

Golden Sierra Job Training Agency



Golden Sierra

**Workforce Innovation
and Opportunity Act (WIOA)**

Local Plan

2021 - 2024



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I. Introduction

The last year has witnessed unprecedented disruption and labor market changes. Golden Sierra along with workforce boards across the nation were challenged to provide services to our customers (residents and businesses alike) with rigid safety standards. Due to our expansive geographic footprint, the varying topography, and weather conditions that affect some of our community, Golden Sierra had fortunately already been conducting virtual services to assist some of our more vulnerable community members including those with disabilities and those in remote areas. This model provided a foundation to rapidly build upon and scale to deliver continuous services to our reeling communities. The lessons learned and the innovations tried will propel us forward as we, our partners, and businesses reopen physical facilities and adapt to the ever-changing world of work.

Golden Sierra understands employer and community member needs transcend county borders. Therefore, we work with our regional partners as part of the Capital Region Planning Unit to build efficiencies and coordination to employers and training partners in the region. One recent example of this is the High Road Construction Careers grant where we partner with two other boards in our planning area to expand and increase the pipeline of workers in construction careers and apprenticeships. Golden Sierra has a very engaged board of employers, industry, educators, and partners, as well as a committed team of staff members. Their contributions cannot be understated. In a recent survey conducted as part of this planning process, the commitment and expertise of the staff at Golden Sierra was considered the region's greatest asset by respondents. Conversely, the need to further align and coordinate with the wide and continuously expanding partners in the workforce ecosystem was stated as an area for opportunity and growth. We continue to see the necessary interdependency of our efforts as the best opportunity to make the most difference. When we collectively come together to solve complex issues, including addressing our workforce challenges, we build a better system. As such, Golden Sierra's vision is the following:

Golden Sierra envisions a fully integrated workforce system that capitalizes on the expertise of industry and workforce partners to continuously meet the needs of business, and facilitate pathways to success for students, workers and job seekers.

As we continue to work toward full integration with limited resources, the following provides the answers to specific questions in the local plan. It is our shared hope the near future will provide the resources necessary to more fully align our workforce ecosystems.

II. The Process

The Golden Sierra Workforce Development Board (GSWDB), through Golden Sierra Job Training Agency (GSJTA), has prepared this four year workforce development plan by engaging in public input sessions, stakeholder interviews, and surveys. Golden Sierra has long standing and new local partnerships which enrich the workforce ecosystem in our region. By engaging partners through a variety of means, GSJTA has collected information and input to define and shape how our local workforce development system will help our communities recover and thrive in a post-pandemic recovery. Golden Sierra Workforce Development Board's mission is **to convene**

industry leaders and key partners to identify workforce initiatives, create innovative solutions, and measure the success of systems' ability to meet industry and workforce needs. This reflects the principles of WIOA and encapsulates the integration of services of our many partner agencies to meet the needs of both our business and job seeker populations, thereby, leading to regional economic growth and equitable, long term self-sufficiency. These goals align with the California Workforce Development Board's (CWDB) WIOA plan (State plan) outcomes of reaching a million middle skills credentials and doubling the number of apprenticeships in the next ten years and three key objectives to meet these goals; fostering demand driven skills attainment, enabling upward mobility, and aligning, coordinating and integrating programs and services.

In preparation for this local plan, GSWDB engaged regional organizer Valley Vision to conduct board and stakeholder interviews, in addition to Golden Sierra holding public input sessions. These interviews provided a wealth of information and recurrent themes that influenced the priorities and strategies identified in this plan and refined our board's five key objectives:

Five key objectives:

- 1) Leadership and strategy development encompassing best practices in inclusive workforce/economic development
- 2) Increased Business Engagement, including cross-regionally, with expanding use of digital platforms
- 3) Increased training for staff on working with traditionally disinvested populations, equity/cultural competency, trauma informed care, and usage and effective strategies with digital platforms
- 4) Expanded outreach to new training and support partners to enhance service to priority populations
- 5) Continuous improvement and refinement through establishing measurable improvements and revisiting to ensure progress.

Consistent with the state policy framework, the GSWDB adopts a regional approach to the identification of priority economic and occupational sectors. It begins this process by utilizing the following driven data sources in addition to those referenced in the Capital Region's regional plan document:

1. **[Our Path Forward: The Prosperity Strategy](#)**. (Exhibit A) This report is the comprehensive economic development five year plan (2020 - 2025) for the counties of Yuba, Yolo, Sutter, El Dorado, Placer and Sacramento. The Golden Sierra WDB is a partner in The Prosperity Strategy and the Golden Sierra Job Training Agency (GSJTA) Executive Director sits on the Steering Committee.
2. **[Sierra Business Council Comprehensive Economic Development Strategy](#)**. (Exhibit B) This report is the comprehensive economic development five year plan (2018 - 2022) for the counties of Placer and El Dorado within Golden Sierra's service area in addition to Sierra and Nevada counties. This plan rightfully calls our Broadband access and adoption as a primary economic development barrier for the rural areas of these counties.

3. [Capital Region Industry Clusters of Opportunity and Local Area Projections.](#) (Exhibit C) This provides an update to the previous Capital Region Report highlighting industry clusters of opportunity for the Capital Region and Local Area Projections through 2024.
4. [EDD Labor Market Analysis.](#) (Exhibit D) Golden Sierra receives regular updates from EDD. This exhibit details the most current data on fluctuations in the market due to the pandemic disruption and recovery trajectory.

Based on the sources described above, the Board has identified the following target industry sectors and occupational clusters within the region that are currently high wage, high demand and that are vital to both the local and regional economy.

- Health and Life Sciences;
- Arts, Entertainment, and Recreation;
- Energy, Construction and Utilities (including Clean Economy)
- Information, Communication and Technology
- Manufacturing and Transportation (including Future Mobility)
- Agribusiness, Food and Beverage Production

Both the Clean Economy and Future Mobility are emerging as strong regional economic and workforce drivers with significant investments being made in neighboring counties. Golden Sierra participates in the support of the [California Mobility Center](#) and [Sacramento Valley Manufacturing Initiative](#) who work together to build pipelines for quality jobs in these areas.

A. WIOA Core and Required Partner Coordination

i. The One-Stop Operator

The GSWDB plan assigns many of the critical functions of systems alignment to the One-Stop Operator secured through a competitive procurement process. In the Golden Sierra region the one-stop operator facilitates value added, collaborative partner meetings directing the partners toward key priorities identified in the state plan. The Operator takes a leadership role in the quarterly partner meetings while identifying work assignments that occur between the quarterly meetings, and assisting with expanding partnerships with other service providers in the Golden Sierra workforce ecosystem. They play an integral role in assisting GSWDB with systems alignment and integration. Furthermore, the Operator assists the board in providing oversight to the local service providers while monitoring the partners' commitments as identified in the MOUs.

The One Stop Operator is responsible for:

- In conjunction with Workforce Board oversight and designated administrative staff, coordinating the implementation of negotiated Memorandums of Understanding (MOUs) and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners.
- Acting as a liaison between the workforce board and the system partners including attending meetings of the workforce board and/or its Executive Committee to receive direction and to report on progress no less than three times annually.

ii. Partners

The local system includes the available required partners identified in WIOA. These partners have documented their commitments by executing Memorandums of Understanding and by completing Infrastructure Funding Agreements as identified in WIOA, and required by the State. The Golden Sierra regional partnership is robust, and though not all additional partners are mentioned here, also includes:

- 3 community College Districts (two of which span regions outside the Golden Sierra boundaries)
- 3 Adult Ed Block Grant Consortiums
- 5 Adult Education Providers
- 2 Sector Navigators (Advance Manufacturing and Retail/Hospitality and Tourism)
- 2 County Economic Development Departments
- 2 City Economic Development Departments
- 3 County Offices of Education
- 3 Health and Human Service Agencies
- County Probation Offices
- Multiple Chambers of Commerce and Business Associations
- And a number of Community Based Organizations who serve various populations including foster youth, veterans, the homeless and persons with disabilities.

iii. Partner referrals and coordination

GSJTA and its partners share information during quarterly partner meetings. These meetings include the Career Service providers as well as the required WIOA partners and other important system stakeholders. These meetings provide an opportunity for partners to receive up to date labor market information, share resources and knowledge. This helps build the capacity of our local system, maximize efficiency by reducing duplication, leverage program funding, and improve referrals to meet state goals. Additionally, these and additional meetings provide opportunities for staff and partner development on topics such as the use of the CalJOBS system, how to best meet WIOA performance measures, trauma informed care, cultural competency, working with individuals with disabilities, employer engagement and other topics. With the transition to primary remote services during the pandemic, Golden Sierra has been fortunate to have Advance as one of our service providers. As leaders in providing virtual education, they bring proven strategies into quarterly partner meetings to improve virtual learning and engagement outcomes.

Additionally, during these meetings partners organizations share what services are available to clients, what clients can expect, and how best to make appropriate referrals. Golden Sierra has a partner referral form which can be transmitted electronically intended to enhance warm handoffs, accelerate collaboration, and reduce duplication by identifying client needs to the referring organization. Partner organizations receive instruction and training on utilizing this form and other referral mechanisms during quarterly provider meetings and as new providers come on board.

iv. Co-enrollment and/or common case management

GSWDB has adopted co-enrollment as a preferred delivery strategy whenever possible. Strategic co-enrollment can provide benefits to participants and the workforce system by providing additional case management support, leveraging resources, eliminating duplication of services, and improving participant experiences and outcomes. Co-enrollment with partners can streamline the provision of intensive services such as case management, job search assistance, and follow-up services.

GSJTA works with program partners to co enroll when appropriate. These partners include the Employment Development Department (EDD), Health and Human Service Agencies (HHSA), the Department of Rehabilitation (DOR), veteran service programs, adult education, regional community colleges and others. The co-enrollment and braiding of resources and expertise allows partner organizations the ability to leverage the appropriate components of each program, therefore, enhancing outcomes such as certifications, job placement, earnings and retention of employment.

Eligibility for co-enrollment is addressed by strategically cross training GS staff and partner organizations. Staff from partnering organizations take part in regular quarterly meetings that involve awareness of program related benefits and eligibility overviews. Each partner retains expertise and responsibility for their relative programs and ongoing information sharing to assist participating organizations in making the correct referrals, therefore, reducing errors and duplication.

v. Facilitating access through the use of technology and other means

Much of the Golden Sierra region is rural in nature. Limited broadband availability, especially when considering today's heavy bandwidth virtual tools, presents unique challenges when attempting to provide services virtually within outlying areas. Currently, the majority of the region's broadband access is expanding under the direction of the Gold Country Broadband Consortium (GCBC). The GCBC is a public-private partnership aimed at increasing digital access and use in Nevada, Placer, El Dorado, Sierra and eastern Alpine counties. The GCBC is one of 14 regional consortia in the State funded by the California Advanced Services Fund Rural and Urban Regional Broadband Consortia grant program. The Consortium was formed to leverage regional, state and national resources as an investment in improving and expanding broadband access.

The primary tool available region wide providing virtual access to job seekers and employers is the CalJOBS (CJ) system. The CJ system includes a multitude of useful tools that can be universally accessed by both audiences through a simple online registration process. This process can be completed at home, in the business, at a library or through the mobile application. The CJ system includes tools for job seekers such as resume builders, career explorers, career assessments, job search listings, alerts, labor market information and unemployment services and makes these tools available in formats useful to people with disabilities. Though not all Core partners have direct access to managed services via CJ all partners have received training on the availability of services through the CJ system. Furthermore, the partners are encouraged to register their appropriate clients, students and consumers. Ongoing training on CalJobs is provided as new partners are developed.

Even prior to the pandemic, GSWDB understood that there are multiple obstacles faced by individuals with significant barriers to employment in rural and urban areas. To that end, GSWDB partners provide free job readiness workshops via Zoom and YouTube outside of the physical AJCC locations. These workshops act as an extended arm of the AJCCs, therefore, reaching far more individuals than would otherwise be possible. GSWDB also utilizes Metrix online learning to provide free skill building workshops to job seekers that can be accessed remotely. In addition, GSWDB contracts with Adult and private schools to provide free workshop series to further enhance our virtual offerings and skill building activities to job seekers throughout our jurisdiction. Service providers are encouraged to meet their constituents' needs through the use of mobile tools such as tablets and laptops and online platforms such as Zoom and Skype as rural regions limit the ability to meet in physical locations.

In addition to serving participants virtually, Golden Sierra has been providing virtual career fairs which have increased since the onset of the pandemic. This method of delivering career services to the business community has been well received by both employers and job seekers. With the increase in telework opportunities giving employers the ability to recruit job seekers from a larger geographic area, Golden Sierra anticipates this virtual service increasing and providing a wider range of economic opportunities for our rural regional workforce.

vi. Coordination of the provision of appropriate supportive services

The onset of the pandemic provided an enhanced need for supportive services in our region like much of the nation. In addition to utilizing WIOA 1 funds, Golden Sierra was able to secure additional supportive services funding through a National Dislocated Worker Grant. With the rising costs of rent and cost of living in our region, supportive services are becoming increasingly important for participant success in training programs and entering employment. Additionally, the expansion of community college Promise Programs provide opportunities for no or low cost education that did not exist prior. While understandable in intent, the required training percentage allocation currently constrains local areas including Golden Sierra from providing the robust support services necessary to carry participants through training to self-sufficient careers. Through staff and partners surveys, the ability to provide more robust support services arose as the single greatest need to serve job seeker populations in our region.

Supportive Services for items such as transportation assistance, required clothing, books, tuition, childcare etc. are coordinated by case managers through our local partners to ensure available sources of funds are exhausted prior to the use of WIOA funding for these services as is reflected in law and in local policy. GSWDB partners coordinate with the Department of Health and Human Services, Department of Rehabilitation, nonprofit and other sources prior to utilizing WIOA funds. While support service needs overall have been increasing, the last year has witnessed a dramatic increase in the need and provision of support services. This is one example of how the 30% direct training requirement (DTR) is at odds with what's needed on the front lines. Very little support service dollars can be counted towards the DTR, however, these supports are more critical than ever as our community members recover from the devastation of the pandemic and rebuild their livelihoods.

vii. Compliance with WIOA Section 188 and ADA

a. Designation of an Equal Opportunity Officer

Consistent with WSD15-24, the local area has designated an Equal Opportunity (EO) officer who is responsible for coordinating its obligations under these regulations. The local area is committed to assigning sufficient staff and resources to the EO Officer to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

b. Notice and Communication

The local area provides initial and continuing notice of nondiscriminatory practices and the right to file a complaint by posting information (posters) in prominent locations within the AJCC. These notices are also made available to each participant; a copy of an acknowledgement of receipt is signed by the participant and included in the case file (see GSC 01-05 and GSC 01-06). Alternative formats are provided upon request to people with disabilities.

The local area ensures media and other communications which promote WIOA programs or activities include the following tagline: "This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities." In instances where materials indicate the local area may be reached by telephone, the California Relay Service number is provided. In instances where persons with limited English proficiency are served, the local area takes reasonable steps to ensure individuals receive the language assistance necessary to afford them meaningful access to programs, services, and information according to the LEP Directive (WSD17-03).

c. Assurances

The local area has implemented policies and procedures to ensure that all contracts, cooperative agreements, and job training plans contain a nondiscrimination assurance statement.

d. Universal Access

As required in Title 29 CFR Section 38.42, the local area ensures universal access to WIOA Title I financially assisted programs and activities by doing the following:

- Implementing an outreach and recruitment plan to solicit participation of all potentially WIOA Title I eligible reportable individuals in the entire locale.
- Creating an outreach and recruitment plan that will reach specific target populations through media, schools, and community services groups.
- Considering a pool of individuals for participation that includes members of all gender identities, various racial and ethnic age groups, and individuals with disabilities.
- Establishing a hiring and eligibility process that is accessible to qualified individuals with disabilities.
- Utilizing facilities designed to provide reasonable access to individuals with disabilities in the following areas: training, job structure, work schedule, work procedure, and work equipment and auxiliary aids accommodations.

e. Obligation Not To Discriminate On The Basis Of Disability

The local area has established a reasonable accommodation policy and procedure guide. In addition, the local area actively participates in biennial compliance monitoring to ensure physical and programmatic accessibility. The local area provides the following:

- Designated parking for the disabled that is accessible to the building entrance, free of any barriers.
- Signage at a primary entrance to each of the inaccessible facilities, directing users to a location at which they can obtain information about accessible facilities.
- The international symbol for accessibility at each primary entrance of an accessible facility.
- Building entrance doors that can be opened with one hand.
- Accessible information at public counter or reception areas.
- At least one accessible public telephone per floor.
- Accessible meeting rooms with Braille symbols at an accessible height.
- Accessible restrooms.
- Alternative methods to ensure that training, job structure, work schedule, work procedure, and work equipment are available to individuals with disabilities when the facilities are not physically accessible to individuals with disabilities.

f. Data and Information Collection and Maintenance

The local area complies with WIOA Section 188 by collecting and maintaining demographic data in CalJOBS, the statewide labor exchange system. Confidential information is safeguarded from improper use, disclosure, or transmission. For example, a participant's health/medical information is retained in a separate case file and stored in a separate location. Any complaints alleging discrimination are maintained in a log and shared with the EEO Office each calendar year.

g. Monitor for Compliance

As required by law and related regulations, the local area participates in on-site reviews and other forms of monitoring to ensure compliance.

h. Complaint Processing Procedures

The local area has established procedures for resolving allegations of noncompliance with applicable nondiscrimination and equal opportunity provisions. The complaint processing procedures are consistent with the guidance found in WSD 15-24.

Neither GSWDB nor its Administrative Entity GSJTA has received notice of corrective actions or sanctions with regard to non-discrimination practices or equal opportunity procedures. To best address the needs of people with disabilities the local area is committed to providing appropriate training activities for staff and its subrecipients including sensitivity and policy training. Additionally,

i. Training

Golden Sierra's Disability Resource Coordinator is responsible for staff development efforts and coordinates regular capacity building activities to ensure AJCC staff and partners are properly equipped to address the unique needs of individuals with disabilities. The following training opportunities are provided to staff and required and other one-stop partners:

- Serving Job Seekers with Disabilities in the Workforce Development System
- Service Animal Etiquette
- Communicating with the Deaf and Hard of Hearing
- Implementing WIOA Section 188
- SSA Ticket to work Program
- Mental Health First Aid
- Disability Benefits 101
- Reasonable Accommodations

To maintain relevant training and information, AJCC staff attend the quarterly Disability Employment Initiative/Disability Employment Accelerator meetings organized by the EDD and the annual conference organized by the National Employment Network Association (NENA). These conferences allow staff to share best practices and learn about new programs/resources which are then shared with our One Stop Operator, required and other partners.

B. State Strategic Partner Coordination

i. County Health and Human Services Agencies/CalFresh E & T Services

Each of these counties in the Golden Sierra Workforce Development Region (GS region) have CalFresh programs, however, currently, Placer County is the only member in the region with a CalFresh Employment and Training (E & T) program. Regardless, Golden Sierra works with all three counties to help meet the goals of the CalFresh program broadly and the CalFresh E & T program specifically. Within the CalFresh E & T partnership agreement Golden Sierra works specifically at helping with integration of CalFresh E & T with the public workforce system to increase outcomes in jobs and wages for participants.

The workforce system and the programs administered by the Health and Human Services Agencies (HHSAs) throughout the GS region have partnered for many years to leverage resources and braid funding in order to offer a full continuum of services to public assistance recipients including those receiving CalFresh. The goal of this partnership has always been to foster better employment outcomes for our mutual participants. GSJTA and the local HHSAs are committed to continuing this value added relationship. The recent onset of the pandemic has increased the overall needs of our joint priority populations. One factor to success for multi-barriered individuals is providing a strong support foundation by working hand in hand with our local partners to coordinate activities targeted on enhancing success. These critical partnerships are an integral part of the GS region's strategy which employs the practice of identifying WIOA recipients who are currently engaged in partner activities such as CalFresh and CalFresh E & T, providing co-enrollment and co-case management when appropriate, enrolling participants into training in in-demand industry clusters (as supported by labor market data), and partnering to support career pathway programs developed throughout the region.

ii. Local Child Support Agencies and Partners Serving Non-custodial parents

The GSWDB has integrated the goals, objectives and strategies from the State plan its own strategy ensuring a comprehensive array of services is provided to non-custodial parents to facilitate successful labor market outcomes and progression into livable wage jobs and careers. GSWDB has been successful at greater coordination of staff development efforts and the expansion of the provision of virtual activities (WIOA Basic, Individualized, and Training). Furthermore, GSWDB and partners have implemented a simplified referral process and program documentation to reduce barriers to co-serving individuals served jointly by the Department of Child Support Services (DCSS) and GSJTA to support employability for non-custodial parents with child support orders.

One example of service integration is a process by which DCSS clients are referred to GSJTA by Family Support judges (commissioners). After being referred, individuals contact GSJTA and the America's Job Center of California (AJCC) to schedule an initial assessment. During this initial assessment, the case manager assists the non custodial parent with identifying their goals and works with DCSS to create an acceptable service strategy. DCSS' participation in this process is critical since a successful strategy may involve lifting restrictions on items such as drivers, or other licenses. Additionally services provided by GSJTA include: job search, resume preparation, interview workshops, skills/interest assessments, career research, vocational training,

misdemeanor conviction expungement, and reduction of felony conviction to misdemeanor. During this process the client maintains contact with the case manager to report progress toward attaining their goals and to assist in addressing any unforeseen obstacles. The clients' participation is considered mandatory, and they can be held in contempt of court if they do not comply with the judge's "seek-work" order. GSJTA reports back to DCSS any reporting elements deemed necessary in order to ensure compliance with the court's order.

Partnerships have shown to create support teams that enhance outcomes for all parties with program partners bringing expertise relative to their pertinent fields that would otherwise go lacking. Successful case management involves bringing these partners to the table, co-enrolling as appropriate, and collaborating to braid program funding and services which reduce barriers and create greater employability outcomes.

iii. Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities

GSJTA maintains a full-time Disability Resource Coordinator (DRC) on staff. The DRC serves as a subject matter expert on employment and support programs for Persons with Disabilities (PWD), including individuals with Intellectual or developmental disabilities (ID/DD). This position requires an in-depth knowledge of the target population. GSJTA's DRC has gained their program knowledge by participating in specialized training and certifications such as those offered by Virginia Commonwealth University (VCU).

