030811	308.11	El Dorado	\$ 34,279
6017030302	303.02	El Dorado	\$ 39,525
6017030710	307.10	El Dorado	\$ 57,756
6017031409	314.09	El Dorado	\$ 39,217
6017031601	316.01	El Dorado	\$ 30,182
6017030404	304.04	El Dorado	\$ 41,106
6017030810	308.10	El Dorado	\$ 42,188
6017030301	303.01	El Dorado	\$ 27,115

GEOID	Census Tract	County	Median Income
6017031900	319	El Dorado	\$ 61,458
6017031505	315.05	El Dorado	\$ 37,483
6017030604	306.04	El Dorado	\$ 27,827
6017030706	307.06	El Dorado	\$ 64,688
6017031700	317	El Dorado	\$ 77,338
6017031602	316.02	El Dorado	\$ 34,690
6017031503	315.03	El Dorado	\$ 41,845
6017030502	305.02	El Dorado	\$ 52,119
6017030701	307.01	El Dorado	\$ 64,440
6017990000	9900	El Dorado	NA
6017030606	306.06	El Dorado	\$ 40,417
6017031407	314.07	El Dorado	\$ 38,305
6017030507	305.07	El Dorado	\$ 46,086
6017030804	308.04	El Dorado	\$ 50,313
6017030402	304.02	El Dorado	\$ 34,534
6017031302	313.02	El Dorado	\$ 36,935
6017031200	312	El Dorado	\$ 35,758
6017031405	314.05	El Dorado	\$ 44,063
6017031100	311	El Dorado	\$ 37,097
6017031000	310	El Dorado	\$ 36,885
6017031504	315.04	El Dorado	\$ 37,178
6017030901	309.01	El Dorado	\$ 41,281

GEOID	Census Tract	County	Median Income
6017030902	309.02	El Dorado	\$ 49,607
6017030709	307.09	El Dorado	\$ 91,641
6017030801	308.01	El Dorado	\$ 53,988
6017030809	308.09	El Dorado	\$ 39,806
6017030712	307.12	El Dorado	\$ 81,764
6017030812	308.12	El Dorado	\$ 55,839
6017030506	305.06	El Dorado	\$ 32,400
6017030202	302.02	El Dorado	\$ 27,791
6017030403	304.03	El Dorado	\$ 59,861
6017031404	314.04	El Dorado	\$ 45,114
6017030808	308.08	El Dorado	\$ 56,237
6017032001	320.01	El Dorado	\$ 41,711
6017031506	315.06	El Dorado	\$ 30,574
6017030807	308.07	El Dorado	\$ 60,019
6017030711	307.11	El Dorado	\$ 53,750
6017031408	314.08	El Dorado	\$ 59,167
6017030605	306.05	El Dorado	\$ 31,610
6017031301	313.01	El Dorado	\$ 41,989
6017030201	302.01	El Dorado	\$ 32,220
6017030504	305.04	El Dorado	\$ 46,979
6017031406	314.06	El Dorado	\$ 42,857
6017032002	320.02	El Dorado	\$ 36,693

GEOID	Census Tract	County	Median Income
6017031800	318	El Dorado	\$ 68,542
6057000801	8.01	Nevada	\$ 27,854
6057000504	5.04	Nevada	\$ 38,418
6057000900	9	Nevada	\$ 38,233
6057000701	7.01	Nevada	\$ 40,230
6057001205	12.05	Nevada	\$ 66,633
6057000502	5.02	Nevada	\$ 34,671
6057000601	6.01	Nevada	\$ 21,088
6057001207	12.07	Nevada	\$ 37,746
6057000104	1.04	Nevada	\$ 36,884
6057000300	3	Nevada	\$ 40,907
6057000702	7.02	Nevada	\$ 36,670
6057000802	8.02	Nevada	\$ 35,854
6057000107	1.07	Nevada	\$ 46,409
6057000503	5.03	Nevada	\$ 31,948
6057000106	1.06	Nevada	\$ 29,830
6057001211	12.11	Nevada	\$ 48,512
6057000602	6.02	Nevada	\$ 25,812
6057000200	2	Nevada	\$ 42,250
6057000105	1.05	Nevada	\$ 33,865
6057001210	12.10	Nevada	\$ 58,260
6057000403	4.03	Nevada	\$ 32,839

GEOID	Census Tract	County	Median Income
6057000404	4.04	Nevada	\$ 32,529
6057001208	12.08	Nevada	\$ 78,379
6057000401	4.01	Nevada	\$ 38,719
6057000102	1.02	Nevada	\$ 43,519
6057001209	12.09	Nevada	\$ 49,009
6061020401	204.01	Placer	\$ 29,523
6061020300	203	Placer	\$ 31,989
6061023900	239	Placer	\$ 47,047
6061021131	211.31	Placer	\$ 45,286
6061023700	237	Placer	\$ 47,074
6061020200	202	Placer	\$ 50,442
6061022013	220.13	Placer	\$ 34,817
6061020806	208.06	Placer	\$ 45,914
6061020710	207.10	Placer	\$ 58,080
6061021108	211.08	Placer	\$ 34,089
6061020805	208.05	Placer	\$ 43,574
6061022900	229	Placer	\$ 47,680
6061021034	210.34	Placer	\$ 78,089
6061023800	238	Placer	\$ 49,038
6061022500	225	Placer	\$ 61,000
6061021130	211.30	Placer	\$ 48,088
6061021323	213.23	Placer	\$ 57,131