GSJTA and their partners maintain positive working relationships with the Qualified Rehabilitation Professionals (QRP) in Roseville, Auburn, Placerville, and Lake Tahoe. Referrals between agencies are facilitated by co-location at the AJCCs within the GS Region. Department of Rehabilitation (DOR) holds bi-monthly office hours; encouraging co-enrollment and allowing customers to easily access services from multiple providers. GSWDB partners with Alta Sierra Regional Center to serve ID/DD consumers during and as they complete supported employment experiences. Consumers are encouraged by Alta Regional to utilize GSWDB and AJCCs as a resource for job search, attend workshops to build employability skills, and explore training.

GSWDB participates in our area's Local Partnership Agreement (LPA) which includes DOR, Alta Regional Center and the Workability programs in the local schools. The LPA is a collaboration that provides employment support and opportunities for participants with ID/DD to improve their chances of achieving Competitive Integrated Employment.

iv. Coordination with CBOs and partners serving ELLs, foreign born, and/or refugees

There are three counties in the Capital RPU that have at least a 15 percent limited English proficient population. These counties are Sacramento, Sutter, and Yolo. Specific information about how these counties address the needs of these populations will be included in their respective local plans with Information about how the Capital RPU partners address the regional needs of this population are addressed in our Regional Plan. The Golden Sierra region maintains no counties that contain a 15 percent limited English proficient population. Additionally, none of our counties require a Refugee Services Plan to be certified by the CDSS.

Though the GSWDB and its member counties are not required to comply in these areas, GSJTA and its partner organizations work to provide services to those lacking English proficiency. Partners in these efforts include GSJTA, local adult schools and adult education consortium partners, community colleges, EDD, DCSS, HHSA, California Human Development Corporation as the WIOA 167 provider, local employers, labor, and business intermediaries such as the NSBIA and SVMIL.

In the Golden Sierra region, the Adult Education Block Grant Consortium and WIOA Title II Adult Education and Family Literacy Act (AEFLA) partners are critical to these efforts. These partners include Sierra Assets, Advance, and the Capital Adult Education Regional Consortium (CAERC). Each of these partners develop programs for the seven Adult Education Block Grant (AEBG) program areas which include programs for immigrants eligible for educational services in citizenship, English as a second language, and workforce preparation. Overlapping programs of note are basic skills education, programs for adults with disabilities, programs in career technical education that are short term and have high employment potential, and programs offering pre apprenticeship training activities conducted with programs approved by the Division of Apprenticeship Standards (DAS).

There are continued expanding efforts to serve the English Language Learners (ELLs) being offered in the Golden Sierra region. These include efforts in the K12 system as well as the local adult schools who offer GED preparation in Spanish as well as Career Technical Education (CTE) opportunities. The local adult schools partner with our region's multiple community college partners as well. These partnerships provide bridge programs intended to match language skills with the appropriate level of instruction. Ultimately, these programs are designed to assist ELLs with preparing for college CTE courses, or continued education. These courses can be found throughout the Golden Sierra community at locations including the AJCCs, county employment service offices, DOR, adult school campuses, libraries, and community colleges.

The local WIOA Section 167 entity serving migrants and seasonal farmworkers (MSFW) is the California Human Development Corporation (CHDC). Staff from CHDC meet regularly with GSJTA staff to coordinate activities. Additionally, CHDC has provided staff to the regional AJCCs in order to provide greater outreach and services to the MSFW community. Furthermore, staff from CHDC actively participate on the Golden Sierra Workforce Development Board and its Executive Committee.

In addition to these efforts, GSJTA meets with program partners in order to review and provide input to the WIOA Title II AEFLA service plan. This process helps to ensure alignment of ELL service efforts with the local plan while helping to move ELLs through school and into living wage occupations more quickly. Retention strategies primarily focus on co-enrollment with partner programs, co-case management, and good communication strategies. By building value added relationships with partner programs, outcomes for all involved are improved. This has been, and will continue to be, a key retention strategy for partners in the Golden Sierra region.

C. WIOA Title I Coordination

i. Training and/or professional development in digital fluency and distance learning

Because of the large and diverse terrain of the geographic region Golden Sierra services, our staff were providing digital services prior to the onset of COVID-19. This positioned us to have an initial response to the contactless service environment immediately following the pandemic onset. Moving into the future, Golden Sierra expects a mix of services in both digital and physical environments. To this end, we are and will be providing training on increasing digital competencies of our staff. This includes the use of various platforms including Zoom, Google Suite, Slack, virtual job fair platforms, Metrix and other shared platforms. Additionally, Golden Sierra works with our partners to provide education to staff and partner agencies on improving learning outcomes through distance learning for job readiness workshops and other activities.

Golden Sierra, as part of the Capital Region Regional Planning Unit (RPU), coordinates to provide training to our region through funds procured through Regional Plan Implementation. This collaboration will include enhanced training on customer and business engagement through virtual platforms, improving the use of the platforms, and adapting to the virtual environment.

ii. Training and/or professional development to ensure cultural competencies and an understanding of the experiences of trauma exposed populations

GSWDB recognizes the need to ensure our workforce ecosystem is as inclusive as possible to remedy the systemic injustices of our nation's past. To this end, we will incorporate race equity training, training in cultural competencies, and trauma informed case management practices. Golden Sierra, as stated above, is part of the Capital Region Regional Planning Unit (RPU) and coordinates to provide training to our region through funds procured through Regional Plan Implementation. Through CART - Capital Area Regional Training - our regional planning unit maximizes training dollars to uplift the staff capacity of our region. This collaboration will include training on cultural competencies, trauma informed care and case management, and equity/inclusion outreach and engagement strategies.

iii. Coordination of statewide rapid response activities

The GSWDB has been refining its strategy for many years through ongoing connection between the business/employer communities and with our region's economic development partners. In terms of Rapid Response activities, since EDD is part of the Rapid Response teams, all closures are assessed to determine if Trade Adjustment Assistance (TAA) services are appropriate for the affected dislocated workers as well as the appropriateness for Unemployment Insurance (UI). Golden Sierra coordinates with its regional planning unit to provide regional unified employer services strategy whenever possible.

Golden Sierra's business engagement staff have built strong relationships with employers, labor organizations, economic development agencies, training institutions, service providers and community-based organizations. These relationships create an early warning system allowing Golden Sierra to be proactive in identifying and initiating services to employers experiencing downsizing or closure. Additionally, Golden Sierra works closely with economic development through City and County officers, Chambers of Commerce and the regional Greater Sacramento Economic Council to maintain accurate information about business growth, contraction, expansion and workforce skill needs.

The RPU presents a regional approach with other Local Boards and other partners to align services to business which include:

1. Determining employer needs;
2. Integrating workforce services through the One-Stop Delivery system;
3. Leveraging and braiding resources.
4. Ongoing staff development

The GSWDB along with approximately five other local areas participates in the Northern California Rapid Response Roundtable. The Roundtable meetings are centered on promoting collaboration to enhance layoff aversion strategies throughout Northern California. Best practices are shared and the collaboration works to coordinate activities when a layoff affects multiple regions. Furthermore, the Roundtable group attempts to create effective early alert systems.

iv. Description and assessment of adult and dislocated worker employment and training activities including priority of service provisions

Golden Sierra has a wide range of adult and dislocated worker employment and training activities available in our local area including the following:

a. Basic Career Services

Eligibility determination

- Outreach, intake orientation to unemployment insurance (UI) and other services available through the one-stop delivery system
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs
- Provision of labor market information and provision of information on in-demand industry sectors and occupations and nontraditional employment
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs

- Provision of performance information and program cost information on eligible providers of training services by program and type of providers and availability of support services
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

b. Individualized Career Services

- Individual counseling and mentoring
- Assessments including skills, personality and basic skills
- Developing individual employment plans including setting employment goals and determining objectives and services for the participant to achieve his or her employment goals
- Career planning/ case management
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct
- Internships and work experiences linked to careers.
- Workforce preparation activities including basic academic skills, critical thinking skills, digital literacy skills, and self-management skills
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

c. Training Services

- Occupational skills training, including training for nontraditional employment.
- On-the-job training.
- Incumbent worker training.
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs.
- Job readiness training provided in combination with another training service.
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Golden Sierra has established and follows priority of service as per state directive and trains all staff and partners to this requirement. Through the intake and assessment process, an individual's priority for service is determined and utilized to provide access to appropriate training, support services and interventions.

d. Youth Activities

Youth activities in the region target out-of-school youth with barriers to employment including low-income, public assistance recipients, foster youth, youth with disabilities and others. The GSWDB, consistent with WIOA, targets WIOA Title I Youth funding toward workplace learning activities. This is directly reflected in the approved budget for these activities as well as being built directly into the youth service policies and procedures.

GSWDB coordinates with relevant secondary and post-secondary education programs and activities to form workforce and education strategies that enhance services and avoid duplication by participating in ongoing planning initiatives locally and regionally. These initiatives include Career Pathways Trust activities, Community College planning, Adult Education Block Grant (AEBG) planning, Align Capital Region, Align Sierra, Project Lead the Way, Linked Learning and various Career Education (CE) Steering committees at both the County and District level. By providing and/or coordinating labor market information, sector feedback and information regarding the alignment of performance outcomes, these programs work to provide streamlined pathways to success for students, job seekers and the underemployed. Some of these strategies include career pathways development, articulation agreements and dual enrollment between high school CTE programs and local community college systems.

Articulation agreements represent partnerships between high schools and community colleges. Under these agreements CTE students are able to advance more quickly toward college and careers. These agreements reduce duplicative coursework in which students demonstrate mastery. CTE faculty from both partners collaborate to align curriculum with industry input that provides students with relevant career and academic skills providing opportunities for advanced placement in post-secondary courses and the workforce. Dual enrollment takes articulation one step further. These agreements allow the student to gain college credits for courses (approved for dual enrollment) while attending high school. Dual enrollment courses reduce duplication therefore, preparing students more quickly. They also expedite college completion and reduce student and institutional financial burdens.

e. Digital Literacy and Fluency of Youth Including with Disabilities

GSWDB, through the Capital Region Planning Unit, supports and leverages the activities of the Sacramento Coalition for Digital Inclusion to provide resources, advocacy and support to youth and youth serving organizations including those serving individuals with disabilities. This Coalition has recently been funded by the Regional Plan Implementation grant to expand activities throughout the Capital Region. Additionally, GSWDB has

contracted with Valley Vision to develop specific implementation plans in the Golden Sierra region related to advancing digital fluency and other skills identified through Future of Work projects.

In addition to supporting and leveraging the work of the Coalition, Golden Sierra partners with our secondary and postsecondary education programs and activities to build upon the digital literacy and fluency skill building activities needed for our region's youth and adult populations. Our adult education partners, public libraries, non profit and private educational institutions have brought many programs online to support the burgeoning need for digital literacy activities in our region. Golden Sierra has contracted with some of these entities to provide free workshops to our constituents as well as improve the skills of Golden Sierra staff. Additionally, as part of the Capital Region Planning Unit, Golden Sierra purchases Metrix licenses to provide digital fluency, literacy, and skill building activities to youth and adults in our region. Community members can take part in these skill building activities virtually or in a Job Center environment.

v. Administration of grant funds and the process to award WIOA Title I activities

Golden Sierra Job Training Agency (GSJTA) serves as the local grant recipient and is responsible for the disbursement of grant funds. GSJTA follows Procurement Policies and Procedures to award contracts for services and activities carried out under this plan. The goal of these policies and procedures is to ensure that all GSJTA procurements are conducted in a manner which provides for full and open competition consistent with standards set forth in applicable local, state and federal regulations. Effective internal controls have been established and include controls over compliance for evaluating and monitoring ongoing activities to ensure that appropriate goals and objectives are met.

GSJTA management provides reasonable assurances that government programs are administered timely and within compliance requirements of the grant award. The process begins with the publishing of Public Notices informing the public of the releases of Requests for Qualifications (RFQs)/Proposals (RFPs). Bidder's Conferences are held when appropriate or necessary to provide potential respondents an opportunity to ask questions or obtain clarification. GSJTA forms a rating team to review and score proposals consistent with criteria outlined in the RFQs/RFPs. Recommendations for approval are prepared by the Executive Director and presented to GSWDB when applicable.

GSJTA makes awards and enters into contracts with contractors possessing the ability to perform successfully. Consideration when entering into a contract is given to such matters as contractor integrity, compliance with public policy, record of past performance, financial stability and technical resources.

Procurement records detailing each procurement are maintained for a period of three years from the date of final payment. These records include, but are not limited to, the following: 1) rationale for the method of procurement; 2) solicitation documents; 3) the basis for awards; 4) selection of contract type; 5) contractor selections or rejections; and 6) the basis for contract price.

vi. Fulfilling duties of the AJCC Operator and/or the Career Services Provider

The GSWDB plan assigns many of the critical functions of systems alignment to the One-Stop Operator secured through a procurement process. The One Stop operator in our region is Micheal Indiveri. In the Golden Sierra region the one-stop operator facilitates value added, collaborative partner meetings directing the partners toward key priorities identified in the state plan. The Operator takes a leadership role in the quarterly partner meetings while identifying work assignments that occur between the quarterly meetings, and assisting with expanding partnerships with other service providers in the Golden Sierra workforce ecosystem. They play an integral role in assisting GSWDB with systems alignment and integration. Furthermore, the Operator assists the board in providing oversight to the local service providers while monitoring the partners' commitments as identified in the MOUs.

The One Stop Operator is responsible for:

- In conjunction with Workforce Board oversight and designated administrative staff, coordinating the implementation of negotiated Memorandums of Understanding (MOUs) and Cost Sharing Agreements (CSA) with all mandated partners.
- The convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners.
- Acting as a liaison between the workforce board and the system partners including attending meetings of the workforce board and/or its Executive Committee to receive direction and to report on progress no less than three times annually.

Golden Sierra Workforce Board's model includes a contract with Advance to provide career services in the South Lake Tahoe Basin and Alpine county communities. This community partner is aligned with adult education services in these communities, is well versed in the needs of the diverse residents in these areas, and has long standing trust established with community partners and residents. This partnership brings expertise and coordination on the customer service side including local and remote access points. They also bring education expertise and have been instrumental in preparing the Golden Sierra workforce systemwide to provide high quality virtual services. Additionally, Advance hosts quarterly partner meetings with customer serving agencies to educate, foster alignment, and innovate together.

III. Stakeholder and Community Engagement

The Golden Sierra Workforce Development Board (GSWDB), through Golden Sierra Job Training Agency (GSJTA), has prepared this four year workforce development plan by engaging public input sessions, stakeholder interviews, and surveys. In preparation for this local plan, GSWDB participated in public input sessions with the Capital Area Regional Planning Unit and engaged regional organizer Valley Vision to conduct additional board, partner and stakeholder interviews. These interviews provided a wealth of information and recurrent themes that influenced the priorities and strategies identified in this plan. Documentation for public meetings, public comment, accessibility and inclusivity provisions are attached in the [Stakeholder and Community Engagement Summary](#) (Exhibit E).

Due to COVID-19, the Public Input Meetings were facilitated via zoom and were held on the dates and times as follows:

- Thursday, January 14, 2021 (9:00 a.m. - 10:00 a.m.)
- Wednesday, January 20, 2021 (9:00 a.m. - 10:00 a.m.)

Public Notices were posted in local and regional publications, including the Business Journal, on Golden Sierra's website and in local publications. In addition, an email notification was widely disseminated to local area stakeholders, including the required list as mandated by the state's policy guidance, and other representatives from the business and organized labor communities, the K-12 system, the community college system, adult education, private postsecondary institutions, and community-based organizations. Special care was taken to ensure that organizations representing traditionally disinvested populations, such as the Department of Human Assistance, the California Human Development, Department of Rehabilitation, Alta Regional, Pride Industries to name a few, received a notification of the postings. Partners were also invited to submit written comments via email regarding the Public Input Meeting Questions.

Attendees included stakeholders and partners from education, labor, business, economic development and community-based organizations, including those serving specialized populations such as the Department of Human Assistance, and the Los Rios Community College District. The overarching input indicated a need for increased and ongoing communication among service partners and improved alignment of services to meet the needs of all customers. Recurring issues expressed by attendees included transportation, the need for wrap-around supports, mitigating lengthy/cumbersome processes and paperwork to access services, increasing access to job readiness and career pathway programs for vulnerable populations.

Additional input included the need to:

- Build/cultivate trust within the communities being served
- Create equitable access to programs and services for all communities
- Offer transitional employment programs
- Build partnerships through "silo busting"

- Promote entry-level, career pathways with advancement opportunities
- Establish “trauma-informed” workforce practitioners through cultural competency training
- Continue and expand virtual services to ensure access to programs and services for all, and to promote and support remote learning

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

| Local Plan Section | Comment/Response |
|--------------------|-----------------------|
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |
| Section: | Comment: |
| | Local Board Response: |

LOCAL PLAN SIGNATURES

This local plan represents the Golden Sierra Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act (WIOA)*.

This local plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Rick Larkey

Name

Workforce Board Chair

Title

May 20, 2021

Date

Chief Elected Official



Signature

Lori Parlin

Name

Governing Body Chair

Title

June 2, 2021

Date

Our Path FORWARD: *The Prosperity Strategy*

A BRIDGE TO ACTION FOR
INCLUSIVE ECONOMIC
RECOVERY & GROWTH

2020



OUR PATH FORWARD: A PLAN FOR INCLUSIVE ECONOMIC RECOVERY AND GROWTH



COVID-19: PLANNING IN A TIME OF PANDEMIC

“Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.”

- Marie Curie, Nobel Prize Physicist

The COVID-19 pandemic emerged just as The Prosperity Strategy was being finalized; a pandemic that has wreaked more havoc on culture, economies and populations than anything in living memory – in our region and also across the state, our nation and globe.

In this context, it could seem tone-deaf to launch a “prosperity strategy” for the region. But in fact, the timing of this strategy is fortunate. This document, and the work and strategies it represents, can serve as the foundation and platform for our economic recovery. Arriving, as it does, at the hectic and unsettling beginning of an unanticipated public health and economic crisis, it is based on solid data and research specific to the Sacramento Region, and has already identified existing economic and community needs, priorities and opportunities. For the last major economic downturn in 2008, the region’s “Next Economy” strategy was not completed and released until three years later in 2011, years after the effects of the Great Recession were being felt. In the present moment, we have already done the work, and more importantly have the framework, on which to build.

For now, it is a moment of urgency, crisis response and triage. At the same time, we must think ahead to our next moment – the restart and economic recovery of our region – the timing of which may yet be unclear, but will arrive. And when that moment arrives, as a region we need to be ready to take action and lead based upon the framework set forth in The Prosperity Strategy.

We may not know all that lies ahead, but we can look to the past for cues. Following the 1918 Spanish Flu Pandemic the world experienced a revolution in healthcare including investment in research, data, technology, hospitals and the eventual establishment of the World Health Organization. We have seen a microcosm of this example in current times by the initiative of UC Davis to create a COVID-19 test within days following the announcement of a U.S. shortage and the ingenuity of local entrepreneurs who are manufacturing protective gear from 3D printers and sanitizer from distilleries to meet soaring demand. The pandemic could very well serve as the catalyst to establishing the Sacramento Region as a global leader in life sciences, at a time when it is needed to save lives and the regional economy.

The businesses and employees that have been hardest hit by COVID-19 are our restaurants, bars, tourism and travel industry. As the Farm-to-Fork Capital of America, we are a region that gathers together at tables, in breweries and at the farmers market. We have also seen our greatest inspiration from this sector in the midst of this crisis as businesses and institutions, like our food banks, restaurants and school districts, have rapidly pivoted and rallied around those most in need. Small businesses are embracing technology and finding new ways

to deliver services as well as their food. This dynamic nature and ability to shift will be crucial as the region builds itself as a global leader in food, agriculture and health.

Access to private capital has been a challenge for the Sacramento Region compared to its neighbor in the Silicon Valley and the numerous capital venture firms that are established in the San Francisco Bay Area. Location does have its privileges. As the capital of the fifth largest economy in the world, Sacramento holds a unique place in the state of California and the greater global economy. The proximity to state leaders, agencies and associations will be critical to securing funds for the local economy, guided by a regional and collaborative strategic bridge to action.

Lastly, our country’s greatest investment in emerging technologies was followed by the investment of local, state and federal stimulus packages in times of economic crisis. The New Deal brought electricity to every home following the Great Depression and the American Recovery and Reinvestment Act helped rebuild critical infrastructure. Once again, the region is anticipating historic federal investments that will support its place as a destination in which to do business in California, as well as a leader in mobility, technology, innovation and sustainability.

As our nation looks forward, as our state moves forward and the Sacramento Region drives forward, we will pursue these opportunities and more as we take action towards our own recovery.



COVID-19 CRISIS & RECOVERY FRAMEWORK

All disasters have phases of response and recovery, and the COVID-19 crisis is no different. The three phases identified here provide a framework for understanding where we've been, where we are now, and where we're going, and will help shape the ways in which we work together to get there.