GEOID	Census Tract	County	Median Income
6061020714	207.14	Placer	\$ 54,183
6061020713	207.13	Placer	\$ 41,590
6061020908	209.08	Placer	\$ 39,157
6061021326	213.26	Placer	\$ 83,460
6061021103	211.03	Placer	\$ 44,324
6061021037	210.37	Placer	\$ 46,354
6061020711	207.11	Placer	\$ 43,611
6061021502	215.02	Placer	\$ 42,878
6061021902	219.02	Placer	\$ 47,455
6061022200	222	Placer	\$ 78,996
6061020901	209.01	Placer	\$ 34,902
6061021403	214.03	Placer	\$ 29,831
6061020107	201.07	Placer	\$ 29,994
6061020712	207.12	Placer	\$ 39,327
6061020717	207.17	Placer	\$ 80,850
6061023300	233	Placer	\$ 73,201
6061021128	211.28	Placer	\$ 54,879
6061023100	231	Placer	\$ 56,506
6061022011	220.11	Placer	\$ 76,250
6061023600	236	Placer	\$ 44,384
6061021328	213.28	Placer	\$ 71,849
6061021324	213.24	Placer	\$ 70,028

GEOID	Census Tract	County	Median Income
6061022002	220.02	Placer	\$ 40,773
6061021003	210.03	Placer	\$ 49,347
6061020601	206.01	Placer	\$ 71,115
6061021304	213.04	Placer	\$ 47,414
6061020501	205.01	Placer	\$ 55,043
6061021604	216.04	Placer	\$ 40,944
6061020106	201.06	Placer	\$ 44,844
6061021045	210.45	Placer	\$ 40,767
6061021603	216.03	Placer	\$ 38,372
6061020715	207.15	Placer	\$ 40,994
6061022014	220.14	Placer	\$ 48,500
6061021109	211.09	Placer	\$ 46,215
6061023000	230	Placer	\$ 67,637
6061021123	211.23	Placer	\$ 59,960
6061021043	210.43	Placer	\$ 55,068
6061021203	212.03	Placer	\$ 54,037
6061022800	228	Placer	\$ 58,734
6061021040	210.40	Placer	\$ 40,195
6061021044	210.44	Placer	\$ 56,220
6061022300	223	Placer	\$ 55,179
6061020105	201.05	Placer	\$ 63,948
6061022400	224	Placer	\$ 66,809

GEOID	Census Tract	County	Median Income
6061023400	234	Placer	\$ 44,872
6061023501	235.01	Placer	\$ 91,711
6061020607	206.07	Placer	\$ 73,125
6061021325	213.25	Placer	\$ 65,922
6061021047	210.47	Placer	\$ 50,737
6061021106	211.06	Placer	\$ 54,412
6061020605	206.05	Placer	\$ 54,424
6061021401	214.01	Placer	\$ 48,075
6061020502	205.02	Placer	\$ 56,847
6061021038	210.38	Placer	\$ 52,346
6061021039	210.39	Placer	\$ 50,761
6061021327	213.27	Placer	\$ 67,754
6061021802	218.02	Placer	\$ 34,990
6061021901	219.01	Placer	\$ 37,928
6061990000	9900	Placer	NA
6061020608	206.08	Placer	\$ 81,518
6061020402	204.02	Placer	\$ 45,074
6061023200	232	Placer	\$ 64,620
6061022100	221	Placer	\$ 85,729
6061021204	212.04	Placer	\$ 57,316
6061022600	226	Placer	\$ 56,285
6061021046	210.46	Placer	\$ 44,880



GEOID	Census Tract	County	Median Income
6061021801	218.01	Placer	\$ 50,212
6061021501	215.01	Placer	\$ 39,540
6061021122	211.22	Placer	\$ 58,542
6061020104	201.04	Placer	\$ 53,542
6061020604	206.04	Placer	\$ 67,500
6061020606	206.06	Placer	\$ 89,485
6061023502	235.02	Placer	\$ 77,386
6061021048	210.48	Placer	\$ 55,176
6061021129	211.29	Placer	\$ 40,011
6067009105	91.05	Sacramento	\$ 36,472
6067008905	89.05	Sacramento	\$ 39,349
6067009110	91.10	Sacramento	\$ 28,993
6067007209	72.09	Sacramento	\$ 31,155
6067006002	60.02	Sacramento	\$ 32,807
6067007904	79.04	Sacramento	\$ 47,264
6067008122	81.22	Sacramento	\$ 45,198
6067005701	57.01	Sacramento	\$ 44,028
6067001400	14	Sacramento	\$ 51,429
6067002800	28	Sacramento	\$ 26,241
6067005102	51.02	Sacramento	\$ 29,977
6067008208	82.08	Sacramento	\$ 39,980
6067007208	72.08	Sacramento	\$ 41,048