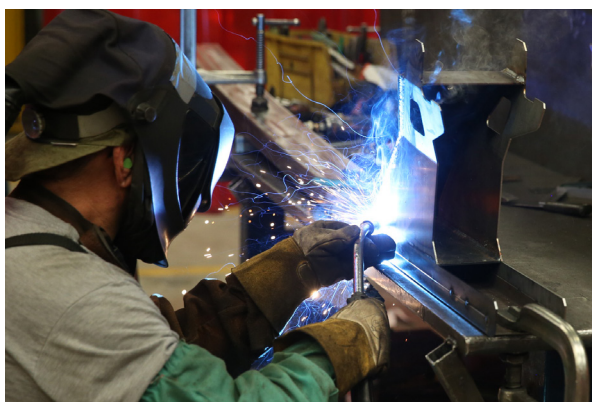


REACT

GOAL: CRISIS RESPONSE

CHARACTERIZED BY:

- Visibility only to the “current moment”
- Rapid decision-making by authorities
- Cohesion, compliance response from population
- Public health response dominates, with economic, community actions focused on damage mitigation



RESTART

GOAL: RESTORE CONFIDENCE

CHARACTERIZED BY:

- Greater ability to attend to the future, as well as to the current moment
- Population frustration, and pressures grow
- Leadership cohesion is stressed
- Public health and economic, community actions are approaching co-equal status
- “Return to work” in phases, supported by policies, practices



RECOVER

GOAL: ACHIEVE GROWTH

CHARACTERIZED BY:

- More persistent “return to normal”
- Economic, community actions and plans return to prominence
- Longer-term planning interconnects current actions to pre-existing economic, community development strategies

CREATING AN INCLUSIVE ECONOMY

THE PURPOSE OF THIS DOCUMENT

Our Path Forward: The Prosperity Strategy is a strategic framework and bridge to action for the six-county Sacramento Region that prioritizes our core economic initiatives and will result in a more prosperous, equitable and resilient region.

Six core strategies, and related initiatives, will drive our region's future growth and advancement. These have resulted from a two-year process that was founded on extensive research, dozens of public convenings and hundreds of interviews. As well, this work is woven with other key efforts that will shape our region's future, including the Comprehensive Economic Development Strategy (CEDS), the Metropolitan Transportation Plan/ Sustainable Communities Strategy (MTP/ SCS) and the city of Sacramento's Scale Up Sacramento/Project Prosper.

This document itself is a high-level summary of the vast underlying research and findings, and hyperlinks to that body of underlying work as frequently as possible. All readers are encouraged to spend time exploring the foundational material in these other sources.

INCLUSIVE ECONOMIC GROWTH STRATEGY BUILDS WEALTH

Inclusive economic growth is economic growth that is distributed fairly across society and creates opportunities for all.

Inclusive economies have lower levels of inequality, and grow more sustainably over time, by optimizing their assets, operating more efficiently and productively and reducing the burden of poverty. Inclusive economies focus on wealth-creation, rather than profit-generation. In essence, communities build longstanding wealth that benefit both people and place.

Inclusive growth is also a business imperative. It requires a more flexible, innovative and different workforce. It relies on cross-sector partnerships, networks and institutions to implement the work of making regions a place of choice for both business and talent.

The Prosperity Strategy will ensure that our region aligns growth with equity. It is economic placemaking at its core.

The Prosperity Strategy employed an inclusive growth framework – the five-factor framework – anchored by a set of core principles.



THE FIVE-FACTOR FRAMEWORK

The Brookings Institution identifies a **five-factor framework**, or market levers, as keys to advancing and prioritizing near-term action to make tangible progress on economic prosperity. These include:

Tradable Industries

Tradable industries improve productivity and bring wealth from outside the region

Innovation and Entrepreneurship

New technologies translate into high-value growth and a diversified and durable set of industrial advantages

Human Capital Development and Deployment

Our stock of knowledge, skills, expertise and capacities in the labor force is critical for enhancing productivity, raising incomes and driving economic growth

Infrastructure and Spatial Efficiency

Transportation and broadband help connect people to essential opportunities - jobs, services and recreation

Governance

The formulation and execution of collective action at the local level

The five market levers operate together to create synergies in context to economies, ultimately making places and firms more productive.

THE PROSPERITY PRINCIPLES

The Prosperity Strategy is anchored by three over-arching themes – **scaling business, supporting people and developing place** – each of which has three core principles. All

told, these nine principles are the organizing framework for the detailed work of this document.

SCALE BUSINESS

1. Advance competitiveness, drive jobs and investment into the region.
2. Target advanced industry and traded sector job creation.
3. Support improvements to the business climate that increase innovation, university tech transfer, and business dynamism and scaling.

SUPPORT PEOPLE

4. Improve access to necessary education and in-demand occupational skills, making digital skills a shared workforce development priority.
5. Leverage workers and entrepreneurs from all backgrounds to foster equitable wealth creation and inclusive growth.
6. Increase access to community programs, jobs, capital, health care and stable housing for vulnerable and struggling communities.

DEVELOP PLACE

7. Invest in infrastructure that supports regional mobility, accessibility and connectivity, including affordable transportation options for low-income residents.
8. Increase housing affordability through production, diversity of housing types, supportive infrastructure and community investments.
9. Support healthy, safe and complete communities with place-making assets and 'next-generation' transportation options.

OUR CORE STRATEGIES

The detailed work for Our Path Forward: The Prosperity Strategy – the ways in which we will make progress on the underlying principles – is captured in six core strategies. These strategies are the focal point of the work to come in the next five years.

The first three of these strategies seek to establish global leadership in three economic clusters in which the region already has strength, prominence and opportunity and which also speak directly to two of Brookings' five factors: tradable industries, innovation and entrepreneurship. The second three of these strategies prioritize critical supporting components of infrastructure, workforce and the business environment. These last three strategies also connect back to the Brookings' five factors, specifically human capital, infrastructure and governance.

The following pages identify for each strategy its interrelated initiatives, both long term (up to five years) and short-term (six to eighteen months), along with the ways in which each strategy contributes to regional innovation and inclusion, and its developing COVID-19 context.

Detailed analysis may be found on the underlying economic profile of the three tradable clusters – Food and Agriculture, Life Sciences and Future Mobility in the CEDS and the Brookings Institution report.

**BE THE GLOBAL LEADER FOR ENTREPRENEURS,
FIRMS AND WORKFORCE IN:
FOOD, AG AND HEALTH INNOVATION.
LIFE SCIENCES.
FUTURE MOBILITY.**

**TARGET INFRASTRUCTURE INVESTMENT TO
SUPPORT ECONOMIC CLUSTERS AND MARKET
DRIVERS.**

**EXPAND DEMAND-DRIVEN, SECTOR-BASED
WORKFORCE DEVELOPMENT, ALIGNED TO KEY
OPPORTUNITY CLUSTERS AND A MORE INCLUSIVE
WORKFORCE, PREPARED FOR FUTURE WORK.**

**CREATE AN ENVIRONMENT TO BE THE MOST
BUSINESS-FRIENDLY REGION IN WHICH TO
OPERATE IN THE STATE OF CALIFORNIA.**

STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN FOOD, AGRICULTURE AND HEALTH INNOVATION.

LONG TERM INITIATIVE

Develop the California Institute for Agriculture, Food and Health Innovation (Institute) to bridge the innovation gap between research, development and commercialization. The Institute would include industry-led research, prototyping, testing, manufacturing and training coupled with robust investment and a support ecosystem to accelerate speed-to-market.

The facility would focus on precision nutrition, food science and nutraceuticals, digital agriculture, agricultural science, smart ingredients and food processing. Location consideration for the Institute is already underway with a commitment to locate it in a rural/agricultural community. Institute planning will be led by UC California Agriculture and Natural Resources in partnership with key industry leaders, UC Davis, Valley Vision, Greater Sacramento Economic Council and numerous other entities across the region.

SHORT TERM INITIATIVES

- Expand wet lab space across the region, including rural and suburban locations.
- Support scale-up for food manufacturing companies, including co-packing and co-production facilities, shared logistics, support services and equipment testing.
- Support food system infrastructure projects such as technology parks, food hubs, incubators and accelerators including to leverage the buying power of institutional procurement and support “next gen” food entrepreneurs.
- Develop a capital formation strategy for funding mechanisms for the Institute that can be modeled and scaled for similar innovation centers across the region.

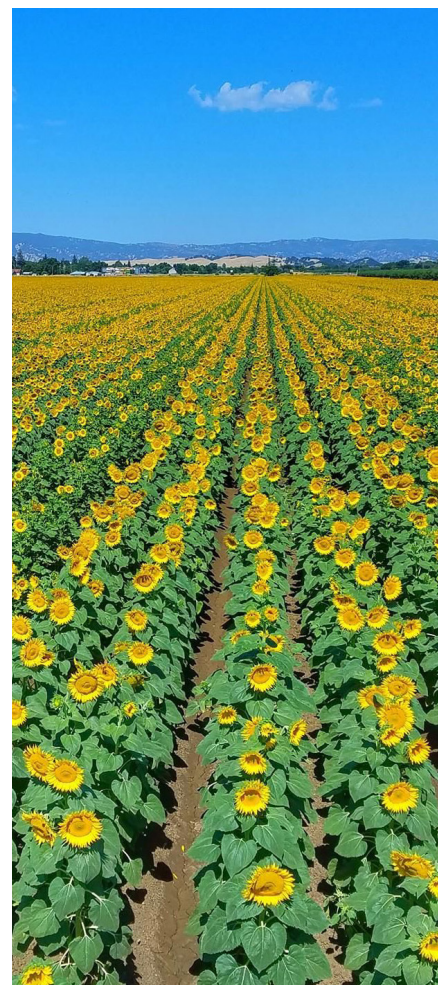


EXHIBIT A

CONTRIBUTIONS TO INNOVATION:

This Institute promotes the creation of new technologies and processes for food, agriculture and health. It aims to harness UC Davis's research ecosystem and talent, combined with the region's industry strength, resulting in the spinout of new companies that will be rooted in the region. The Sacramento Region has additional key assets in AgBiotechnology that include strong agriculture research assets, more than 30 AgBiotechnology startups and R&D facilities for global companies such as Bayer, Syngenta, Marrone Bio Innovations and HM:CLAUSE. As AgBiotechnology grows to a \$39.5 billion industry globally, the region can seize its piece of this pie through technology and environmental sciences.

CONTRIBUTIONS TO INCLUSION:

Food and Ag has long represented a diverse workforce in production, technology and manufacturing. Retaining our region's collegiate graduates, especially those enrolled at UC Davis, will only grow this ready workforce for our agricultural and health tech industries. This Institute will create high-paying jobs for our regional graduates tied to the very core subjects that attracted them to UC Davis for pursuit of their degrees, as well as pathways in a wide range of occupations.

COVID-19 IMPACT:

In a matter of days, stay-at-home health orders impacted our food system shuttering many restaurants, scaling up grocery delivery and pushing producers to shift with changing demand. Locally, food insecurity has become a critical issue as those most in need – seniors, disabled, homeless and lower-income families – were cut off from their food supplies. A series of organic efforts led by restaurants transformed kitchens into production sites for boxed meals that are delivered to seniors and school districts. As these shifts continue, we anticipate seeing a broader reliance on our local growers, manufacturers and suppliers as global trade continues to be impacted and the increased use of technology, such as the digital platform CropMobster, is used to share and trade food supplies and resources.

STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN LIFE SCIENCES.

LONG TERM INITIATIVE

Establish an industry-led Life Sciences cluster partnership across the Sacramento Region to enable strategic collaboration amongst industry stakeholders, including workforce, supply chain and market development.

The Life Sciences cluster opportunity in the Sacramento Region is focused on four key areas - Cell and Gene Therapy, Digital Health, Bioengineering and Neuroscience. Future growth in these areas will be built upon an already robust and established industry that includes the UC Davis Medical School and hospital, the substantial research funding via UC Davis and at other Life Science's research and development institutions in the region, and a robust health care delivery system.

SHORT TERM INITIATIVES

- Support the development of Aggie Square as a regional innovation hub focused on research and development, especially in the development of technology specializing in Cell and Gene Therapy, Genomics and Imaging Diagnostics.
- Launch a workforce initiative focused on Life Sciences and support occupations that leverages the 24 higher education institutions across the six-counties.
- Detailed analysis of regional supply chains to map existing manufacturing capabilities and opportunities for Life Sciences.

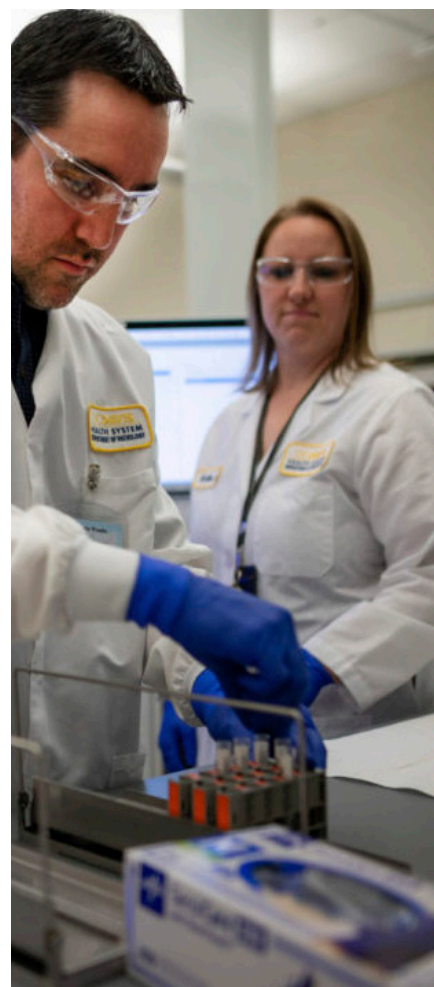


EXHIBIT A

CONTRIBUTIONS TO INNOVATION:

In addition to the enormous benefits to human health, Life Sciences creates tremendous economic impact for a region. California leads all states with more than \$4.2 billion in research funding from the National Institutes of Health in 2018. With the development and advancement of Aggie Square, the Sacramento Region will develop a stronger foundation with which to attract the funding, talent and spinout companies needed to complement the Life Science sectors in San Diego, Los Angeles and the San Francisco Bay Area.

CONTRIBUTIONS TO INCLUSION:

The Life Sciences sector offers higher than average wages in a range of positions that do not all require a four-year college degree, such as production and technical roles.

The impact to both workforce and community will be felt across all six-counties. All of the region's 24 higher education institutions currently offer sector-specific training programs in Health Services and Life Sciences, in addition to adult education centers and Career Technical Education (CTE) programs for health sciences. Affordable, accessible career education programs, well-supported by outreach and recruiting, can create a pathway to these well-paying, middle-skill jobs and directly improve inclusiveness and equity.

COVID-19 IMPACT:

UC Davis Health and UC Davis were at the forefront of the pandemic, creating their own testing kits, tracking applications and case mapping before most of the nation. Combined with the efforts of the region's other healthcare partners including Dignity Health, Kaiser Permanente and Sutter Health, the region has been a leader in the state and across the country in flattening the curve. With billions of stimulus funds from the federal government towards research, testing, vaccines, equipment and personnel, the investment in our local Life Sciences already has accelerated the growth for this cluster.

STRATEGY: BE THE GLOBAL LEADER FOR ENTREPRENEURS, FIRMS AND WORKFORCE IN FUTURE MOBILITY.

LONG TERM INITIATIVE

Establish the California Mobility Center (CMC), as an international industry-led future mobility partnership across the Sacramento Region to enable strategic collaboration amongst industry stakeholders including in market development, supply chain, workforce and policy innovation.

The region has the opportunity to seize leadership in the emerging field of Future Mobility, or disruptive mobility innovations, including autonomous mobility, connectivity, the electrification of transportation and shared mobility options. Already a hub for electric car and zero-emission vehicle technology because of its proximity to the California Air Resource Board and California Fuel Cell Partnership, the region's leadership position will only be enhanced with the CMC.

SHORT TERM INITIATIVES

- Develop a workforce initiative focused on future mobility that includes both primary and secondary institutions and workforce training centers.
- Pass legislation and secure state funding for Green Means Go - a multi-year pilot program to lower greenhouse gas emissions in the Sacramento Region by accelerating infill development, reducing vehicle trips and electrifying remaining trips.
- Increase funding and expand the reach for SACOG's "Civic Lab" program to pilot test innovative mobility solutions throughout the Sacramento Region.
- Initiate a regional economic gardening program to scale early stage Future Mobility manufacturing companies.

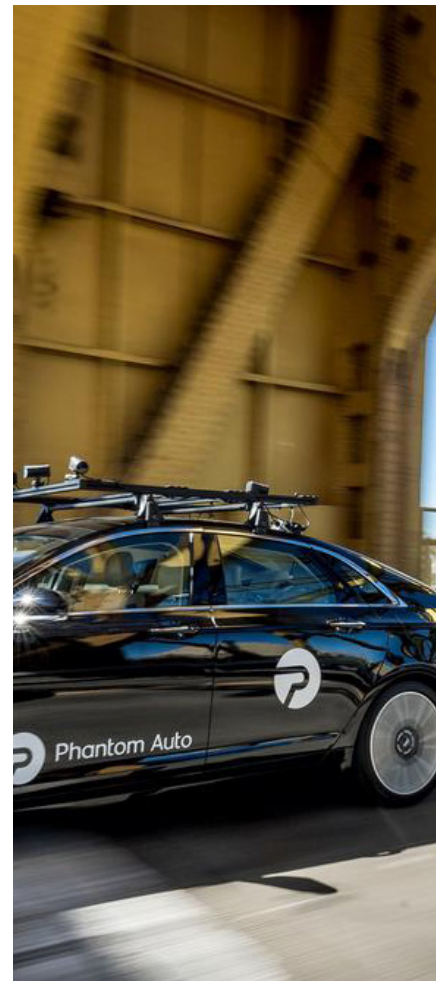


EXHIBIT A

CONTRIBUTIONS TO INNOVATION:

The CMC will be a catalyst towards the creation of new technologies and processes in future mobility, with a proven model from PEM in Aachen, Germany. Since there are no centers in the U.S. focused on hardware innovation in mobility and its proximity, the Sacramento Region would be positioned to become a world leader in this emerging space.

CONTRIBUTIONS TO INCLUSION:

As the mobility sector grows in the region, workforce training collaborations will help ensure that regional residents are able to access the work opportunities, such as those in skilled and design jobs and throughout the supply chain. Collaborations between industry, including manufacturing and education, can develop high-performance training programs that are inclusive; the existing collaboration between Los Rios Community Colleges and Siemens, in which training programs on the community college campuses feed directly to the local Siemens Mobility plant, is a good example, especially because it is highly diverse and representative of the greater population.

COVID-19 IMPACT:

One of the last times we saw a collective and massive commitment by local, state and federal governments to invest in emerging technologies was the efforts to bring electricity to all households – rural and urban – through the New Deal. With the Federal Communications Commission already committing to a \$9 billion 5G fund for rural America and anticipated stimulus funds for a COVID-19 recovery, the Sacramento Region is poised to create the digital and manufacturing infrastructure that is needed to accelerate our future mobility capabilities.

STRATEGY: TARGET INFRASTRUCTURE INVESTMENT TO SUPPORT ECONOMIC CLUSTERS AND MARKET DRIVERS.

LONG TERM INITIATIVE

Prioritize expansion projects that align with the Prosperity Strategy principles, including linking broadband and transportation investments in key corridors and access to job centers.

This strategy is aligned with the Metropolitan Transportation Plan/ Sustainable Communities Strategy (MTP/ SCS) – the 20 year transportation and land use strategy to support an economically prosperous region, as adopted by SACOG in November 2019.

SHORT TERM INITIATIVES

- Advance a “fix-it-first” approach to preserve and better maintain our transportation system in a state of good repair. The region’s backlog of roadways in poor and declining condition, and aging transit rolling stock, will be more expensive to fix later than they will now.

- Advance innovative transportation system management and operations, including travel demand management and new mobility models that support emerging economic clusters.
- Create a six-county region plan to accelerate broadband infrastructure deployment, including a neutral shared infrastructure platform, 5G and next generation high speed Internet.



CONTRIBUTIONS TO INNOVATION:

Investment in digital infrastructure, including broadband and 5G wireless network expansions, can help overcome an existing digital divide and be a catalyst for innovation in the region, for businesses, educational institutions, the workforce and government. Greater broadband deployment will increase the ability to telecommute, which in turn also reduces the demand, capacity, climate impact and expenses of our transportation systems.

Early work to identify strategic broadband corridors has already identified transportation corridors that could also benefit from greater broadband infrastructure, such as US 50 in rural El Dorado County or CA 113 in Yolo County, connecting to Sutter County and areas in Yuba County.

CONTRIBUTIONS TO INCLUSION:

Infrastructure underpins the primary drivers of economic prosperity, by increasing access to opportunity, improving connectivity between firms and workers, fostering broader mobility and supporting overall quality of life. Investment in multiple forms of regional infrastructure – housing, broadband and transportation including transit – will mitigate the Sacramento Region’s disparities in accessibility and mobility options by closing the gap to access for marginalized populations to jobs, information and housing.

COVID-19 IMPACT:

Following both the Great Depression and Great Recession was the investment in infrastructure and emerging technologies. Once again, indications from the U.S. Congress is they will put America back to work through projects that build our cities, transportation and information infrastructure. Where and how this investment is made may look very different from the past as millions learn to work and learn from home and a reliance on broadband becomes more vital than their commutes to a job center.

STRATEGY: EXPAND DEMAND-DRIVEN, SECTOR-BASED WORKFORCE DEVELOPMENT, ALIGNED TO KEY OPPORTUNITY CLUSTERS AND A MORE INCLUSIVE WORKFORCE, PREPARED FOR FUTURE WORK.

LONG TERM INITIATIVE

Strengthen the regional workforce development system through an employer-led and demand-driven ecosystem, including employer, community college, workforce system partnership models and regional industry advisories.

The Brookings Institution report stated “perhaps the most important factor that will determine long-run economic prosperity in the Sacramento Region is its ability to grow, retain and attract a strong workforce.” Currently, education and workforce development partners are working with employers to identify skill gaps in high demand occupations, and align resources accordingly. Yet there remains a need for a next level of systems change from the private sector to respond to the rapidly changing labor market. For example, employers could adopt a “life cycle” approach to developing the entire workforce pipeline,

similar to a company’s proactive supply chain development. An example of this industry-led effort is embodied by an initiative at the U.S. Chamber of Commerce Foundation’s Talent Pipeline Initiative enabling employers to build scalable and sustainable pipelines through data and partnerships.