GEOID	Census Tract	County	Median Income
6067008913	89.13	Sacramento	\$ 36,316
6067004100	41	Sacramento	\$ 28,506
6067004906	49.06	Sacramento	\$ 25,862
6067009610	96.10	Sacramento	\$ 35,462
6067009609	96.09	Sacramento	\$ 31,936
6067005509	55.09	Sacramento	\$ 30,757
6067005903	59.03	Sacramento	\$ 33,107
6067007429	74.29	Sacramento	\$ 32,284
6067009331	93.31	Sacramento	\$ 49,826
6067001102	11.02	Sacramento	\$ 38,182
6067007436	74.36	Sacramento	\$ 36,053
6067007604	76.04	Sacramento	\$ 39,441
6067007439	74.39	Sacramento	\$ 42,373
6067006706	67.06	Sacramento	\$ 29,439
6067005004	50.04	Sacramento	\$ 33,313
6067006703	67.03	Sacramento	\$ 26,957
6067006803	68.03	Sacramento	\$ 26,506
6067009005	90.05	Sacramento	\$ 35,905
6067009109	91.09	Sacramento	\$ 54,761
6067007905	79.05	Sacramento	\$ 40,606
6067005702	57.02	Sacramento	\$ 76,067
6067006101	61.01	Sacramento	\$ 24,430

GEOID	Census Tract	County	Median Income
6067008006	80.06	Sacramento	\$ 59,595
6067008111	81.11	Sacramento	\$ 37,218
6067008120	81.20	Sacramento	\$ 37,366
6067008129	81.29	Sacramento	\$ 38,870
6067008117	81.17	Sacramento	\$ 34,315
6067005505	55.05	Sacramento	\$ 32,467
6067004904	49.04	Sacramento	\$ 29,221
6067001800	18	Sacramento	\$ 48,372
6067002300	23	Sacramento	\$ 81,531
6067003102	31.02	Sacramento	\$ 36,206
6067003502	35.02	Sacramento	\$ 46,269
6067005002	50.02	Sacramento	\$ 24,413
6067007415	74.15	Sacramento	\$ 39,414
6067008203	82.03	Sacramento	\$ 43,419
6067004602	46.02	Sacramento	\$ 21,918
6067000200	2	Sacramento	\$ 84,167
6067000600	6	Sacramento	\$ 32,329
6067008130	81.30	Sacramento	\$ 28,368
6067009316	93.16	Sacramento	\$ 37,692
6067005508	55.08	Sacramento	\$ 35,435
6067009634	96.34	Sacramento	\$ 28,997
6067007428	74.28	Sacramento	\$ 42,535

GEOID	Census Tract	County	Median Income
6067008513	85.13	Sacramento	\$ 73,417
6067988300	9883	Sacramento	\$ 11,974
6067005510	55.10	Sacramento	\$ 28,100
6067007105	71.05	Sacramento	\$ 48,044
6067007431	74.31	Sacramento	\$ 41,543
6067009330	93.30	Sacramento	\$ 58,385
6067005904	59.04	Sacramento	\$ 60,958
6067001201	12.01	Sacramento	\$ 47,177
6067004907	49.07	Sacramento	\$ 13,620
6067009643	96.43	Sacramento	\$ 43,637
6067007111	71.11	Sacramento	\$ 68,150
6067004908	49.08	Sacramento	\$ 27,710
6067001701	17.01	Sacramento	\$ 22,000
6067004013	40.13	Sacramento	\$ 50,048
6067007109	71.09	Sacramento	\$ 45,124
6067001602	16.02	Sacramento	\$ 72,143
6067007435	74.35	Sacramento	\$ 14,727
6067000502	5.02	Sacramento	\$ 63,664
6067004701	47.01	Sacramento	\$ 24,592
6067008507	85.07	Sacramento	\$ 71,520
6067009004	90.04	Sacramento	\$ 32,197
6067009103	91.03	Sacramento	\$ 56,371

GEOID	Census Tract	County	Median Income
6067007207	72.07	Sacramento	\$ 41,102
6067008113	81.13	Sacramento	\$ 34,052
6067001500	15	Sacramento	\$ 77,038
6067003101	31.01	Sacramento	\$ 29,936
6067007402	74.02	Sacramento	\$ 36,757
6067007422	74.22	Sacramento	\$ 33,519
6067004008	40.08	Sacramento	\$ 54,449
6067007010	70.10	Sacramento	\$ 48,950
6067008134	81.34	Sacramento	\$ 41,911
6067005606	56.06	Sacramento	\$ 39,646
6067008911	89.11	Sacramento	\$ 31,667
6067006802	68.02	Sacramento	\$ 21,183
6067004017	40.17	Sacramento	\$ 66,063
6067006704	67.04	Sacramento	\$ 21,245
6067007434	74.34	Sacramento	\$ 31,410
6067008908	89.08	Sacramento	\$ 37,595
6067008143	81.43	Sacramento	\$ 37,750
6067009307	93.07	Sacramento	\$ 44,229
6067006300	63	Sacramento	\$ 26,780
6067009637	96.37	Sacramento	\$ 46,494
6067007432	74.32	Sacramento	\$ 47,715
6067007024	70.24	Sacramento	\$ 36,283