SHORT TERM INITIATIVES

- Formalize success models for demand-driven training programs, including the strengthening of CTE, to fill high demand middle skills job gaps across all school districts, expand bridge programs that prepare those with lower skills for the world of work, increase apprenticeship opportunities with labor partners and strengthen regional industry sector initiatives.
- Launch the Sacramento Region’s Digital Skills Initiative to increase digital literacy, access and adoption.
- Initiate a Sacramento Region campaign via Project Attain! in order to close the near-term completion gap for individuals seeking to obtain their college degree.



EXHIBIT A

CONTRIBUTIONS TO INNOVATION:

Tailoring workforce programs to sectors projected to grow will assist the Sacramento Region in becoming a talent hub for specific industries including but not limited to Food and Agriculture, Life Sciences and Future Mobility. When these talent pools reach a sufficient scale, they will become a valuable regional asset that will help offset California’s higher cost of labor compared to other states. This will dissuade firms from looking elsewhere for talent and serve instead to attract high-growth companies to the region, including tech, manufacturing and professional services.

CONTRIBUTIONS TO INCLUSION:

Project Attain! is a program to specifically address the broad group of “near-completers” – those not currently enrolled in post-secondary education, but with only 15 units or less needed to complete their degree. Because a disproportionate portion of “near-completers” are people of color and women, Project Attain! aims to overcome the situational and institutional barriers that hinder near-completers from graduating, and which research shows exacerbates the equity and inclusion gap of the region.

COVID-19 IMPACT:

As millions experience unemployment, a workforce strategy is needed more than ever. The pandemic has also provided an opportunity for institutions, industries and employees to pivot in how they learn, train and work. To ensure students and employees do not get left behind, investment in digital infrastructure, hardware and skills will be required. In addition, as we try to close the number of near-completers, we need to ensure that number does not skyrocket with thousands of students attempting to complete their education remotely complicated by staggering budget cutbacks at higher education institutions.

STRATEGY: CREATE AN ENVIRONMENT TO BE THE MOST BUSINESS-FRIENDLY REGION IN WHICH TO OPERATE IN THE STATE OF CALIFORNIA.

LONG TERM INITIATIVE

Implement regional policies that strengthen our innovation ecosystem including financing, facilities and business development resources to support start-ups, scale ups and spinouts in our highest performing sectors.

The Sacramento Region can become the California option for business – based on a value-added proposition rather than a low-cost pitch, and one that positions the region as the place business and workers want to locate and stay because they will be more productive.

The region has the unique opportunity to be a destination in which culture, networks, finance and talent overlap and connect, and to do so by leveraging its position as the capital of the fifth largest economy in the world. Its proximity to policy makers and its geographic location near education, industry and agriculture

provides a competitive advantage over other California cities. The region already leads with pioneering solutions to water, energy and forest management.

SHORT TERM INITIATIVES

- Develop a cohesive messaging strategy for communicating the Sacramento Region as a destination for innovation, testing, piloting and scaling for business in California.
- Attract and support contract manufacturers to support all three clusters.
- Encourage and support local governments to create “sandboxes” to allow real world urban testing of mobility solutions.
- Assess, identify and address the biggest barriers to Sacramento Region’s most promising start-ups with the region’s civic and business leadership.



EXHIBIT A

CONTRIBUTIONS TO INNOVATION:

During the Gold Rush, the Sacramento Region was a destination for entrepreneurs and startups. Once again, the region is becoming that place for innovators and disruptors thanks to the work of multiple entities such as AgStart, Urban Hive, Start-up Sacramento, UC Venture Catalyst, Hacker Lab, Clean Start and the Sacramento Urban Technology Lab. Capital investment, business counseling and support services will drive existing businesses to scale up, especially stage two companies, or those that have grown past startup but not yet grown to maturity. With a robust and supportive ecosystem and environment for these scaleups and spinouts, the region will attract, as well as retain, the talent and businesses leading in this innovative space.

CONTRIBUTIONS TO INCLUSION:

Women-owned businesses are one of the greatest growth indicators in our economy with a 21 percent increase in women-owned companies in the U.S. In addition, in the Sacramento DMA, nearly 40 percent of all business firms are owned by minorities. Although these numbers are encouraging, a lot of intentional work remains to position women and minorities in positions of leadership across all sectors – business, government, nonprofit and education. These systematic changes will only happen through the increased access to capital, mentoring programs and inclusion on regional boards.

COVID-19 IMPACT:

A series of organic networks and collectives surrounding business have emerged as the region’s leaders needed to address critical decisions in these dynamic times. The Business and Economic Task Force, led by the Metro Chamber, is one example of a collective government and business group that is making real-time decisions to secure funding for the local economy and influence policy. Similar alliances have formed across the six-county region as leaders and influencers look to secure stimulus funding for projects such as broadband, Life Sciences and workforce development.

NEXT STEPS

REPORTING & ACCOUNTABILITY

CEDS STEERING COMMITTEE

The CEDS Steering Committee has also served as an advisory group to the core strategies and initiatives identified in The Prosperity Strategy. This group of community representatives includes education, nonprofit, business and labor. The group continues to convene and will do so following the release of The Prosperity Strategy to monitor its progress and provide input when shifts may be needed.

View the entire CEDS Steering Committee roster at theprosperitstrategy.org.

Additional contributions by the following were instrumental in the collective efforts of this document:

Bob Weissbourd and RW Ventures
Brookings Institution
California Community Colleges
City of Sacramento
North/Far North Center of Excellence

MEASURING THE IMPACT

A series of metrics are being identified to measure both the impact and trajectory of Our Path Forward.

REGIONAL INCLUSIVE ECONOMIC INDICATORS

MSA Performance on Growth, Prosperity and Inclusion

Data Source: Brookings Institution Metro Monitor

Median Annual Household Income by Zip Code

Data Source: U.S. Business Census

Cost of Living Index Compared to Other Mid-markets

Data Source: Council for Community and Economic Research

Wage Gain Over Time by Sector, Skill-Level and Education

Data Source: U.S. Bureau of Labor Statistics and Brookings Institution Metro Monitor

Average Annual Wage By Sector

Data Source: U.S. Bureau of Labor Statistics

Relative Poverty Rate

Data Source: U.S. Business Census

Households Struggling to Make Ends Meet

Data Source: California Budget and Policy Center and Brookings Institution Metro Monitor

INNOVATION & BUSINESS GROWTH INDICATORS

Business Employment Dynamics Index

Data Source: U.S. Bureau of Labor Statistics

Number of Business Openings by Area, Both Solely and Multi-Employee

Data Source: U.S. Business Census



Jobs at Young Firms

Data Source: Brookings Institution Metro Monitor

Venture Capital Funding Investment in Businesses

Data Source: PWC MoneyTree

Innovation Index 2.0

Data Source: Stats America

Entrepreneurial Business Growth

Data Source: Kauffman Foundation Growth Entrepreneurship Index

WORKFORCE INDICATORS

Labor Market Equity by Census Tract, Gender and Race

Data Source: U.S. Bureau of Labor Statistics & U.S. Business Census

Number of Degrees and Awards in Emerging Industries

Data Source: U.S. Bureau of Labor Statistics

Projected Skills Gap and Labor Shortages

Data Source: U.S. Bureau of Labor Statistics & U.S. Business Census

Levels of Education for People of Color

Data Source: U.S. Bureau of Labor Statistics & U.S. Business Census

TRANSPORTATION & INFRASTRUCTURE INDICATORS

Public Transit Wait Times

Data Source: SACOG and Regional Transit

Bike Share and Micro-Mobility Trips Per Capita

Data Source: SACOG and System Operators

Roadway Reliability—Trucks and Passenger Vehicles

Data Source: FHWA and SACOG

Number of Transit-Oriented Development Projects, Including Housing

Data Source: SACOG and Regional Transit

Annual Home Price

Data Source: California Association of Realtors

Average Rent per Unit

Data Source: Apartment List

Federal and State Funding Investment in Infrastructure Projects

Data Source: SACOG

Track results, receive updates and learn more about Our Path Forward by visiting TheProsperityStrategy.org.

QUESTIONS? Contact us at grow@theprosperitstrategy.org.

THE PROSPERITY PARTNERSHIP

Our Path Forward is the collective work of the following organizations – each with its own unique focus – working in partnership to drive an inclusive economy for the six-county region.

GREATER SACRAMENTO ECONOMIC COUNCIL selectsacramento.com

Focus: Attraction of Business, Capital and Talent

The Greater Sacramento Economic Council (“Greater Sacramento”) is the catalyst for innovative growth strategies in the Capital Region of California. The organization spearheads community led direction to retain, attract, grow and scale new businesses; develop advanced industries; and create jobs and investment throughout the six-county region. Greater Sacramento represents a collaboration between local and state governments, market leaders, influencers and stakeholders, with the sole mission of driving economic growth.

SACRAMENTO METROPOLITAN CHAMBER OF COMMERCE metrochamber.org

Focus: Scaling up Our Region for Business

The Sacramento Metropolitan Chamber of Commerce (Metro Chamber) advocates for and supports the inclusive economic prosperity of our Capital Region by leading efforts for business. Established in 1895, the Metro Chamber is the largest, most prominent and established voice for business representing 1,400 members and their workforce in the six-county region. The Metro Chamber provides businesses and individuals the programs, services and advocacy needed to build vibrant communities, a ready workforce, connected region and strong business.



SACRAMENTO AREA COUNCIL OF GOVERNMENTS sacog.org

Focus: The Movement of Goods, People and Ideas

The Sacramento Area Council of Governments (SACOG) is the association of local governments in the six-county Sacramento Region. SACOG provides transportation planning and funding for the region and serves as a forum for the study and resolution of regional issues. SACOG also approves the distribution of affordable housing in the region and assists in planning for transit, clean air, and other areas.



VALLEY VISION

valleyvision.org

Focus: Aligning Organizations and Industries

An independent civic leadership organization headquartered in Sacramento, Valley Vision strengthens the region's communities through unbiased research, boundary-crossing collaboration and transformative leadership. Valley Vision has led, managed or supported hundreds of initiatives dedicated to creating the conditions for improved quality of life, economic growth and community vitality. These include a 21st century workforce, digital access and inclusion, and transformative climate readiness.



EXHIBIT A

The six-county region represented in the Prosperity Strategy includes the following:

Sacramento County

Citrus Heights
Elk Grove
Folsom
Galt
Isleton
Rancho Cordova
Sacramento City

El Dorado County

Placerville
South Lake Tahoe

Placer County

Auburn
Colfax
Lincoln
Roseville
Rocklin
Loomis

Sutter County

Yuba City
Live Oak

Yuba County

Marysville
Wheatland

Yolo County

Davis
West Sacramento
Winters
Woodland

Sierra Economic Development District

Comprehensive Economic Development Strategy



SIERRA
BUSINESS COUNCIL

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About the EDA and the CEDS

The U.S. Economic Development Administration's (EDA) mission is to promote innovation and competitiveness in order to prepare American regions for growth and success in the worldwide economy. The EDA's investment policy is designed to establish a foundation for sustainable job growth and a resilient regional economy using two key economic drivers – innovation and regional collaboration. EDA works directly with communities and regions to build capacity for economic development by locally-driven grant investments in planning, technical assistance, and infrastructure construction. To help lead the locally-based, regionally-driven economic development planning process, the EDA has designated Economic Development Districts (EDD) across the US. EDDs are multi-jurisdictional entities composed of multiple counties and involve public, private, and non-profit sectors to establish a strategic blueprint for regional collaboration. Since 2012, \$1.4 billion has been invested in 3,244 projects supporting planning, research, technical assistance, access to capital, and other activities. Historically, two-thirds of this funding has gone to rural areas.

The strategic planning blueprint, called the Comprehensive Economic Development Strategy (CEDS), is a cornerstone of the EDA planning programs and successfully serves as a means to engage community leaders,

leverage the involvement of the private sector, and establish strategic regional collaboration. Economic development planning implemented by the CEDS provides a foundation for regional economic prosperity. CEDS are designed to guide the coordination necessary for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of their region.

The CEDS is a driver of public-private partnerships of all types. While the EDD program is governed by the EDA, the CEDS is applicable to multiple public agencies to support funding requests for economic development projects.



EXECUTIVE SUMMARY

The goal of the Sierra Economic Development District CEDS is to codify a regional strategy to advance prosperity and improve quality of life. This CEDS articulates a strategy and action plan designed to achieve the region's vision. This CEDS marks a point in time but is considered a living document that will be updated with changing conditions. The CEDS captures the region's strengths, weaknesses, opportunities, and threats (SWOT), identifies economic development potential, and considers key stakeholder input to create strategies to achieve objectives, coordinate activities to implement the strategies, and measure progress towards achievement of the vision.

This CEDS was created in close collaboration with more than 34 community leaders, local government staff and elected officials, and representatives from business, education, public safety, workforce development, and key industry sectors including agriculture, technology, tourism, forestry, energy, and manufacturing. In addition, this CEDS incorporates input from over 150 responses to a focused community web-based survey.

Input was solicited consistent with the EDA's focus on high quality private sector job creation and economic growth. EDA investments are targeted at essential facilities such as water and waste water systems, middle-mile broadband networks, workforce training centers, incubators, intermodal facilities, and research parks. While access to affordable housing is a key economic concern for the region, it is out of the scope of this

document. Housing is only addressed to the extent that infrastructure projects would facilitate housing developments and the associated commerce and job creation.

The District's vision materialized from the numerous conversations, formal interviews, and on-line input from community leaders, business people, educators, and local government stakeholders.

During the process more than 100 projects and actions were taken into consideration to advance the Sierra Economic Development District's vision of shared prosperity, equitable opportunity, and a culture of innovation in a resilient economy. Based on the input from regional stakeholders, five goals were established that shape the CEDS:

1. Catalyze economic diversification
2. Support human capital by facilitating innovation and entrepreneurship
3. Promote inclusive economic development by expanding broadband infrastructure
4. Build community resilience to natural disaster and extreme weather events
5. Protect natural capital by advancing forest health and biomass opportunities.

Ultimately, quality of life is the foundation for increased health and prosperity. Sustainable economic and social factors such as access to education, medical services, affordable housing, and reliable employment opportunities will empower the Sierra Economic Development District to thrive. This plan incorporates priority projects that will advance sustainable economic development, improve resilience, and lead to prosperous communities.

EXHIBIT B



The vision of the Economic Development District is shared prosperity, equitable opportunity, and a culture of innovation in a resilient economy.

Background

THE REGION

The concept of a regional economy is rooted in the people and the kind of place they want to cultivate. A regional economy must consider how best to protect and/or utilize its natural resources, transportation routes, commercial markets, suitable industries, and, most importantly, its stakeholders and relationships.

The four counties of the Sierra Economic Development District (SEDD or “District”), El Dorado, Nevada, Placer, and Sierra, are primarily rural and socio-economically and ecologically diverse. As administrators for the SEDD, Sierra Business Council (SBC) seeks to aid in the creation of prosperity through the responsible mobilization of human, financial, physical, and natural capital to generate a healthy and collaborative local economy. While there are many aspects of economic development, this plan focuses on preserving, creating, and attracting sustainable jobs to the region.

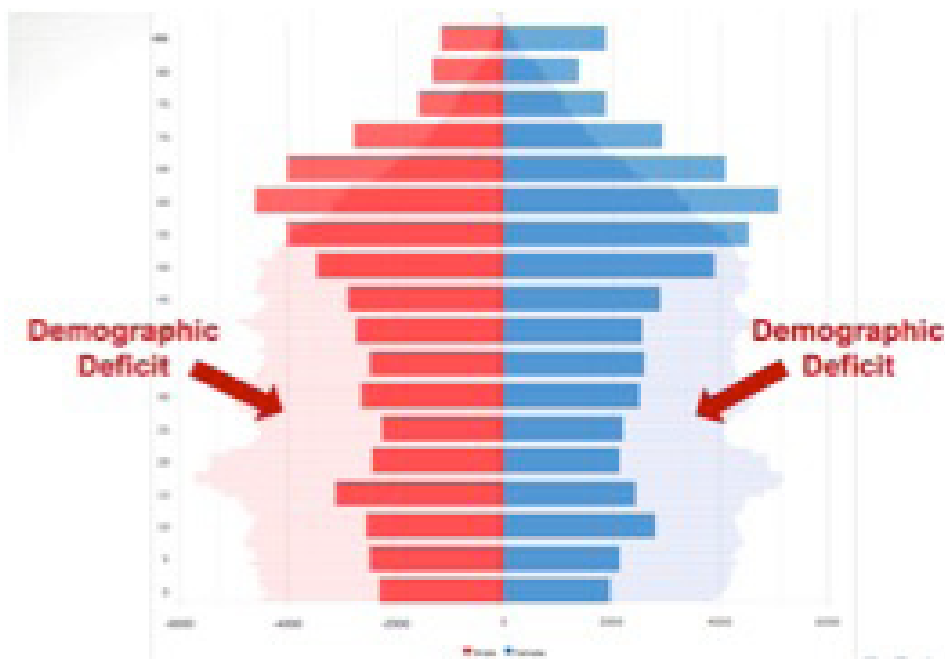
The SEDD region includes 12 incorporated cities and a total population of approximately 630,000. The largest cities, Roseville, Rocklin, and El Dorado Hills at the farthest southwest edge of the region, have populations over 50,000 each and are not considered rural. The emphasis of this plan is focused on the more rural communities that exhibit the highest economic need.

The SEDD region must also be viewed through the lens of the Sierra Pacific Megapolitan Area as defined by the 27-county area extending from Northern California to Nevada. The mega-region projects a population increase of more than 30% in the next 20 years. Accordingly, the SEDD region is expected to experience the majority of its absolute growth west of the Sierra Nevada mountain range and along the Interstate 80 corridor while parts of Nevada County and the entirety of Sierra County project a decline in population skewed towards an aging demographic.



LABOR FORCE

Overall, the region has a relatively strong workforce and, as of the fourth quarter of 2018, a low unemployment rate. The more populated areas of the SEDD enjoy a relatively well-educated workforce. However, two key concerns have been identified related to workforce: 1.) Lack of affordable workforce housing, and 2.) an aging demographic resulting in a “demographic deficit.”



In particular, the smaller rural communities are experiencing a severe demographic deficit in the most productive age groups. For example, in Nevada County, the largest age group is 60-65 with severe deficits in the 25-44 age groups. This is problematic because it contributes to declining population in the rural communities and lack of employee base. It also reduces the number of young families who tend to be the larger consumers and users of services such as school districts, healthcare, and recreation. As a general rule, communities with sustainable economic prosperity tend to have a more balanced demographic representation.

The SEDD is serviced by Lake Tahoe Community College, three campuses of Sierra Community College, one small private four-year college, as well as a number of private vocational schools. Four major public universities

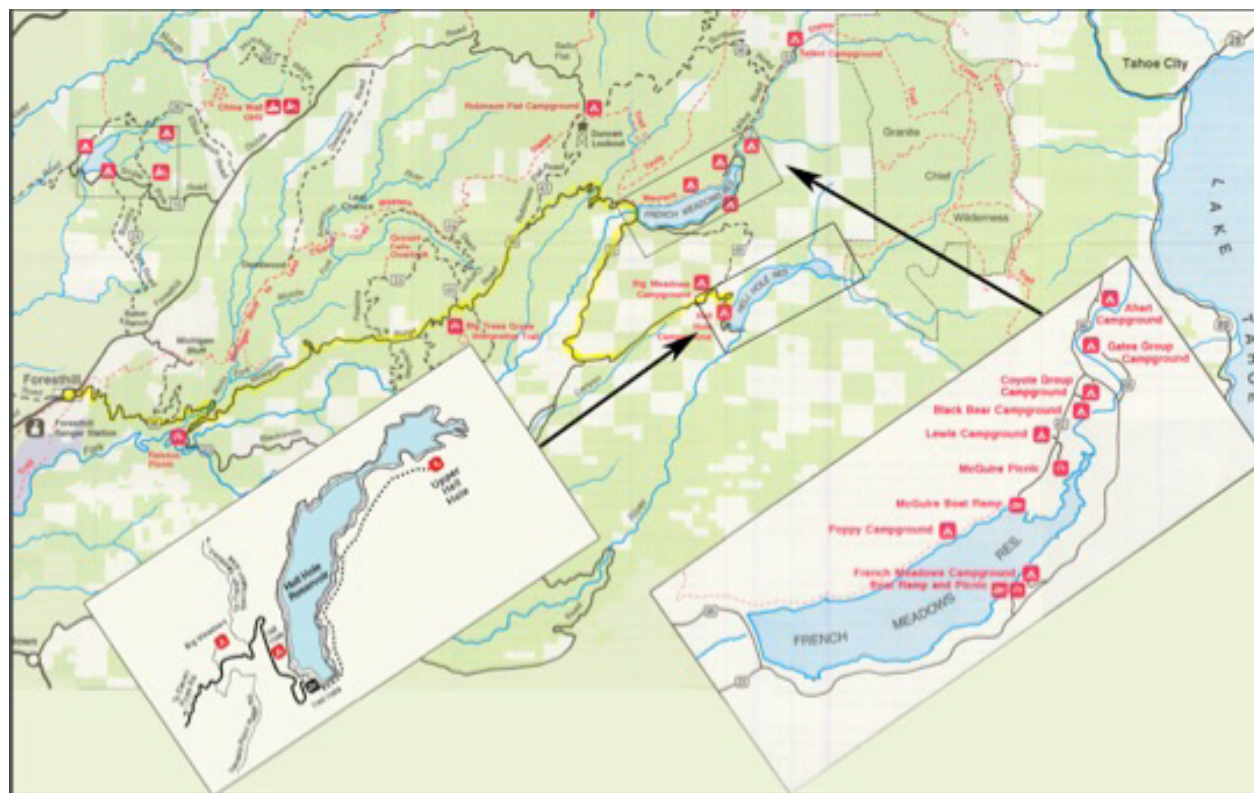
are within 100 miles of the region’s core. The area is also serviced by two workforce investment boards. Unemployment is considered “average” with the exception of Sierra County and rural El Dorado County, which typically experience unemployment rates double those of the rest of the region. This is primarily due to the decline of timber-related industries. The region as a whole exhibits a relatively high percentage of high school graduates.