GEOID	Census Tract	County	Median Income
6067006801	68.01	Sacramento	\$ 31,779
6067001103	11.03	Sacramento	\$ 41,026
6067009647	96.47	Sacramento	\$ 32,293
6067008509	85.09	Sacramento	\$ 98,411
6067005003	50.03	Sacramento	\$ 32,633
6067001601	16.01	Sacramento	\$ 59,401
6067007438	74.38	Sacramento	\$ 33,950
6067000501	5.01	Sacramento	\$ 38,036
6067005901	59.01	Sacramento	\$ 52,974
6067008139	81.39	Sacramento	\$ 32,185
6067002700	27	Sacramento	\$ 34,395
6067009321	93.21	Sacramento	\$ 29,238
6067009333	93.33	Sacramento	\$ 44,408
6067006502	65.02	Sacramento	\$ 34,896
6067007019	70.19	Sacramento	\$ 41,131
6067009617	96.17	Sacramento	\$ 41,150
6067009108	91.08	Sacramento	\$ 52,500
6067005601	56.01	Sacramento	\$ 31,544
6067000700	7	Sacramento	\$ 9,088
6067002000	20	Sacramento	\$ 50,815
6067007103	71.03	Sacramento	\$ 56,221
6067009319	93.19	Sacramento	\$ 36,560

GEOID	Census Tract	County	Median Income
6067009323	93.23	Sacramento	\$ 46,869
6067009650	96.50	Sacramento	\$ 66,786
6067009106	91.06	Sacramento	\$ 45,809
6067008008	80.08	Sacramento	\$ 46,789
6067003700	37	Sacramento	\$ 32,465
6067000800	8	Sacramento	\$ 42,436
6067003204	32.04	Sacramento	\$ 25,497
6067009622	96.22	Sacramento	\$ 56,792
6067009646	96.46	Sacramento	\$ 47,943
6067009006	90.06	Sacramento	\$ 24,975
6067008907	89.07	Sacramento	\$ 30,379
6067009007	90.07	Sacramento	\$ 32,292
6067009008	90.08	Sacramento	\$ 35,686
6067009318	93.18	Sacramento	\$ 33,063
6067004402	44.02	Sacramento	\$ 22,941
6067004801	48.01	Sacramento	\$ 24,470
6067008504	85.04	Sacramento	\$ 57,872
6067007206	72.06	Sacramento	\$ 43,036
6067006202	62.02	Sacramento	\$ 28,705
6067007802	78.02	Sacramento	\$ 44,750
6067008211	82.11	Sacramento	\$ 45,223
6067008119	81.19	Sacramento	\$ 33,875

GEOID	Census Tract	County	Median Income
6067007501	75.01	Sacramento	\$ 32,167
6067008136	81.36	Sacramento	\$ 33,171
6067005502	55.02	Sacramento	\$ 28,500
6067009311	93.11	Sacramento	\$ 32,768
6067009309	93.09	Sacramento	\$ 41,006
6067009502	95.02	Sacramento	\$ 44,326
6067002200	22	Sacramento	\$ 64,135
6067003600	36	Sacramento	\$ 30,208
6067003800	38	Sacramento	\$ 38,823
6067004802	48.02	Sacramento	\$ 25,426
6067008140	81.40	Sacramento	\$ 36,452
6067008207	82.07	Sacramento	\$ 53,895
6067007012	70.12	Sacramento	\$ 53,843
6067000300	3	Sacramento	\$ 68,354
6067009320	93.20	Sacramento	\$ 27,413
6067009614	96.14	Sacramento	\$ 55,857
6067008209	82.09	Sacramento	\$ 61,821
6067008501	85.01	Sacramento	\$ 60,254
6067009317	93.17	Sacramento	\$ 46,601
6067009314	93.14	Sacramento	\$ 40,354
6067004006	40.06	Sacramento	\$ 52,094
6067004203	42.03	Sacramento	\$ 28,692



GEOID	Census Tract	County	Median Income
6067005403	54.03	Sacramento	\$ 47,159
6067007013	70.13	Sacramento	\$ 53,655
6067007007	70.07	Sacramento	\$ 41,646
6067009608	96.08	Sacramento	\$ 34,216
6067007017	70.17	Sacramento	\$ 50,659
6067007106	71.06	Sacramento	\$ 52,520
6067009011	90.11	Sacramento	\$ 58,319
6067005202	52.02	Sacramento	\$ 51,216
6067007426	74.26	Sacramento	\$ 31,050
6067008510	85.10	Sacramento	\$ 78,528
6067009312	93.12	Sacramento	\$ 34,439
6067009632	96.32	Sacramento	\$ 55,262
6067007204	72.04	Sacramento	\$ 39,455
6067009410	94.10	Sacramento	\$ 37,218
6067007026	70.26	Sacramento	\$ 53,998
6067004910	49.10	Sacramento	\$ 27,192
6067008602	86.02	Sacramento	\$ 38,942
6067001702	17.02	Sacramento	\$ 41,224
6067009648	96.48	Sacramento	\$ 34,798
6067004020	40.20	Sacramento	\$ 36,429
6067009644	96.44	Sacramento	\$ 69,508
6067007603	76.03	Sacramento	\$ 38,410