There are a number of key challenges to an abundant and prosperous labor force, including: lack of affordable housing, inadequate broadband, a tourism-dominated/seasonal workforce economy, and remote locations of populated areas. We know the housing issue is important because a lack of affordable housing can limit a community’s ability to attract new businesses and workers to the region. But as mentioned, that topic is beyond the scope of this document. The CEDS will focus on the challenges within the scope determined by the EDA.

| | Population | Poverty Rate | Unemployment Rate |
|---------------------|----------------|--------------|-------------------|
| Placer Co. | 393,149 | 8.2 % | 4.4% |
| Rocklin | 67,221 | 7.0 % | -- |
| Auburn | 14,103 | 11.7 % | -- |
| Nevada Co. | 99,696 | 12.1% | 4.7% |
| Grass Valley | 12,914 | 26.3% | -- |
| Nevada City | 3,142 | 22.4% | -- |
| Truckee | 16,561 | 6.9% | -- |
| El Dorado Co | 190,678 | 9.8 % | 5.1% |
| Placerville | 11,048 | 18.6 % | -- |
| So. Lake Tahoe | 22,036 | 15.5 % | -- |
| Sierra Co | 2,987 | 12.3% | 7.6% |
| Total | 686,510 | 9.3% | -- |

With respect to climate, the disparity in elevation makes for a wide range of weather conditions, with typically a 40-degree swing between the lower elevations and higher elevations of the region. The higher elevation Tahoe region of eastern Placer, Nevada, and El Dorado counties contains the massive winter snowpack that is vital for feeding a vast system of rivers, reservoirs, and hydroelectric

Natural Resource Management in the SEDD is a critical component of the economy. The region acts as steward for the forests and watersheds that serve the local tourism economy as well as the connected urban communities. The major regional water agencies (Placer County Water Agency, Nevada Irrigation District, El Dorado County Water Agency and portions of the Lahontan Regional Board) handle a broad range of



Map indicates portions of Placer County's French Meadows forest restoration project and recreational amenities.

1 <https://www.cdfa.ca.gov/statistics/PDFs/2016Report.pdf>



responsibilities including retail and wholesale supply of drinking and irrigation water, management of major water storage reservoirs that provide recreational opportunities, production of hydroelectric energy, multiple dam facilities, and water resource planning and management. The SEDD region also includes the Tahoe-Central Sierra Initiative (TCSI), which brings together innovative approaches and partners to increase the pace and scale of restoration work across the region's watersheds. The TCSI creates opportunities to support a forest restoration economy and explore innovative process, investment, and governance tools.



CULTURAL ASSETS

Arts and culture are key drivers of tourism and known contributors to economic vitality and community well-being. The SEDD is home to an abundance of cultural and historic assets, most notably two of 14 designated California Cultural Districts: Truckee and Grass Valley/Nevada City. The districts highlight thriving cultural diversity and unique artistic identities. These communities are noted for catalyzing and inspiring art and culture through their thousands of events, annual festivals, street fairs, art walks, and studio tours. These Cultural Districts promote economic influx, retention of artists, and homegrown assets and inclusive development.

The region also includes treasured Native American history, the gold discovery site at Sutter's Mill in Coloma, the Donner Party's epic survival route across the Sierra, and the original Pony Express route.

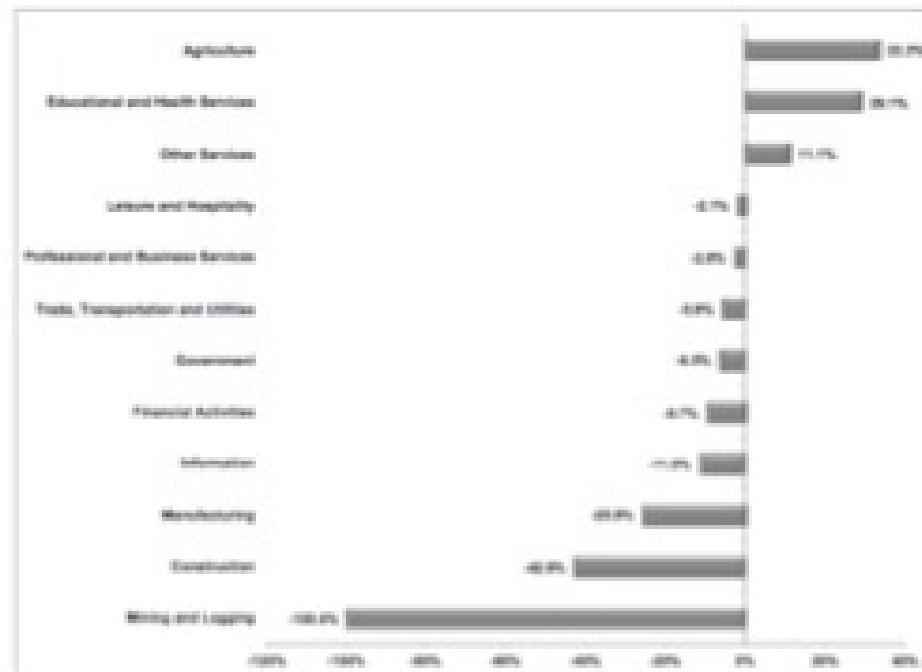
The discovery of gold on the American River in 1848 sparked the 1849 California Gold Rush and the subsequent population explosion throughout the region and state. The area, known as the "Gold Country," is home to many historic towns, preserved as tourist attractions. El Dorado County has 14 sites listed in the National Register of Historic Places, Nevada County has 39 listed sites with an additional 22 eligible and Placer County has 14 sites. The smallest county in the region, Sierra County, boasts numerous historic mining and ranching sites along the North Fork of the Yuba River and includes the town of Downieville, the runner up to Sacramento to be the state capitol in 1852.

Pre-dating its mining history, the SEDD contains numerous heritage and sacred sites that give testament to the robust Native American cultures of the Sierra. The Nisenan, Maidu, Miwok, and Washoe tribes all have ancestral and current ties to territory throughout the SEDD. These indigenous cultures continue to enrich surrounding communities through their educational programs, historical record-keeping, and preservation of traditions and customs.

The region's diverse cultural and historical assets contribute to a strong sense of place throughout the District for both residents and visitors.

ECONOMY AND KEY INDUSTRIES

Because of the diverse geographic features, micro-economies and recreational offerings, the SEDD's economy must be looked at by sub-region. The more urban southern edge of the region (primarily El Dorado Hills and Roseville areas) experience vastly more robust economies with a variety of healthcare, technology, construction, miscellaneous corporate jobs, and related suburban development. This sub-region enjoys a plethora of retail options, however this sector is feeling the squeeze of online commerce, and both Placer and El Dorado counties have seen a dramatic drop in sales tax revenue over the past decade. Regardless, this sub-region has a relatively strong base and a rather diversified industry composition. By contrast, Nevada and Sierra Counties, as well as the eastern portions of Placer and El Dorado, have been impacted by the loss of timber, mining, and logging industries. A significant number of jobs related to these businesses were lost when entire industries folded. Some jobs were replaced with lower paying service sector jobs. However, there does appear to be a correlation between job losses and population decline in certain communities. Overall, the region has seen the largest growth in agriculture, tourism, and government-related services. Growth in the agriculture and tourism/service sector tends to yield lower-wage occupations.



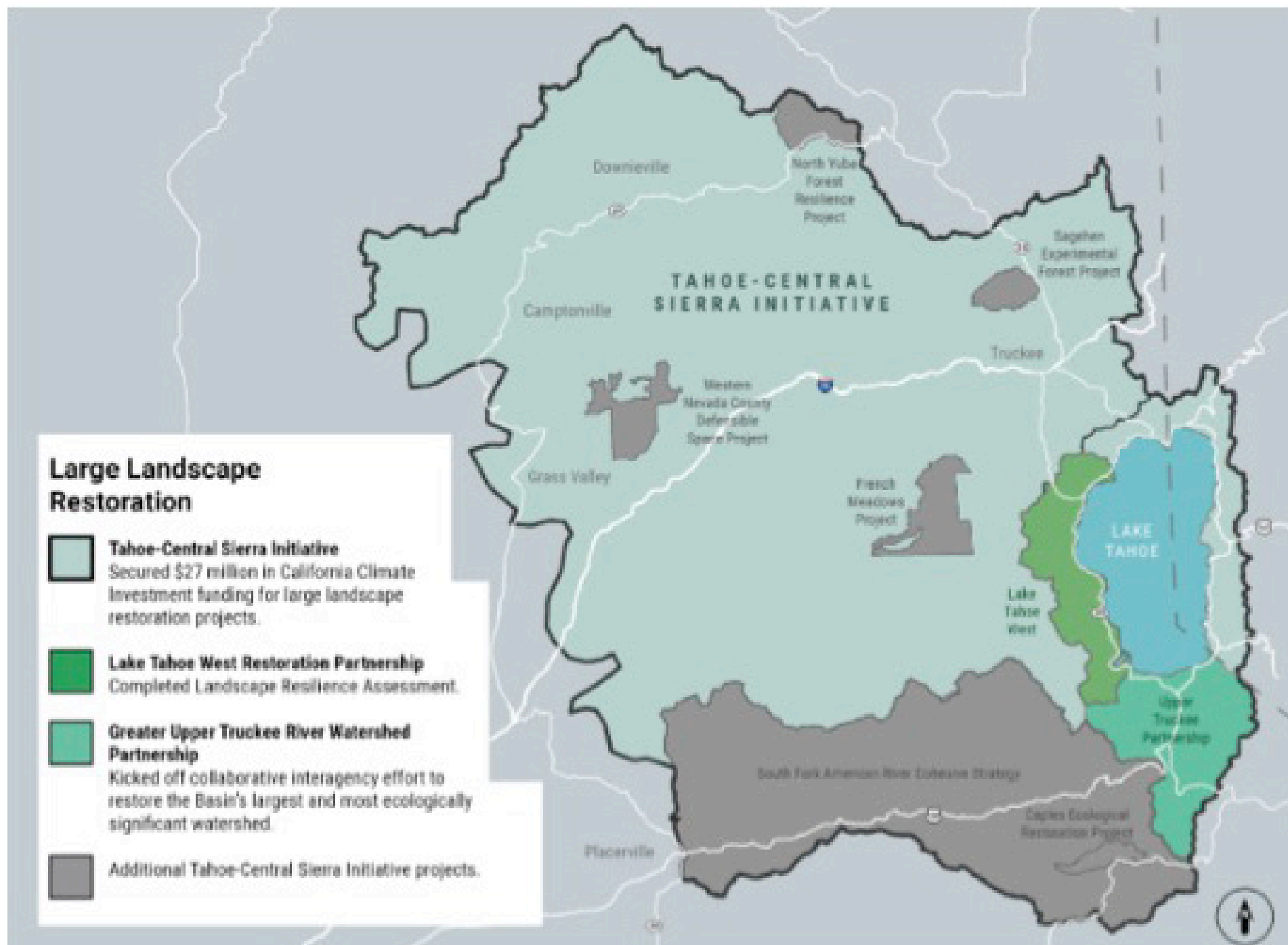
abundant source biomaterials from forest thinning operations and dead trees. The region also has multiple idle lumber mills and biomass facilities that can be rehabilitated to accept and process small diameter trees and forest by-products. Forests play a crucial ecosystem services role in the region and developing a sustainable industry around forest management, woody biomass transport, energy production, and wood-based products presents a substantial opportunity to create a replicable circular economy model with the assistance of grant funding related to carbon sequestration, forest restoration and community wildfire protection. The amount of state funding dedicated to these areas has greatly increased in the past few years and is an economic driver for the area. For example, a pilot master plan project funded by the Sierra Nevada Conservancy at the Loyalton Resource Regen Campus (former Sierra Pacific Industries facility) is expected to be a major economic driver for the region if private investment can be secured. In addition, The Tahoe Central Sierra Initiative (TCSI) is a public private partnership designed to accelerate regional scale forest and watershed restoration through ecologically based management actions while creating the opportunities to support a forest restoration economy. The TCSI covers land in all four counties of the SEDD.



Growth of well-paying jobs in the rural portions of the region is severely limited by lack of access to high-speed broadband. Connectivity is an absolute essential to support high paying and living wage jobs. To grow and prosper, the region needs to supply job opportunities and training for residents. More and more, this is completely dependent on access to high-speed broadband.

An emerging sector for the region is the wood-product and resurging biomass industries. The region has

Biomass Systems Model Source: IEA Bioenergy.



Tahoe Central Sierra Initiative Coverage Area. Source: California Tahoe Conservancy

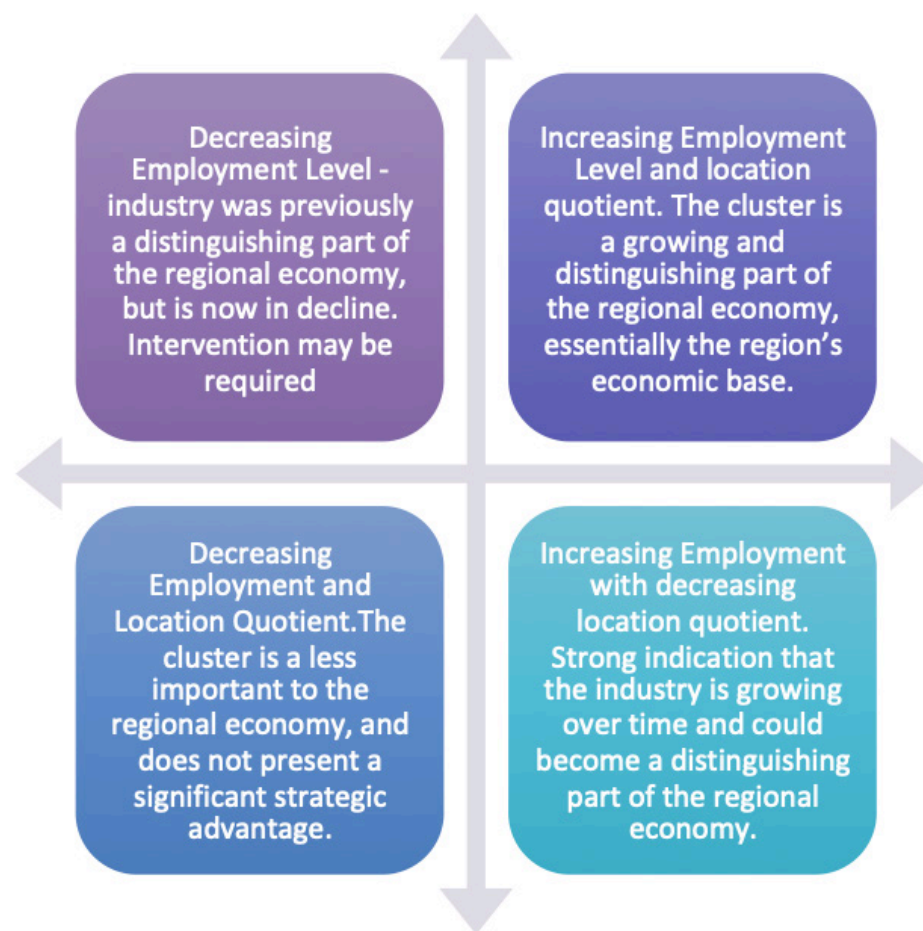
Industry Cluster Analysis

INDUSTRY CLUSTER ANALYSIS

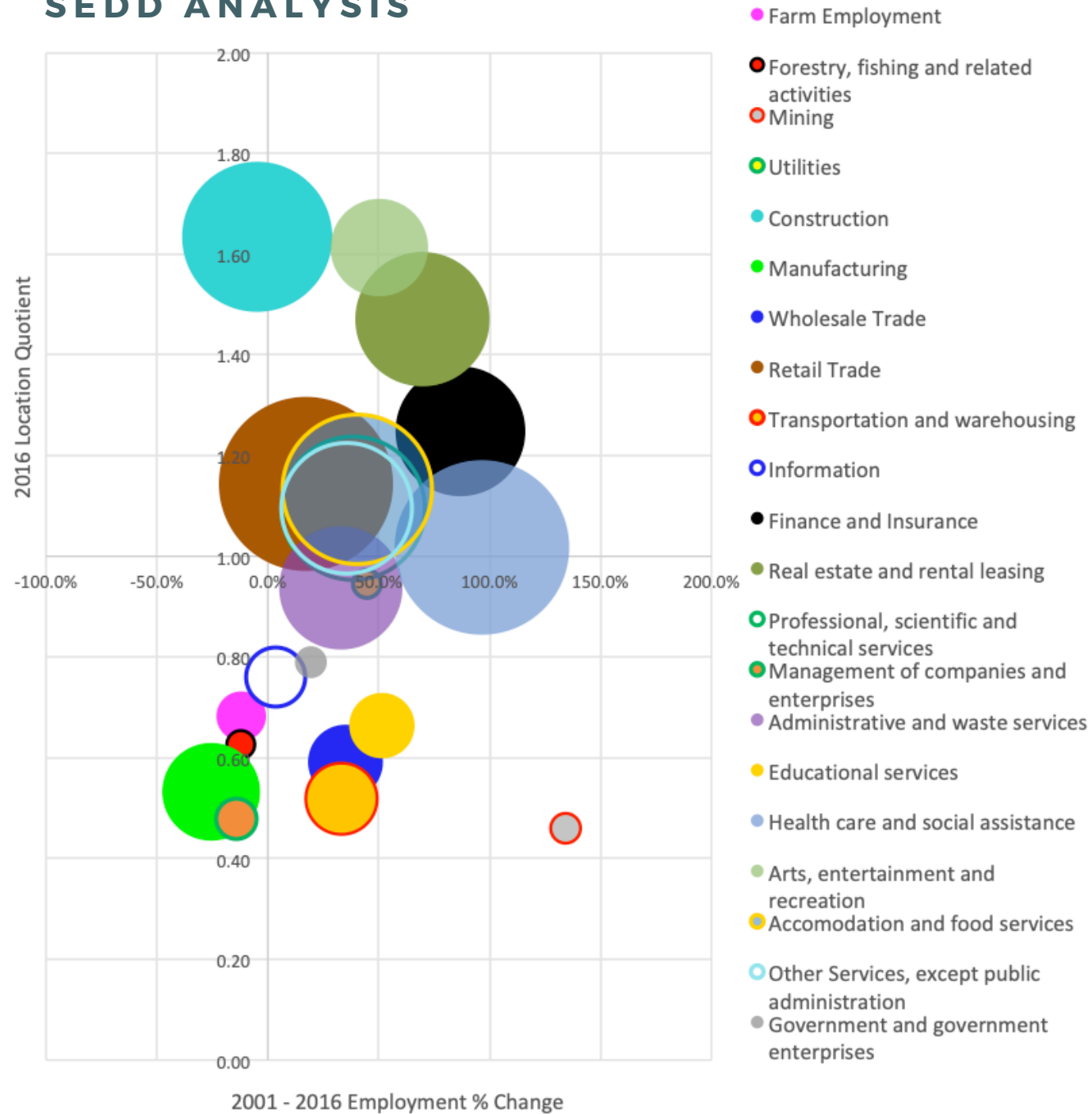
Industry clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a region. Characteristically, industry clusters share connection on the supply side, the service side, or both, and enhancements or improvements made on the supply side and/or the service side boost the productivity/economic health of all firms in the cluster. This cluster analysis relies on both an evaluation of regional and national employment patterns using a bubble chart tool, and local knowledge, history, and culture.

The bubble chart on the next page allows for the comparison of an industry cluster's change in employment level along the horizontal axis, location quotient along the vertical axis and proportion of total employment within the District represented by the size of the bubble. Location quotient is a comparison of an industry cluster's regional proportional make-up of employment to the national proportional make-up of employment for that same cluster. A location quotient greater than one indicates that there is a higher concentration of employees working in a regional cluster than the national average. In many cases, this attribute has been shown to support a regional cluster's competitive advantage over other geographic areas. The bubble chart should be interpreted as follows:

Industry cluster analyses based solely on location quotient can have shortcomings. By aggregating a large number of industries into larger clusters for analysis, some granularity can be lost, resulting in more prominent industries within a successful cluster elevating the profile of a few less prominent industries within that same cluster. In that same vein, less prominent industries in a poorly performing cluster can overshadow a few smaller but well performing industries within the same cluster. In an attempt to mitigate these limitations, additional cluster analysis was incorporated from the U.S. Cluster Mapping Project, created by the Institute for Strategy & Competitiveness at Harvard Business School.



SEDD ANALYSIS



Cluster Specialization

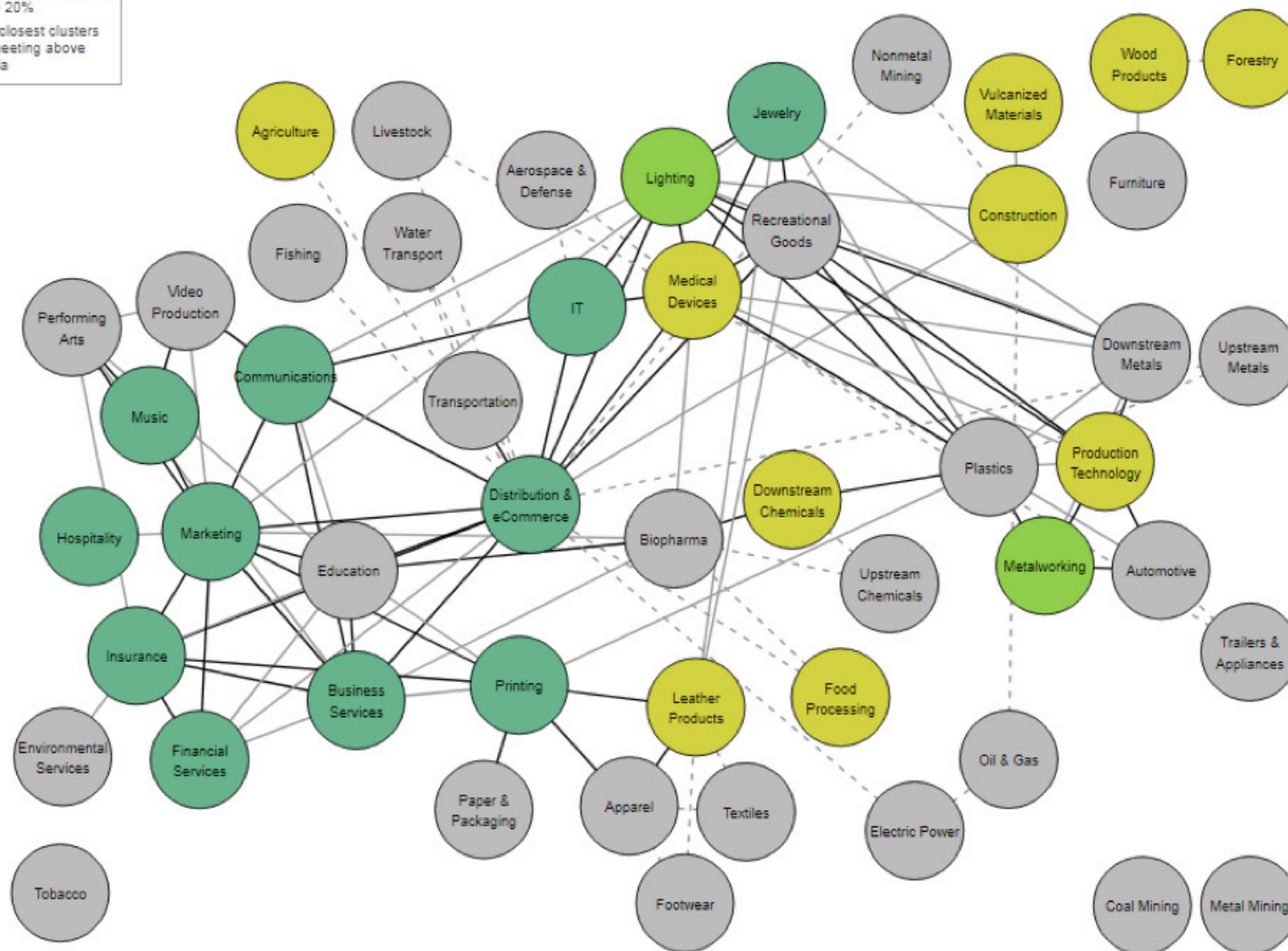
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th ptile & RI >= 20%
- BCR 90th-94th ptile & RI >= 20%
- Next closest clusters not meeting above criteria



Cluster Linkages and Economic Diversification

Sierra Economic Development District by bmaritato95, 2016



Cluster Linkages and Economic Diversification

The analysis identifies “Strong” regional clusters by comparing a cluster’s location quotient to other regional cluster location quotients throughout the country. Clusters in the top 90% are colored dark green, clusters in the top 75% are colored lime green, and any other clusters with a location quotient greater than one are colored yellow-green. Related clusters are connected by lines, with solid black lines representing the strongest connection, followed by solid grey lines and lastly, dotted grey lines.

A comparison between the two different cluster analyses results in several discrepancies. For example, Forestry is identified as having a location quotient greater than one in the second analysis, but in the first analysis, the “Forestry, Fishing and Related Activities” cluster has a location quotient of less than 1.0. This discrepancy may be attributed to the larger breadth of industries included in the Industry Cluster Analysis. By also including fishing (an industry that is not prominent in the Sierra Nevada, compared to coastal areas) in the first analysis’ cluster, it may overshadow any forestry industries’ success within that cluster. This hypothesis is further supported by the fact that fishing is included as a separate cluster in the second analysis and is not identified as strong or specialized. It should also be noted that the second analysis only looks at “Traded” clusters, or clusters that sell to other regions and nations. It does not look at “Local” clusters, or clusters that primarily sell within their own region.

Traded clusters are the drivers of regional economies. They bring in money from outside regions, rather than recirculating existing money within the regional economy. Because Traded clusters compete in multi-regional markets, they face competition from other regions. As such it is incredibly difficult to achieve high levels of overall economic performance without strong Traded clusters.

Local clusters, on the other hand, are made up of industries that serve local markets. They exist throughout most every region, unrelated to any competitive advantages an area may offer. This results in regional employment within Local clusters staying relatively proportional to regional population. Local clusters typically employ the majority of regional workers despite garnering lower wages than Traded clusters. Traded clusters drive regional economies, while Local clusters provide necessary services as part of the supply chain for Traded clusters in a region, and both are essential for bolstering a healthy regional economy.

SWOT ANALYSIS

As of the fourth quarter of 2018, Sierra Business Council interviewed 34 local citizens, business owners, elected officials, and other stakeholders to gather their insights on the state of the region’s economy. In addition, SBC received 152 responses to an online survey that collected information on stakeholders’ perceptions of local and regional economies and communities in Sierra, Nevada, Placer, and El Dorado Counties. Throughout the information-gathering process, business growth in the health industry and tourism, Interstate-80 connectivity, and quality public education were frequently identified as primers for the region’s successes. In contrast, lack of affordable housing, deteriorating infrastructure, public safety during wildfire and burdensome business regulation were often identified as significant impediments to the region.

The local knowledge and firsthand accounts collected from stakeholders and summarized below served to inform an analysis of the region’s strengths, weaknesses, opportunities, and threats (SWOT). The SWOT analysis was then used to formulate the goals, strategies, and initiatives presented in the CEDS.

Strengths

- Business Growth in Health industry & Tourism
- I-80 Connectivity
- Bay Area & Sac Proximity
- K-12/Jr. College public education
- Abundant Natural Resources

Weaknesses

- Lack of Affordable Housing
- Crumbling Infrastructure
- Poor Internet Connectivity
- Limited access to capital
- Business Regulation
- Shortage of Skilled Workforce

Opportunities

- Business Growth in Sustainable Ag, Tech & Remote Work
- Business Attraction from Bay Area
- Transient Occupancy Tax Revenues
- Natural Resources
- Diversify Economy

Threats

- Overall high cost of living
- Mono-economy (tourism)
- Natural disasters (wildfire, drought, flood, tree mortality)
- Political polarization in region
- Nevada brain drain

RESILIENT COMMUNITIES

Resilience in the context of this CEDS refers to a community's ability to recover from, withstand, and avoid disruptions in economic activity to ensure sustainable regional prosperity. This CEDS identifies regional vulnerabilities and recommends proactive initiatives related to the five strategic goals listed on the following page. While affordable housing and lack of adequate broadband are the critical challenges for labor, the biggest threats to overall community resiliency are:

- Natural disasters such as flood or wildfires
- Economic recession
- Dependency on a single predominant industry (tourism)

The biggest threat by far is the frequency and intensity of natural disasters, in particular, catastrophic wildfire. The threat is expected to increase as the result of climate change, legacy forest management practices, and the proximity of populated areas to the wildland urban interface, also known as the WUI. In the four-county SEDD, economic and environmental resiliency

are inextricably linked because of the region's reliance on nature-based tourism and because the region is a major source of fresh water for the state of California. The massive snowpack in the higher elevation portions of the SEDD feed multiple watersheds and provide water for hydroelectric power, drinking and irrigation. This plan includes strategies to build long-term economic resilience and considers tactics and collaborative partnerships that would improve response initiatives. The process for establishing an effective resiliency strategy began with identifying persistent economic challenges and analyzing the region's strengths as a part of the SWOT to create action plans for mitigating potential exposure.

With respect to responsive strategies, this CEDS focuses on the relationship between local governments and those entities that can quickly mobilize in the event of a natural disaster or economic crisis including: Office of Emergency Services, water districts, utilities, volunteer fire departments, Small Business Development Centers, chambers of commerce, telecommunications providers, schools, non-profits, and community development personnel.

Key Factors of a Resilient Community

All goals and initiatives positively impact these factors.

Local Government

- Prioritized areas of risk for implementation of mitigation projects
- Collaborative & resourceful leadership
- Partnerships and funding are leveraged

Economy

- Diversified economy, not dependent on one industry
- Infrastructure supports economic goals
- Economic gardening to amplify strengths & talent

Environment

- Natural resources are valued as economic driver
- New development is sustainable
- Forest restoration, water conservation are prioritized

Community

- Ensure continuity of public safety and basic services
- Equitable support for workforce development
- Citizens are engaged and informed

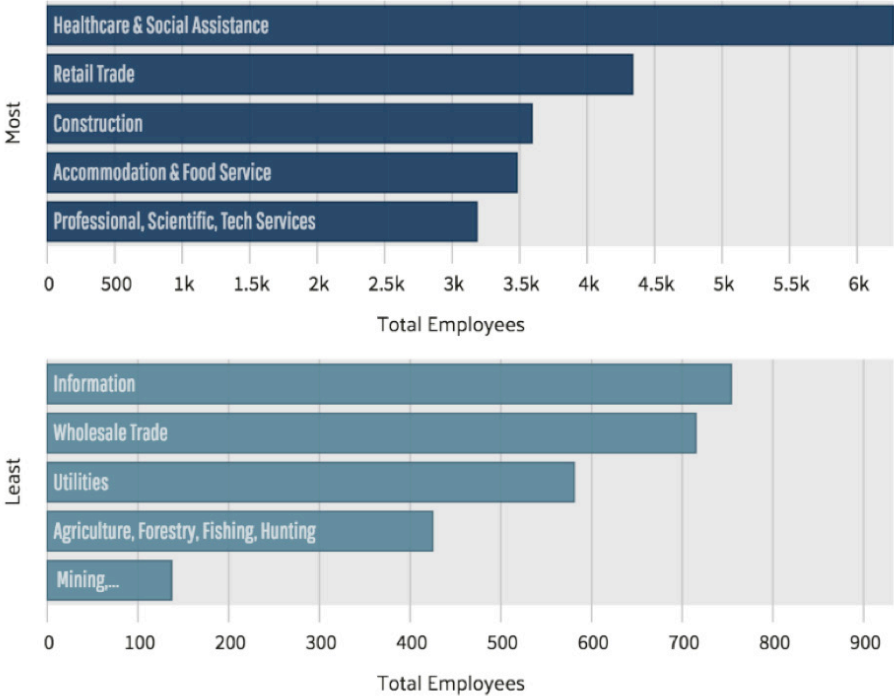
Based on the key factors described, this CEDS categorized resiliency across all five strategic goals. Resiliency factors considered were economic, environmental, social, community, overall public safety and more specifically, disaster preparation. Key stakeholders were identified to drive initiatives as follows:

| Strategic CEDS Goal | Resilience Factor | Key Stakeholders to drive initiatives |
|---|------------------------------------|---|
| 1. Catalyze Economic Diversification | Economic, Community | Business Community, Local Government, Chambers of Commerce, SBDC, lenders, investors, USDA |
| 2. Support Human Capital by facilitating innovation & entrepreneurship | Economic, Community | Business Community, Education Institutions, Workforce Development Boards, Chambers of Commerce, SBDC, lenders, investors, Local Governments, NGOs |
| 3. Promote inclusive economic development by expanding broadband infrastructure | Economic, Community, Public Safety | Broadband Consortium, California Public Utilities Commission, Local Government, Internet providers and developers, Business Community, USDA |
| 4. Build community resilience through natural disaster and extreme weather protection efforts | Disaster preparedness | Utilities, Irrigation Districts, Cal Fire, Emergency Services, US Forest Service, Local Government, NGOs |
| 5. Protect natural capital by advancing forest health and sustainable biomass | Economic Environment | GoBiz Wood Products Team, Utilities, Irrigation Districts, Cal Fire, Sierra Nevada Conservancy, Emergency Services, US Forest Service, Local Government, NGOs |

NEVADA COUNTY PROFILE

| Demographic & Economic Profile | | | | |
|--------------------------------|-----------|----------|--------------|-------------|
| | Nevada Co | Truckee | Grass Valley | Nevada City |
| Population | 99,696 | 16,561 | 12,914 | 3,142 |
| Median Age | 49.8 | 40.5 | 43.7 | 53.3 |
| Median HH Income | \$60,610 | \$89,154 | \$35,157 | \$43,614 |
| Poverty Rate | 12.1% | 6.9% | 26.3% | 22.4% |

Most Common ACS Industries in Nevada County, CA
The closest comparable data for the county of Nevada County, CA is from public use microdata.



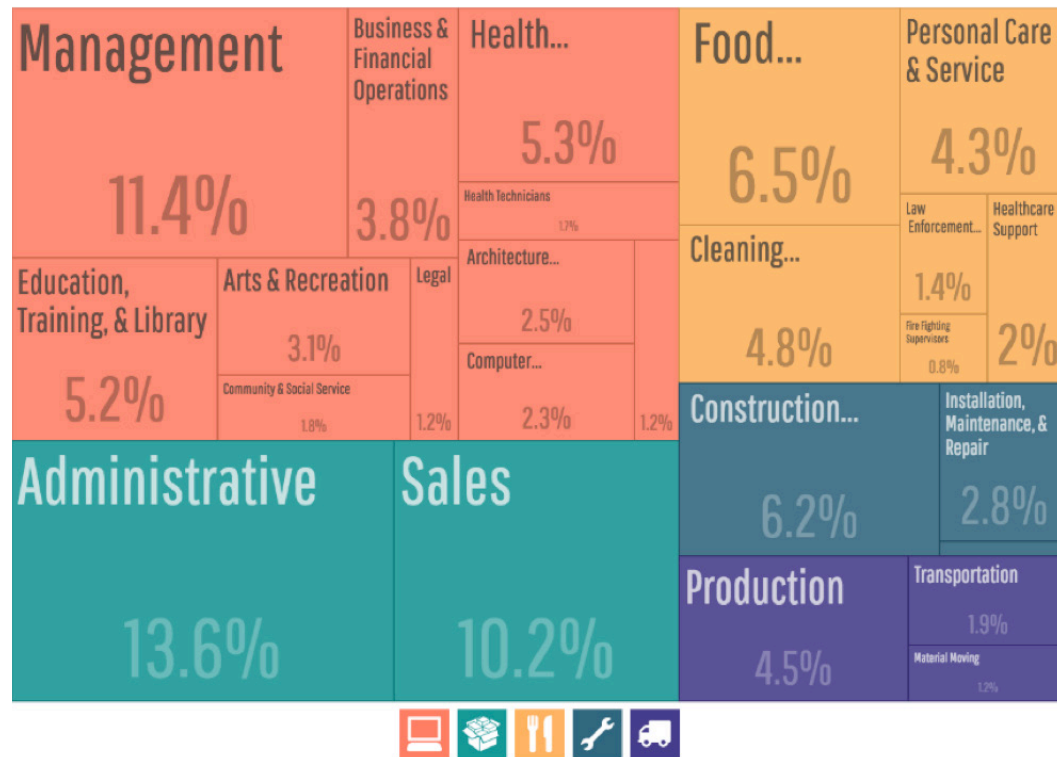
Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:



Employment by Occupations in Nevada County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.

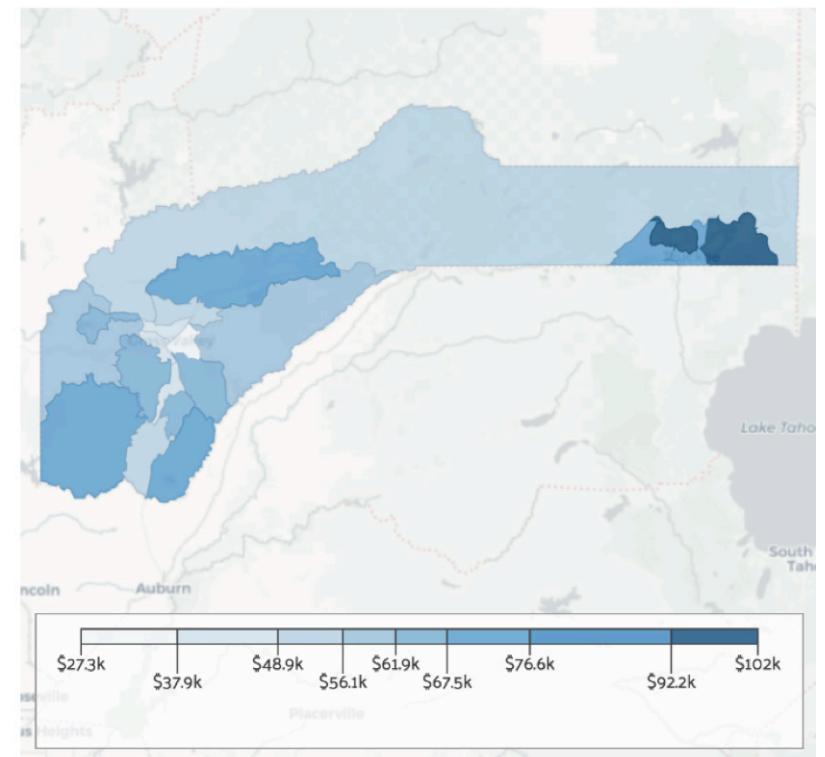


Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Income by Location in Nevada County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.



Dataset: ACS 5-year Estimate
Source: Census Bureau

Key Concerns from Survey

- Lack of affordable housing
- Inadequate broadband
- Aging population
- Too much reliance on tourism
- Availability of living wage jobs
- Threat of wildfire

Largest Private Employers

- Sierra Nevada Memorial Hospital
- Boreal Mountain Resorts
- Tahoe Forest Health System
- Sugar Bowl Resort
- Safeway
- Clear Capital
- Robinson Enterprises

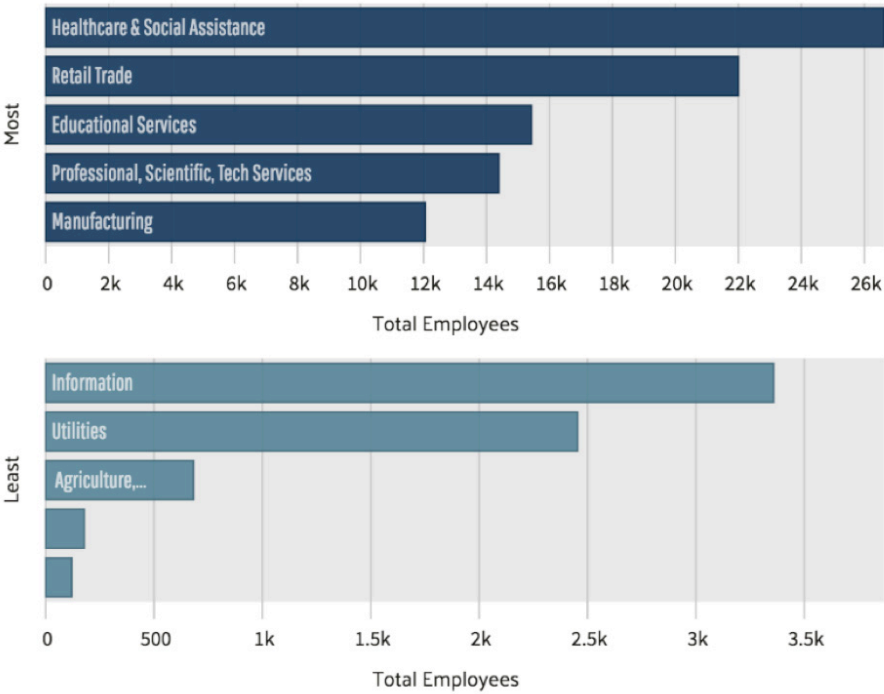
General Plan Economic goals

- Healthy & diverse local economy
- Retain and expand existing businesses
- Diversify & strengthen export base
- Support & promote tourism

PLACER COUNTY PROFILE

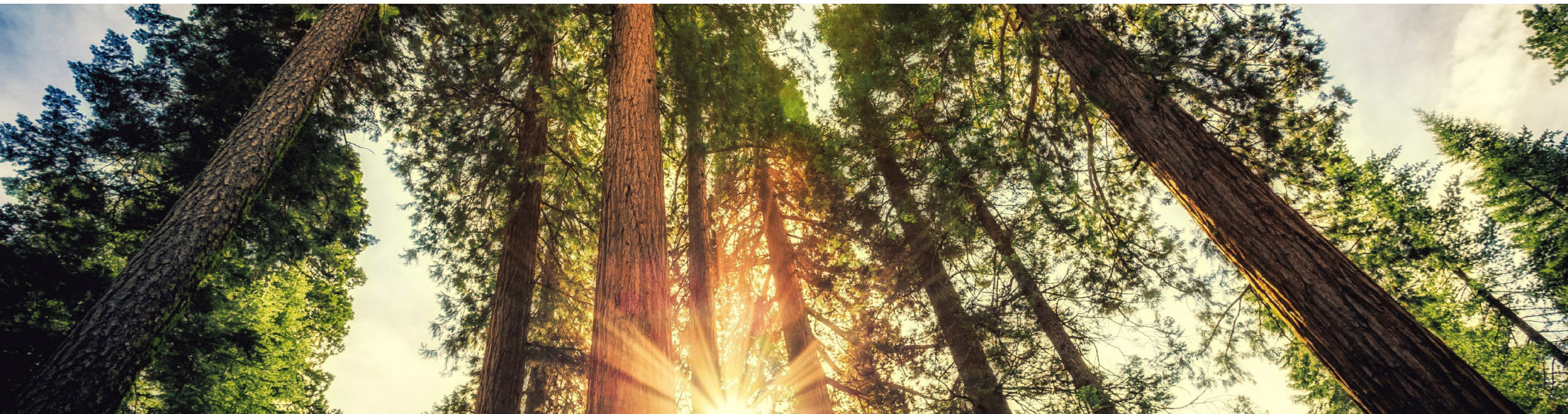
| Demographic & Economic Profile | | | |
|--------------------------------|-----------|-----------|----------|
| | Placer Co | Roseville | Rocklin |
| Population | 393,149 | 139,117 | 67,221 |
| Median Age | 41.6 | 38.5 | 37.7 |
| Median HH Income | \$80,488 | \$81,119 | \$91,995 |
| Poverty Rate | 8.2 % | 8.9% | %7.0 |

Most Common ACS Occupations in Placer County, CA
The closest comparable data for the county of Nevada County, CA is from public use microdata.