GEOID	Census Tract	County	Median Income
6067004019	40.19	Sacramento	\$ 53,232
6067007027	70.27	Sacramento	\$ 45,627
6067006705	67.05	Sacramento	\$ 28,578
6067009335	93.35	Sacramento	\$ 31,296
6067006203	62.03	Sacramento	\$ 26,327
6067007437	74.37	Sacramento	\$ 57,985
6067009503	95.03	Sacramento	\$ 28,191
6067009107	91.07	Sacramento	\$ 42,185
6067007702	77.02	Sacramento	\$ 66,901
6067007202	72.02	Sacramento	\$ 36,092
6067005801	58.01	Sacramento	\$ 51,299
6067006003	60.03	Sacramento	\$ 32,148
6067006102	61.02	Sacramento	\$ 40,263
6067007602	76.02	Sacramento	\$ 35,962
6067007801	78.01	Sacramento	\$ 43,330
6067007903	79.03	Sacramento	\$ 53,625
6067008128	81.28	Sacramento	\$ 34,091
6067008135	81.35	Sacramento	\$ 43,530
6067008125	81.25	Sacramento	\$ 48,549
6067008005	80.05	Sacramento	\$ 59,753
6067008909	89.09	Sacramento	\$ 37,813
6067008133	81.33	Sacramento	\$ 28,963

GEOID	Census Tract	County	Median Income
6067008206	82.06	Sacramento	\$ 40,232
6067009601	96.01	Sacramento	\$ 30,417
6067008141	81.41	Sacramento	\$ 30,280
6067009800	98	Sacramento	\$ 33,704
6067009308	93.08	Sacramento	\$ 46,824
6067009310	93.10	Sacramento	\$ 39,581
6067001300	13	Sacramento	\$ 46,507
6067001900	19	Sacramento	\$ 46,883
6067002100	21	Sacramento	\$ 37,500
6067002600	26	Sacramento	\$ 70,614
6067002900	29	Sacramento	\$ 44,703
6067003300	33	Sacramento	\$ 51,674
6067003501	35.01	Sacramento	\$ 39,635
6067003900	39	Sacramento	\$ 56,250
6067008010	80.10	Sacramento	\$ 53,405
6067005101	51.01	Sacramento	\$ 25,412
6067007417	74.17	Sacramento	\$ 44,861
6067007413	74.13	Sacramento	\$ 27,560
6067000100	1	Sacramento	\$ 66,862
6067008144	81.44	Sacramento	\$ 47,880
6067009501	95.01	Sacramento	\$ 29,492
6067009616	96.16	Sacramento	\$ 46,222

GEOID	Census Tract	County	Median Income
6067009612	96.12	Sacramento	\$ 44,421
6067008210	82.10	Sacramento	\$ 59,151
6067007906	79.06	Sacramento	\$ 48,256
6067007011	70.11	Sacramento	\$ 41,404
6067007101	71.01	Sacramento	\$ 66,563
6067007301	73.01	Sacramento	\$ 28,226
6067008131	81.31	Sacramento	\$ 37,203
6067008505	85.05	Sacramento	\$ 67,554
6067008508	85.08	Sacramento	\$ 93,226
6067009329	93.29	Sacramento	\$ 33,005
6067009633	96.33	Sacramento	\$ 28,803
6067009639	96.39	Sacramento	\$ 38,236
6067009332	93.32	Sacramento	\$ 43,563
6067005205	52.05	Sacramento	\$ 28,688
6067007016	70.16	Sacramento	\$ 40,195
6067007107	71.07	Sacramento	\$ 60,444
6067008703	87.03	Sacramento	\$ 66,712
6067009201	92.01	Sacramento	\$ 43,399
6067005204	52.04	Sacramento	\$ 37,339
6067005301	53.01	Sacramento	\$ 21,324
6067007021	70.21	Sacramento	\$ 41,231
6067007025	70.25	Sacramento	\$ 52,917

GEOID	Census Tract	County	Median Income
6067004604	46.04	Sacramento	\$ 26,613
6067008708	87.08	Sacramento	\$ 80,145
6067009641	96.41	Sacramento	\$ 27,482
6067009645	96.45	Sacramento	\$ 67,540
6067008706	87.06	Sacramento	\$ 75,833
6067009652	96.52	Sacramento	\$ 47,436
6067008803	88.03	Sacramento	\$ 43,255
6067004018	40.18	Sacramento	\$ 60,594
6067007023	70.23	Sacramento	\$ 45,661
6067001202	12.02	Sacramento	\$ 52,440
6067003002	30.02	Sacramento	\$ 55,121
6067003001	30.01	Sacramento	\$ 34,750
6067004603	46.03	Sacramento	\$ 26,092
6067006901	69.01	Sacramento	\$ 36,794
6067008506	85.06	Sacramento	\$ 55,064
6067003203	32.03	Sacramento	\$ 20,424
6067009328	93.28	Sacramento	\$ 48,710
6067004502	45.02	Sacramento	\$ 28,603
6067004401	44.01	Sacramento	\$ 27,131
6067007414	74.14	Sacramento	\$ 36,226
6067008137	81.37	Sacramento	\$ 40,602
6067003400	34	Sacramento	\$ 43,784