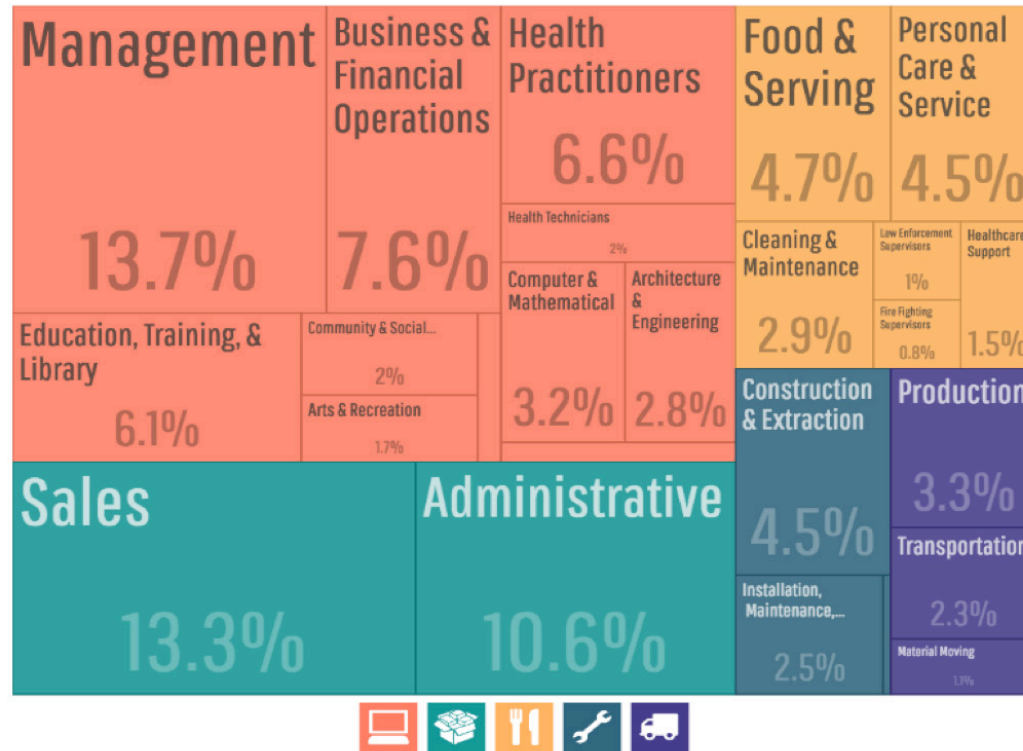
Dataset: ACS 1-year Estimate
Source: Census Bureau

DATAUSA:



Employment by Occupations in Placer County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.

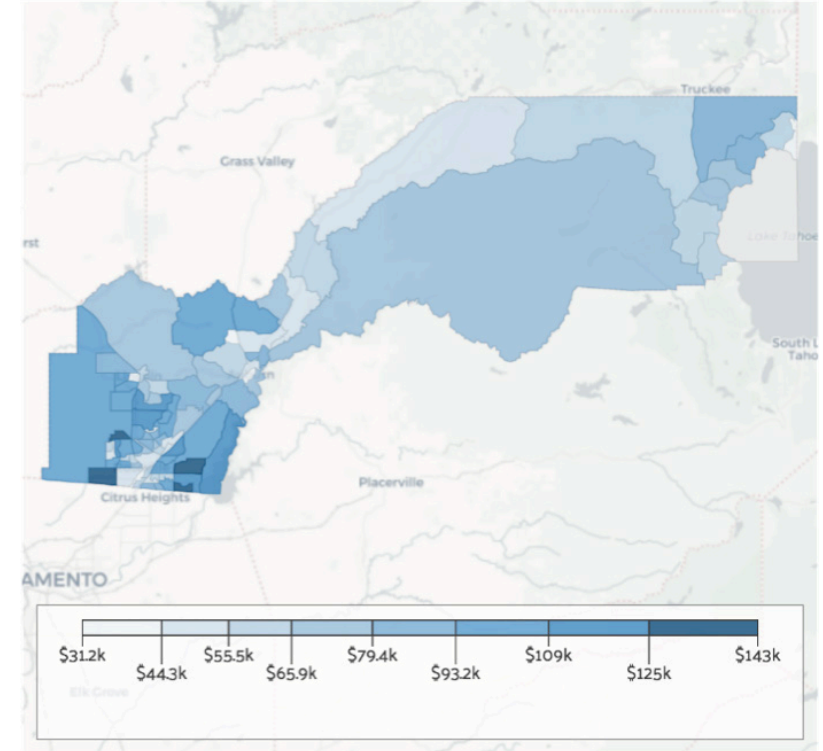


Dataset: ACS 1-year Estimate
Source: Census Bureau

DATA USA:

Income by Location in Placer County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.



Dataset: ACS 5-year Estimate
Source: Census Bureau

Key Concerns from Survey

- Lack of affordable housing
- Declining retail sector (western county)
- Dependency on tourism (eastern county)
- Traffic and mobility
- Income disparity

Largest Private Employers

- Sutter Health
- Kaiser Permanente
- Squaw Alpine
- Thunder Valley Casino
- Hewlett Packard
- Union Pacific Railroad
- Northstar-at-Tahoe
- PRIDE Industries
- Raley's

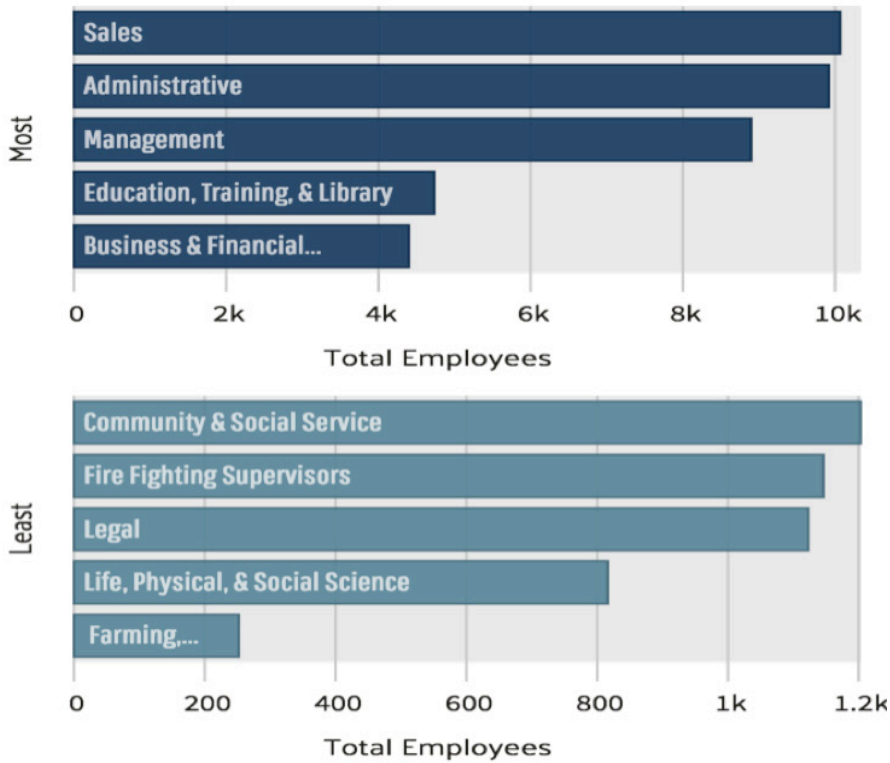
General Plan Economic goals

- Positive balance between job & population growth
- Increase % of income spent in county
- Adequate housing for workforce
- ED through tourism, arts and culture

EL DORADO COUNTY PROFILE

| Demographic & Economic Profile | | | |
|--------------------------------|--------------|----------------|-------------|
| | El Dorado Co | So. Lake Tahoe | Placerville |
| Population | 190,678 | 22,036 | 11,048 |
| Median Age | 45.5 | 38.0 | 41.0 |
| Median HH Income | \$74,885 | \$45,223 | \$51,250 |
| Poverty Rate | 9.8 % | 15.5% | 18.6% |

Most Common ACS Occupations in El Dorado County, CA
The closest comparable data for the county of Nevada County, CA is from public use microdata.



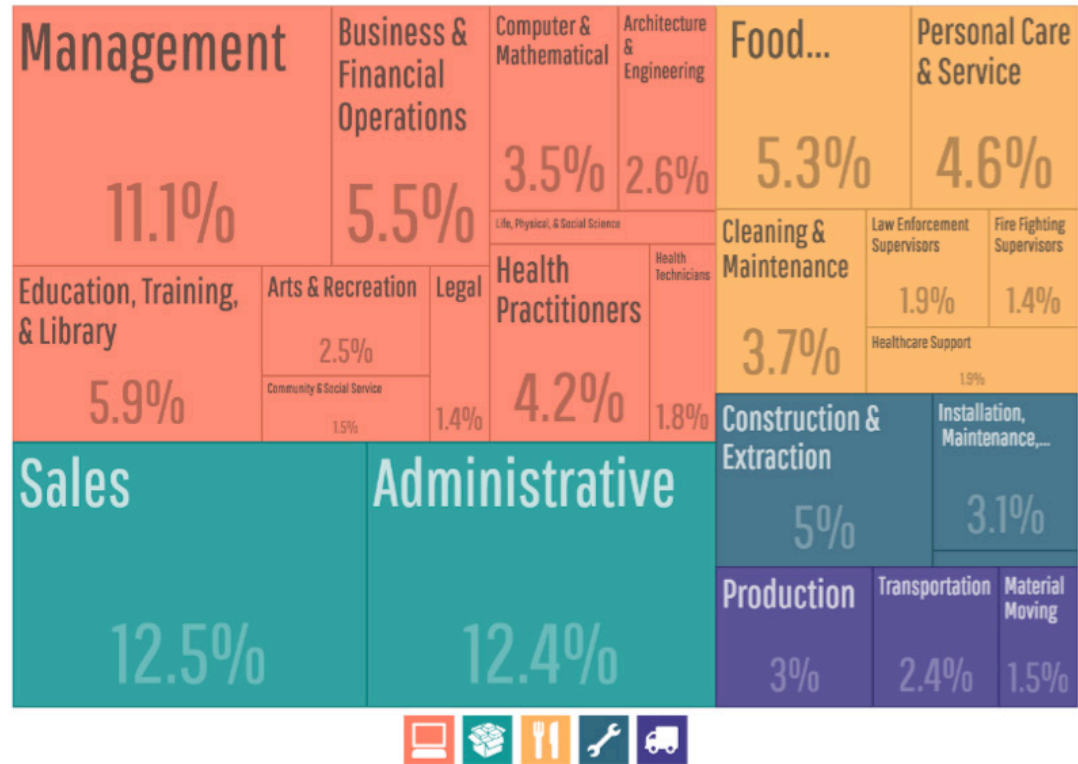
Dataset: ACS 5-year Estimate
Source: Census Bureau

DATA USA



Employment by Occupations in El Dorado County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.

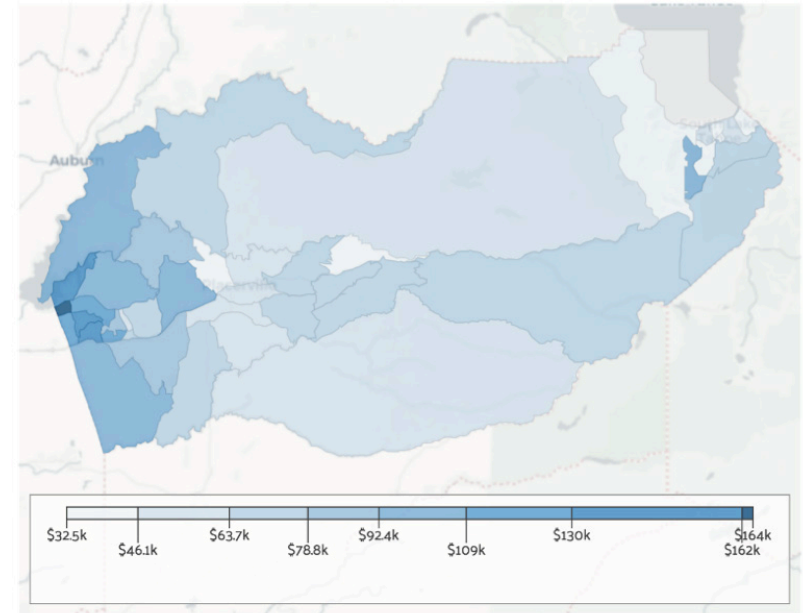


Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Income by Location in El Dorado County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.



Dataset: ACS 5-year Estimate
Source: Census Bureau

Largest Private Employers

- Blue Shield of CA
- Red Hawk Casino
- Marshall Medical Center
- Broadbridge Financial
- Heavenly Sports
- Barton Memorial Hospital
- More Rehab

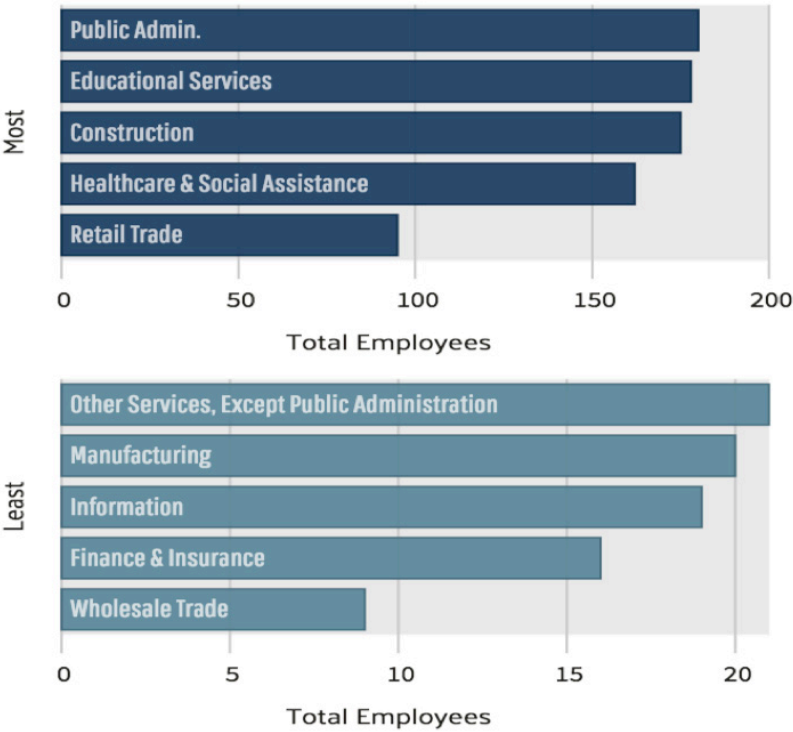
General Plan Economic goals

- Promote expansion of small businesses & home-based enterprise
- Monitor jobs/housing balance
- Emphasize employment creation

SIERRA COUNTY PROFILE

| Demographic & Economic Profile | | | |
|--------------------------------|-----------|-----------------|-------------|
| | Sierra Co | <u>Loyalton</u> | Sierra City |
| Population | 2,987 | 699 | 221 |
| Median Age | 55.0 | 37.2 | 62.7 |
| Median HH Income | \$44,190 | \$42,045 | \$173,958 |
| Poverty Rate | 12.3% | 12.9% | 6.1% |

Most Common ACS Occupations in Sierra County, CA
The closest comparable data for the county of Nevada County, CA is from public use microdata.



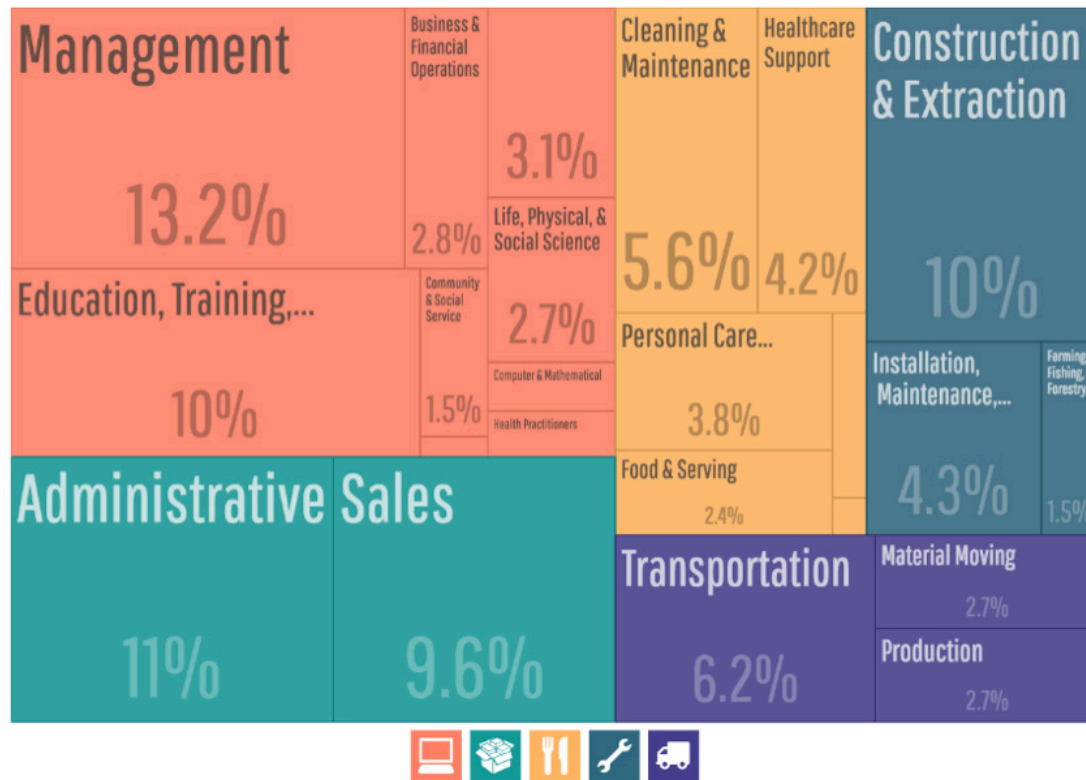
Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA



Employment by Occupations in Sierra County, CA

The closest comparable data for the county of Nevada County, CA is from public use microdata.



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Key Concerns from Survey

- Declining and aging population
- Lack of broadband
- Availability of living wage jobs
- Limited ability to increase tax base
- Threat of wildfire

Largest Private Employers

- Sierra County
- Sierra County Health
- Sierra Co. School District
- US Forest Service
- American Renewable Power

Note: over 40% of jobs in Sierra County are government related so they are included in this profile

General Plan Economic goals

- Develop land use policies that encourage economic development
- Promote recreation and arts
- Protect natural resources
- Diversify and strengthen year-round economy

Strategy & Action Plan

THE VISION

The SEDD CEDS strategy and action plan is designed to achieve the region's vision, goals and measureable objectives considering SWOT assessment, economic development potential, and other stakeholder findings. The vision considers elements of regional general plans, area specific plans, special district strategic plans, and various economic development plans.

The vision materialized from numerous conversations, formal interviews, and a comprehensive online survey with community leaders, business people, educators, and local government stakeholders.

The Sierra Economic Development District strives for shared prosperity, equitable opportunity and a culture of innovation in a resilient economy.

GOALS AND OBJECTIVES

Goals and objectives are what drive the CEDS action plan and reflect the key concerns of regional stakeholders. The goals are directly related to the top priorities that emerged in the SWOT analysis and are designed to advance the region's vision and achieve the overarching mission of community vitality. The related objectives are specific, measureable, action oriented, relevant, and time-based. It is important to note that the goals and objectives are not mutually exclusive but rather are systemically synergistic, designed to promote a more prosperous, sustainable, and resilient economy.



Catalyze Economic
Diversification



Support Human Capital by
Facilitating Innovation &
Entrepreneurship



Promote Inclusive
Economic Development
by Expanding Broadband
Infrastructure



Build Community
Resilience Through
Natural Disaster and
Extreme Weather
Protection Efforts



Protect Natural Capital by
Advancing Forest Health
and Sustainable Biomass
Industry Opportunities

**Strategic Goal 1****CATALYZE ECONOMIC DIVERSIFICATION**

Economic diversification is a fundamental goal to better position the SEDD to address risk mitigation from economic downturns and seize growth opportunities in emerging sectors. Several communities in the SEDD have historically been dominated by mining and lumber mills and more recently by tourism. Communities' dependence on these industries has rendered them highly vulnerable to the commercial obsolescence of mines and lumber mills. More recently, dependence on winter and summer tourism is leaving communities vulnerable to reduced snowpack, rising elevations of base snowpack from a warming climate, increasingly frequent and intense wildfires, and poor air quality from wildfire smoke.

Economic diversification will help the District build a more stable economy for the long term while preparing workers trained in new growth sectors such as automation and artificial intelligence (AI). Specifically, in communities impacted by the closure of lumber mills or reduced logging (e.g. Loyalton, Camino, Foresthill), economic diversification may result from the re-purposing of abandoned or unused facilities and reintroduction of more living wage jobs. In communities dominated by tourism (e.g. Lake Tahoe basin, eastern Nevada, Placer, and El Dorado Counties), diversification is best led by attracting businesses that are not reliant on weather patterns or snowfall. Strategies associated with this goal include:

- Attract and support new industry clusters and emerging industries that support living wage jobs
- Support and grow existing businesses
- Focus resources on next economy growth sectors
- Ensure adequate transportation infrastructure and affordable housing to support economic development
- Expand non-tourism related commerce to bolster

region's resilience to economic downturns and extreme weather events.