GEOID	Census Tract	County	Median Income
6067009112	91.12	Sacramento	\$ 42,582
6067006004	60.04	Sacramento	\$ 58,750
6067004005	40.05	Sacramento	\$ 49,511
6067003202	32.02	Sacramento	\$ 22,951
6067007001	70.01	Sacramento	\$ 27,984
6067007503	75.03	Sacramento	\$ 36,643
6067008124	81.24	Sacramento	\$ 43,510
6067008127	81.27	Sacramento	\$ 38,294
6067005402	54.02	Sacramento	\$ 41,066
6067009406	94.06	Sacramento	\$ 37,831
6067008009	80.09	Sacramento	\$ 53,504
6067008204	82.04	Sacramento	\$ 50,158
6067008403	84.03	Sacramento	\$ 48,186
6067006400	64	Sacramento	\$ 28,359
6067005201	52.01	Sacramento	\$ 10,734
6067006600	66	Sacramento	\$ 28,833
6067009408	94.08	Sacramento	\$ 42,250
6067004501	45.01	Sacramento	\$ 23,886
6067008912	89.12	Sacramento	\$ 54,341
6067004011	40.11	Sacramento	\$ 64,081
6067008404	84.04	Sacramento	\$ 38,807
6067007424	74.24	Sacramento	\$ 27,835

GEOID	Census Tract	County	Median Income
6067008145	81.45	Sacramento	\$ 43,949
6067005404	54.04	Sacramento	\$ 61,125
6067007504	75.04	Sacramento	\$ 39,573
6067004909	49.09	Sacramento	\$ 29,306
6067009336	93.36	Sacramento	\$ 55,380
6067000400	4	Sacramento	\$ 55,347
6067009642	96.42	Sacramento	\$ 53,018
6067006204	62.04	Sacramento	\$ 31,291
6067004015	40.15	Sacramento	\$ 49,226
6067006501	65.01	Sacramento	\$ 17,050
6067008910	89.10	Sacramento	\$ 40,684
6067008702	87.02	Sacramento	\$ 96,538
6067009403	94.03	Sacramento	\$ 43,547
6067007022	70.22	Sacramento	\$ 32,791
6067004301	43.01	Sacramento	\$ 25,766
6067009640	96.40	Sacramento	\$ 26,912
6067009618	96.18	Sacramento	\$ 39,256
6067004201	42.01	Sacramento	\$ 31,852
6067007403	74.03	Sacramento	\$ 34,625
6067008142	81.42	Sacramento	\$ 37,003
6067008601	86.01	Sacramento	\$ 67,938
6067009900	99	Sacramento	\$ 29,768

GEOID	Census Tract	County	Median Income
6067006902	69.02	Sacramento	\$ 35,581
6067009649	96.49	Sacramento	\$ 55,406
6067009653	96.53	Sacramento	\$ 34,028
6067004702	47.02	Sacramento	\$ 29,517
6067007427	74.27	Sacramento	\$ 28,023
6067007028	70.28	Sacramento	\$ 50,744
6067009409	94.09	Sacramento	\$ 42,668
6067009326	93.26	Sacramento	\$ 70,521
6067009010	90.10	Sacramento	\$ 49,500
6067007020	70.20	Sacramento	\$ 76,479
6067007430	74.30	Sacramento	\$ 43,982
6067009635	96.35	Sacramento	\$ 57,649
6067009334	93.34	Sacramento	\$ 44,066
6067008707	87.07	Sacramento	\$ 52,887
6067004016	40.16	Sacramento	\$ 54,602
6067005804	58.04	Sacramento	\$ 85,484
6067008132	81.32	Sacramento	\$ 41,563
6067007416	74.16	Sacramento	\$ 34,108
6067002400	24	Sacramento	\$ 74,884
6067007423	74.23	Sacramento	\$ 28,476
6067005506	55.06	Sacramento	\$ 24,756
6067004302	43.02	Sacramento	\$ 25,038



GEOID	Census Tract	County	Median Income
6067009651	96.51	Sacramento	\$ 54,600
6067009111	91.11	Sacramento	\$ 34,911
6067007701	77.01	Sacramento	\$ 32,962
6067009611	96.11	Sacramento	\$ 33,101
6067005803	58.03	Sacramento	\$ 65,208
6067008138	81.38	Sacramento	\$ 38,781
6067002500	25	Sacramento	\$ 98,750
6067004202	42.02	Sacramento	\$ 30,229
6067004012	40.12	Sacramento	\$ 63,411
6067007108	71.08	Sacramento	\$ 62,148
6067008802	88.02	Sacramento	\$ 67,566
6067008402	84.02	Sacramento	\$ 50,603
6067004014	40.14	Sacramento	\$ 44,621
6067008007	80.07	Sacramento	\$ 49,664
6067009404	94.04	Sacramento	\$ 56,626
6067008512	85.12	Sacramento	\$ 89,036
6067005605	56.05	Sacramento	\$ 34,427
6067009504	95.04	Sacramento	\$ 25,795
6067008704	87.04	Sacramento	\$ 67,621
6067007110	71.10	Sacramento	\$ 66,045
6101050900	509	Sutter	\$ 38,889
6101050201	502.01	Sutter	\$ 27,718

GEOID	Census Tract	County	Median Income
6101050102	501.02	Sutter	\$ 25,443
6101050503	505.03	Sutter	\$ 37,728
6101050302	503.02	Sutter	\$ 26,059
6101050800	508	Sutter	\$ 43,860
6101050501	505.01	Sutter	\$ 26,699
6101051000	510	Sutter	\$ 39,375
6101050701	507.01	Sutter	\$ 30,010
6101051100	511	Sutter	\$ 42,917
6101050101	501.01	Sutter	\$ 29,381
6101050702	507.02	Sutter	\$ 32,190
6101050202	502.02	Sutter	\$ 27,341
6101050603	506.03	Sutter	\$ 42,429
6101050504	505.04	Sutter	\$ 29,926
6101050402	504.02	Sutter	\$ 46,613
6101050401	504.01	Sutter	\$ 32,838
6101050403	504.03	Sutter	\$ 42,813
6101050604	506.04	Sutter	\$ 44,159
6101050301	503.01	Sutter	\$ 34,160
6101050601	506.01	Sutter	\$ 47,152
6113010902	109.02	Yolo	\$ 39,811
6113011400	114	Yolo	\$ 28,069
6113010901	109.01	Yolo	\$ 36,603

GEOID	Census Tract	County	Median Income
6113011210	112.10	Yolo	\$ 40,202
6113011211	112.11	Yolo	\$ 51,823
6113010607	106.07	Yolo	\$ 66,094
6113010602	106.02	Yolo	\$ 26,562
6113011500	115	Yolo	\$ 37,656
6113011102	111.02	Yolo	\$ 31,684
6113010605	106.05	Yolo	\$ 61,638
6113010312	103.12	Yolo	\$ 48,265
6113010105	101.05	Yolo	\$ 23,787
6113011209	112.09	Yolo	\$ 52,729
6113011203	112.03	Yolo	\$ 46,344
6113010701	107.01	Yolo	\$ 30,469
6113011103	111.03	Yolo	\$ 44,131
6113011303	113.03	Yolo	\$ 71,266
6113010703	107.03	Yolo	\$ 21,449
6113010512	105.12	Yolo	\$ 28,807
6113010704	107.04	Yolo	\$ 24,094
6113011301	113.01	Yolo	\$ 37,200
6113011002	110.02	Yolo	\$ 51,824
6113010313	103.13	Yolo	\$ 73,750
6113010509	105.09	Yolo	\$ 36,507
6113010608	106.08	Yolo	\$ 26,099

GEOID	Census Tract	County	Median Income
6113010310	103.10	Yolo	\$ 58,506
6113011302	113.02	Yolo	\$ 41,824
6113010611	106.11	Yolo	\$ 38,689
6113010501	105.01	Yolo	\$ 5,042
6113010201	102.01	Yolo	\$ 39,878
6113010102	101.02	Yolo	\$ 37,569
6113010800	108	Yolo	\$ 35,469
6113011204	112.04	Yolo	\$ 39,173
6113010510	105.10	Yolo	\$ 41,885
6113010401	104.01	Yolo	\$ 50,913
6113010511	105.11	Yolo	\$ 35,526
6113010104	101.04	Yolo	\$ 33,750
6113010610	106.10	Yolo	\$ 32,215
6113010315	103.15	Yolo	\$ 65,391
6113010314	103.14	Yolo	\$ 74,057
6113011207	112.07	Yolo	\$ 55,000
6113011304	113.04	Yolo	\$ 62,712
6113010402	104.02	Yolo	\$ 76,020
6113011001	110.01	Yolo	\$ 28,061
6113011208	112.08	Yolo	\$ 50,385
6113010203	102.03	Yolo	\$ 25,238
6113010508	105.08	Yolo	\$ 53,491

GEOID	Census Tract	County	Median Income
6113010609	106.09	Yolo	\$ 55,724
6113011101	111.01	Yolo	\$ 31,533
6113010505	105.05	Yolo	\$ 62,528
6113010513	105.13	Yolo	\$ 22,722
6113010204	102.04	Yolo	\$ 31,790
6113010103	101.03	Yolo	\$ 28,577
6115040500	405	Yuba	\$ 28,542
6115040202	402.02	Yuba	\$ 35,132
6115040400	404	Yuba	\$ 20,893
6115040304	403.04	Yuba	\$ 36,700
6115040201	402.01	Yuba	\$ 29,517
6115040702	407.02	Yuba	\$ 45,213
6115040901	409.01	Yuba	\$ 29,955
6115040302	403.02	Yuba	\$ 18,818
6115040701	407.01	Yuba	\$ 59,288
6115040600	406	Yuba	\$ 25,182
6115041101	411.01	Yuba	\$ 24,917
6115041001	410.01	Yuba	\$ 24,834
6115040301	403.01	Yuba	\$ 19,362
6115041002	410.02	Yuba	\$ 42,222
6115040800	408	Yuba	\$ 44,875
6115040100	401	Yuba	\$ 21,228

<b>GEOID</b>	<b>Census Tract</b>	<b>County</b>	<b>Median Income</b>
6115041102	411.02	Yuba	\$ 36,154
6115040305	403.05	Yuba	\$ 49,222
6115040902	409.02	Yuba	\$ 28,572

## Appendix 6. Glossary

**Anchor employers:** Organizations that employ a sizable proportion of workers in a particular area.

**Annual self-sufficiency standard (livable wage):** A calculation of the minimum annual income needed to make ends meet in a particular place. The standard is based on analysis of basic monthly expenses (e.g., food, housing, transportation, childcare, taxes) as well as modest savings for emergencies and wealth-building for families of all different sizes and ages.

**Business attraction:** Local efforts to encourage businesses to locate and grow in a particular area. Attraction strategies that align with regional industry priorities can help strengthen key industry clusters.

**California Jobs First (CJF):** Previously known as the Community Economic Resilience Fund (CERF), CJF is a statewide initiative led by the State of California that aims to encourage regions to develop inclusive economic development strategies that prioritize high-quality job creation in sustainable industries.

**Career pathway:** A progression of education and training designed to help an individual succeed in a particular occupation.

**Community-based organization:** A nonprofit organization or other local entity working to support and / or strengthen a particular community.

**Community development:** Neighborhood-level initiatives and hyper-local strategies that aim to improve the financial stability, economic mobility, and / or quality of life of community residents. Examples of community development include community land trusts, focused workforce training programs, corridor redevelopment projects, and placemaking efforts.

**Competitive drivers:** The core components of regional economic performance: talent, innovation, entrepreneurship and small business activity, infrastructure, and governance.

**Conventional economic development:** Using a combination of business attraction, opportunistic deal-making, regional branding and marketing, and greenfield projects to drive economic growth. Historically this approach has not prioritized inclusive economic growth or widely-shared economic prosperity.

**Cost of living:** A calculation used in determining the livable wage in a particular place. This figure includes basic monthly expenses (e.g., food, housing, transportation, childcare, taxes) as well as modest savings for emergencies and wealth-building.

**Economic mobility:** The ability of an individual or household to improve their economic status over time.

**Educational attainment:** The level of formal education that an individual obtains (e.g., high school diploma, some college, associate degree, bachelor's degree, graduate degree). Measures of educational attainment do not account for other types of education gained on the job, independently, from peers, or across generations.

**Entrepreneurial ecosystem:** A network of entrepreneurial support organizations, investors, academic institutions, and other entities that together aim to support current and potential entrepreneurs in the region.

**Equitable economic growth:** Growth within an area economy that creates broad benefit for most if not all area residents.

**Governance:** How stakeholders organize themselves to take action. Effective governance structures tend to involve thoughtful collaboration across public, private, nonprofit, philanthropic, and community sectors.

**Greenfield investment:** A development project that requires construction on previously unused land.

**Historically disinvested:** Communities and demographics that historically have not received sufficient investment from the private and public sectors.

**Historically underrepresented:** Communities and demographics that historically have not had the same opportunities to pursue education, obtain high-quality jobs, or build businesses.

**Inclusive economic development:** An updated approach to economic development that aims to promote economic stability for everyone by investing in key drivers of economic competitiveness.

**Incumbent worker training:** Training provided by an employer to help employees acquire new knowledge, skills, and abilities.

**Industry cluster:** Companies located within a particular area that have a competitive advantage due to their close proximity and interdependence. By clustering together, firms can become more productive by sharing facilities, infrastructure, and supply chains; finding new employees more efficiently; and operating within dense, knowledge-rich environments that facilitate innovation and exchange within and among companies in the cluster.

**Innovation:** The creation of new ideas, products, processes, and / or services that improve upon the status quo.

**Innovation ecosystem:** A network of firms, universities, research institutions, and other actors that together encourage the development and commercialization of innovations.

**Intergenerational wealth-building:** An individual's ability to cultivate and pass wealth down to younger generations.

**Labor market:** The pool of workers available to fill open positions in a particular place.

**Livable wage:** See Annual self-sufficiency standard.

**Local economic development:** City-scale efforts to shape local business climates via land use and zoning, site selection, permitting, licensing, and tax structures. Many local economic development strategies also support entrepreneurship and small businesses, often with an emphasis on local-serving Main Street businesses.

**Local-serving industry:** A sector that provides goods and services for residents of a particular area.



**Opportunity industry:** A sector with an above-average share of quality and promising jobs. Job creation within these industries can increase the number of opportunity jobs in a region.

**Opportunity job:** A position that meets the criteria for a quality or promising job.

**Other job:** A position that fails to meet any of the criteria for a quality job.

**Productivity:** An economic performance metric that subtracts the cost involved in producing goods and / or services from the value of the goods and / or services produced.

**Promising job:** A position that does not provide a self-sufficiency wage and / or employer-provided health insurance but does offer a pathway to a quality job within the next ten years.

**Quality job:** A position that pays an annualized wage that affords working families self-sufficiency and financial stability without public assistance while building some savings; offers employer-provided health insurance; and is durable or leads to another quality job over the next ten years.

**Regional economic development:** Efforts to promote key industry clusters and strengthen workforce development, infrastructure, and innovation assets within a particular region or metropolitan area.

**Struggling workers and families:** Area residents who are unable to make ends meet.

**Supply chain:** A network of companies that together produce the components needed to create a particular product.

**Tradable sector:** Industries that bring new money into the area economy by selling goods and services to customers outside the region.

**Wage threshold:** See Annual self-sufficiency standard

**Workforce development:** An ecosystem of employers, educational institutions, training providers, and support organizations working to help individuals acquire the knowledge and skills they need to succeed in the workplace.

**Wraparound supports:** Non-academic assistance for students and workers facing barriers related to transportation access, childcare, and other basic needs.