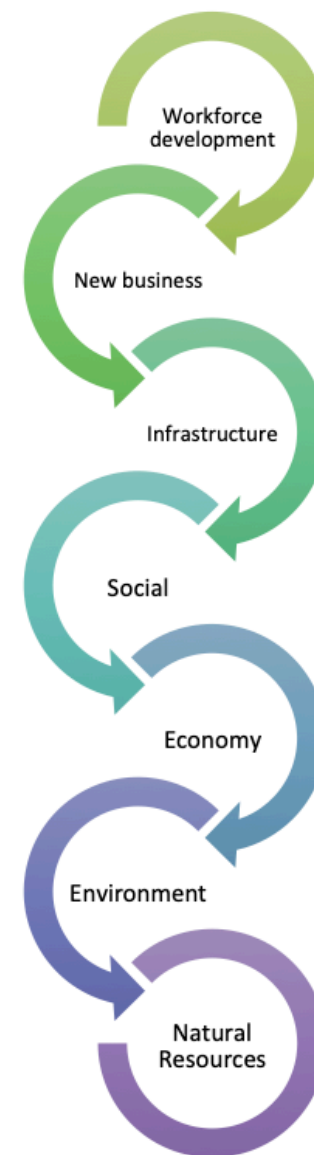
Metrics

- Industry cluster location quotient
- Increase in new jobs and participants in workforce development training programs
- Percentage change in workforce by industry
- Miles of roadwork improvements completed
- Number of public transportation trips made and decreased cost per rider

Case Study: Elevate to El Dorado

Launched in 2017, "Elevate to El Dorado" is an online economic development guide developed by the County to help attract and retain business. It does this by guiding users through the steps to start or expand a business in El Dorado County while simultaneously highlighting the County's unique geography, high quality of life, and other strategic advantages. The tool includes easy-to-use interactive mapping of land use, vacant parcels, amenities, and schools. It hosts updated demographic data compiled by CSU Chico's Center for Economic Development and promotional videos.

By hosting all of these different tools and information sources in one place, Elevate to El Dorado provides a comprehensive introduction to the potential benefits of opening or expanding a business in El Dorado County. Elevate to El Dorado was even part of the reason why in December of 2017, the Greater Sacramento Economic Council recognized the County's achievement of exceptional economic development results by awarding it the "Paving the Way" award.



*Strategic Goal 2*

SUPPORT HUMAN CAPITAL BY FACILITATING INNOVATION & ENTREPRENEURSHIP

SEDD stakeholders acknowledge that a strong support system and wide array of workforce skills are necessary elements of a strong economy. To that end, the District's plan includes working with existing technical assistance providers, educational institutions, maker spaces, and business incubators to provide the necessary training and support to strengthen the region's skill base. Additionally, a strong supply of capital and enhanced access, particularly for underserved or disadvantaged populations, is a key factor in building prosperity. To that end, the District has identified the following goals consistent with attracting investment to the region:

- Provide technical assistance to small businesses
- Improve access to capital with a revolving loan fund to support entrepreneurial efforts
- Encourage sustainable business growth and job creation with training
- Leverage training assets and co-op networks to help small agriculture businesses thrive
- Support business diversity and underserved markets by accessing SBDC, Placer Business Resource Center, SCORE, Workforce Investment Board, and Community College resources
- Increase awareness and utilization of customized training available through workforce development boards
- Address aging population concerns by offering inter-generational opportunities
- Prioritize STEAM education to attract younger workers to region.

Metrics

- Sierra Small Business Development Center and Placer Business Resource Center annual number of consultations
- Number of loans made through various regional revolving loan funds
- Number of students in or graduated from career and technical education programs that are linked to in-demand jobs.

Case Study: Tahoe Pitch Camp and Showcase

The Tahoe Pitch Camp and Showcase is a series of workshops designed to help local entrepreneurs hone their presentation skills and learn successful pitch techniques to secure support for their business ideas. Participants develop a five-minute pitch of their business, in which they identify their value proposition and capital needs. The workshops culminate with a showcase for Tahoe/Truckee entrepreneurs, startups, and founders to present their innovative ideas and companies to the community. The Tahoe Pitch Camp and Showcase is run by Sierra Business Council in conjunction with Tahoe Silicon Mountain. The overall goal of the program is to help entrepreneurs throughout the greater Tahoe/Truckee area grow and thrive.

Building off of a successful launch in 2017, 2018 was the second year for the Pitch Camp program as it continues to grow in popularity. The 24 program spots filled up within the first five days of registration. The culminating public showcase saw six finalists give their pitches to a panel of judges and an audience of more than 120 people. All 12 finalists from both years are still in business. They have collectively created 42 direct jobs and have received funding of over \$2.3 million.



What drives Innovation?

66%

Value of Innovation

believe that innovation will happen when the general public is convinced of the value that innovation will bring to their lives



65%

Universities & Schools

feel that innovation happens when local universities and schools provide a strong model for tomorrow's leaders

62%

Patent Protection



agree that when the protection of the copyright and patent are effective then innovation can occur

58%

Private Investors



believe that innovation will occur when private investors are supportive of companies that need funds to innovate

Budget Allocation 48%



believe that when government and public officials set aside an adequate share of their budget to support innovative companies, innovation can brew

Government Support 43%



think innovation can occur when governmental support for innovation is efficiently organized and coordinated



**Strategic Goal 3**

PROMOTE INCLUSIVE ECONOMIC DEVELOPMENT BY EXPANDING BROADBAND INFRASTRUCTURE

High-speed broadband is an absolute necessity for a prosperous, resilient economy. It is the backbone for entrepreneurship, education, innovation, commerce, health, and quality of life. Remote workers in the gig economy are essential to economic sustainability in hard-to-reach rural communities, and they need connectivity. This is particularly true in Nevada County where a once-robust tech sector is struggling with a lack of high-speed connectivity and limited opportunities for employees to work remotely for adjacent urban centers.

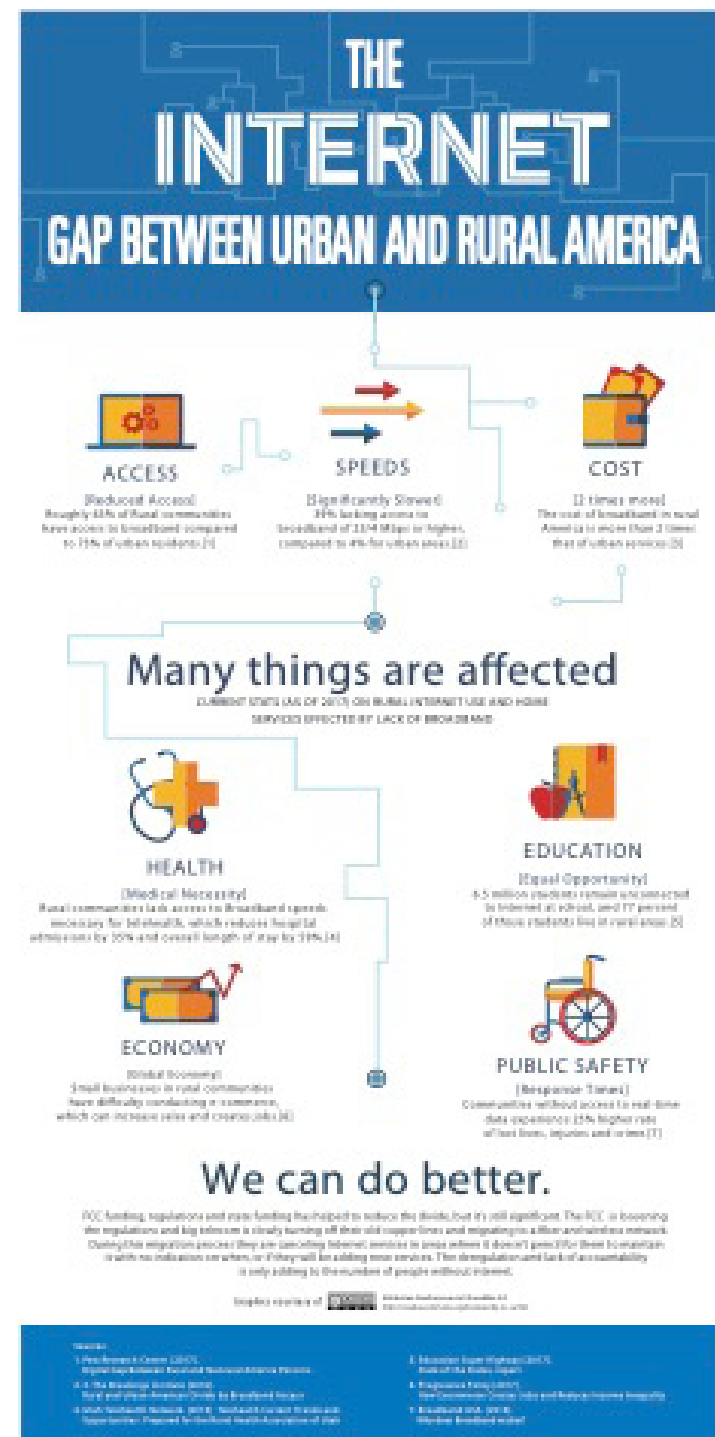
The ability to connect reliably at high speeds is a clear differentiator. There is a proven need to expand the broadband infrastructure in the District. Many areas are unserved or underserved (6Mbps or less) and rely on aging copper cable systems that are approaching the end of their technologically useful life. These antiquated systems simply do not have the bandwidth nor will they support the speeds necessary to compete effectively in the cyber-economy.

As the District looks to the future, fiber optics is considered the required infrastructure to support economic development needs. Gigabit fiber service to commercial centers with wireless network extension to hard-to-reach areas of the District is the baseline technology being considered in this plan. Initiatives in support of this goal include:

- Participate in Gold Country Broadband Consortium task force and Tahoe Basin Project Consortium
- Complete broadband plan that provides access to all businesses, households, and anchor institutions
- Pursue fiber optic installations for commerce zones or wireless installations where cost prohibits fiber
- Identify and support priority projects that connect underserved communities.

Metrics

- Number of new broadband installations and feasibility studies implemented
- Number of commerce zone fiber installations
- Available broadband speeds as recorded
- Percentage of population considered “served.”

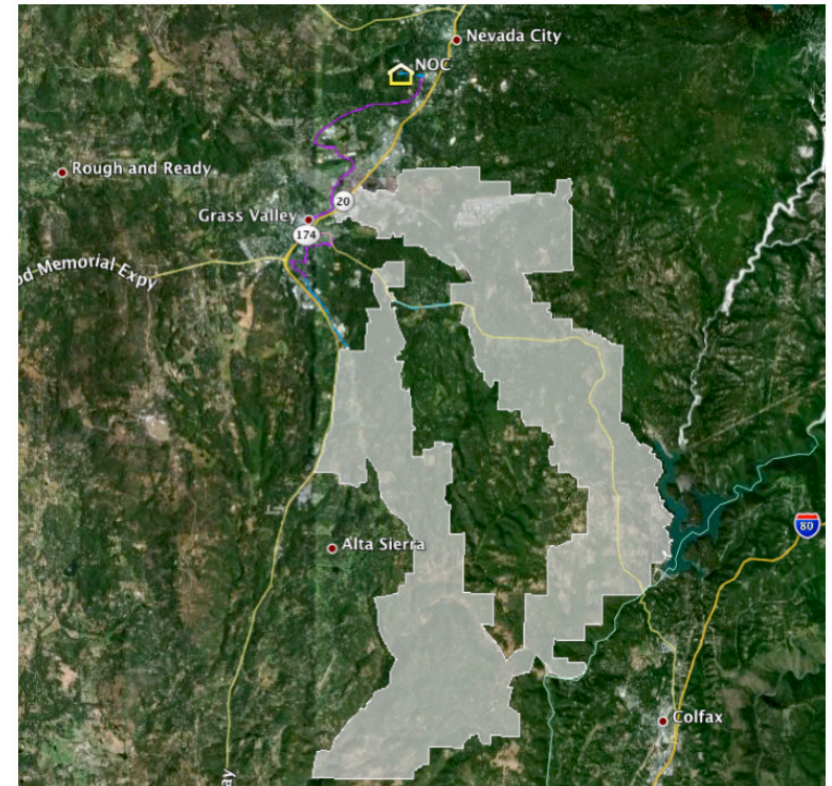


Case Study

Recognizing the need for better access to broadband throughout the Sierra Nevada, the Gold Country Broadband Consortium (GCBC) was established with the mission to increase digital access and use of broadband in underserved and unserved areas throughout El Dorado, Nevada, Placer, Sierra, and eastern Alpine counties. With funding from the California Advanced Services Fund, GCBC leverages regional, state, and private resources as an investment in improving and expanding broadband access. The process involves identifying areas in need of broadband access and then working with different internet service providers (ISP) to try and determine a connection strategy that is economically amenable for customers and the ISP. By looking at both traditional technologies, like wireless networks, and emergent technologies, like TV Whitespace, to help expand broadband coverage, GCBC is helping connect these historic counties to the 21st century.

GCBC is working with both federally-funded projects through the Connect America Fund (“CAF2”), administered by ATT in the SEDD region, and with smaller Internet service providers willing to connect rural neighborhoods. Examples of GCBC projects include:

- In 2018, a local provider, Exwire, was able to collectively organize 27 homes in the rural Juniper Hills neighborhood of Truckee to connect them through a wireless repeater at speeds up to 25bps.
- Plumas Sierra Rural Electric worked with Truckee Donner PUD to light up dark fiber to serve the commercial corridor of Truckee with gigabit service.
- Bright Fiber Network transferred ownership to Race Communications and will potentially serve 2,700 homes and businesses with gigabit service in Nevada County.



Bright Fiber Project Map, Nevada County



**Strategic Goal 4**

BUILD COMMUNITY RESILIENCE THROUGH NATURAL DISASTER AND EXTREME WEATHER PROTECTION EFFORTS

The District is particularly vulnerable to threats from wildfire, flood, and other natural disasters and extreme weather events due to a geography that includes several national forests and extensive network of high-risk communities in the wildland-urban interface. As shown in the map to the right, the four-county region has more than 100 communities at risk from wildfire on both Federal and non-Federal lands. The area in general has experienced a hotter, drier climate that has escalated tinder-box conditions.

The SEDD has several severe risk areas, as determined by CalFire. Namely, the Highway 49 corridor along the North Yuba River canyon, the area from Grass Valley to Auburn, areas of Nevada, Placer, and El Dorado foothills, and the entire Tahoe basin. Decreasing risk to the region will require a combination of interventions and behavior change including vegetation chipping and mulching, selective removal of smaller trees, and prescribed burns where feasible. Historic development patterns, especially in mountain and historic Gold Rush towns have put people in close proximity to forested areas, making it difficult to conduct controlled burns and increases the odds of deadly wildfires from human causes or sparking power lines.

The risk to populated communities was on full display during the Camp Fire in nearby Butte County. The largest fire in California's history burned over 153,000 acres, destroyed 13,972 residences, 528 commercial buildings, and killed 85 people. In an effort to help develop an early warning system, Sierra Business Council is working with the US Forest Service and Commonwise, a private consulting organization, to develop an interactive web-based tool that can model fire risk, vegetation layer thickness, and evacuation planning routes. The current need is for a comprehensive dataset to update evacuation strategies, evacuation simulation, location of initial strike, combustible materials and structures, wind direction and speed, and geography. The evacuation scenario developer is considered critical to account for shifting wind patterns and to deliver real time information to first responders who are often from out of the area and

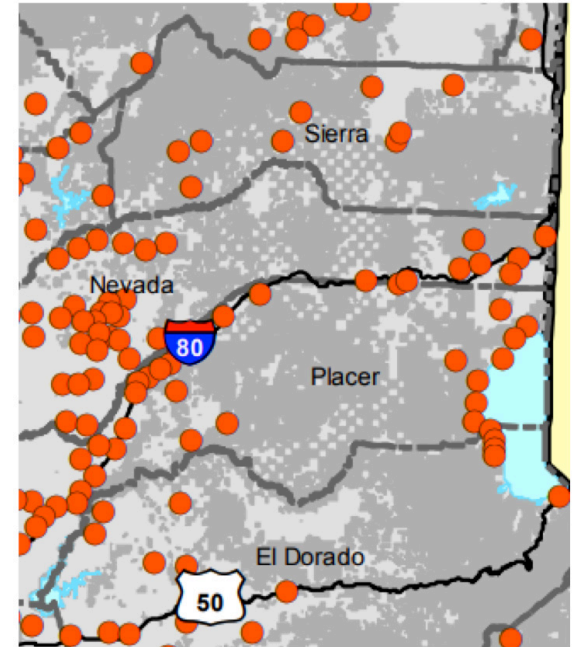
do not know the local landscape.

Alert Tahoe is a system of networked sensors designed to protect the Lake Tahoe Basin from wildfires, earthquakes and other natural hazards through early detection. To date the system has prevented over 50 fires in the Tahoe Basin.¹ Combining systems like Alert Tahoe with current interactive modeling efforts will help to raise the overall resiliency and preparedness of communities to natural disasters like wildfire.

With respect to flood risk, the four counties collectively

steward the watershed for much of the Sacramento River Basin, including multiple forks of the Feather, Yuba, Bear, and American Rivers. These rivers are important economic assets in the region, providing fresh drinking water, hydro-electric power and recreational opportunities.

The snowpack that melts and feeds the reservoirs and rivers is one of the largest in California's state water system. The District is host to 121² dams, 5 major river systems³ and 138⁴ reservoirs, making it the steward of the headwaters for a large portion of California and Nevada's drinking water. Scientists from UCLA's Institute of the Environment and Sustainability predict that warming in the region will cause snow to melt faster and more



No. CA Communities at Risk from Wildfire. Source: CalFire

¹ <https://tahoeprosperity.org/alert-tahoe/>

² Dams - El Dorado: 57, Nevada: 43, Placer: 48, Sierra: 13

³ Cosumnes, American, Yuba, Bear, Truckee

⁴ <https://www.usatoday.com/story/money/nation-now/2018/10/15/pge-voluntarily-shut-off-power-north-california-wildfires/1646686002/?fbclid=IwAR3dxR2WiOIKL07dCpYXnyXSoWUgeq1VTTUk5stxc6b1qiWylPKQ4INb74>

precipitation to fall as rain rather than snow. This will pose problems in managing water in the reservoir system that stores water for use in dry seasons and protects downstream communities against flooding. If the pace of global warming remains unchanged, there will be 64 percent less snow in the Sierra Nevada by the end of the century.

Given these changing conditions, forest fire and flood impacts have presented increasing threats to communities in the District. This trend is expected to worsen due to conditions caused by climate change, unprecedented drought, bark beetle infestations, and high tree density. In addition, population growth, urban expansion, historic rural development patterns, and homeowner preferences to live outside city limits has resulted in rapid development across the landscape into wildland areas with high fire risks. Communities and businesses have already begun to experience impacts from the increasing presence of forest fire risk. On October 15, 2018, Pacific Gas and Electric shut off electricity to 60,000 homes from the Sierra Foothills to the North Bay to reduce wildfire risks from power lines during extreme winds. Outages like these, though far less devastating and intrusive than wildfire, are still significant interruptions to the economies and communities, and they will likely only become more prevalent in the immediate future.

In order to bolster community resilience against these recurring natural disasters, the following measures should be taken:

- Invest in wastewater infrastructure to accommodate flood events
- Invest in early detection procedures and tools for forest fires
- Promote fire-resistant infrastructure
- Participate in state tree mortality task force and forest projects with US Forest Service
- Develop comprehensive, location-specific evacuation plans to accommodate multiple extreme weather and natural disaster scenarios
- Update community General and Specific Plans and zoning to reduce future development in the WUI

Metrics

- Dollars invested in wastewater infrastructure, riparian restoration and flood plain development
- Dollars invested in early detection measures for forest fires

- Acres of systemic forest health projects completed
- Number of new Alert Tahoe and/or early fire detection systems added in the region.

Case Study 1: Sierra CAMP Business Resilience

Originally a project of Valley Vision, the Business Resilience Initiative (BRI) program helped communities in the Sacramento region better prepare for, withstand, and recover from disasters such as catastrophic wildfire and flooding. In 2018, Valley Vision and Sierra Business Council's Climate Adaptation and Mitigation Project (CAMP) expanded the program to rural communities specifically identified for their high wildfire risk in the Sierra Nevada, and with the support of a PG&E Emergency Preparedness Grant, hosted disaster preparedness workshops in Grass Valley and Sonora. Small businesses in rural communities play a critical role in the health



of surrounding forests and community well-being. They form the foundation of community economic sustainability and generate the primary source of income and financial prosperity for local families and residents; yet small businesses are among the most vulnerable to disasters, including climate-related events like extreme wildfire and flooding. After a natural disaster, businesses without a resiliency plan have a much smaller chance of reopening or recovering. This project provides the information, resources, and methodology to prepare these businesses, as well help each business initiate a customized resiliency / disaster recovery plan.



Case Study 2: Blue Forest Conservation

Forests in the Yuba River Watershed are currently perilously dry, overgrown, and filled with dead trees. They have managed to escape the impacts of large-scale fire to date, but as climate change intensifies, it is becoming increasingly apparent that without intervention, catastrophic wildfire is not a matter of if, but when. The area's need for some sort of intervention is amplified by the fact that it is the water supply for the Yuba County Water Agency and forest fire could cause sediment to clog the agency's reservoir. This large-scale sedimentation event could result in damage to infrastructure and increased operating costs.

In an attempt to mitigate all of these potential threats, the Yuba Watershed was chosen as the inaugural project for the Forest Resiliency Bond (FRB), an innovative new tool for financing for interventionary forestry practices. Created by Blue Forest Conservation, FRB works by raising private capital to fund interventions, like forest restoration,

that reduce the chances of fire. Investors provide capital to fund project implementation, and stakeholders that benefit from the restoration – smaller fires means lower costs – reimburse the investors with interest over time. The FRB is particularly valuable because it allows a group of stakeholders that couldn't afford to undertake necessary forest restoration measures individually, to share the costs and spread payments out across time.

Blue Forest Conservation, in conjunction with World Resources Institute, secured investments of more than \$4 million dollars in private money for the project from the Rockefeller Foundation, Gordon & Betty Moore Foundation, Calvert Impact Capital, and CSAA Insurance. The Yuba Water Authority and the State of California will be the beneficiaries responsible for reimbursing the project's private investors over time. With forest restoration work set to begin summer of 2019, the FRB is looking like a promising new way to fund forest resiliency with private investment.



Strategic Goal 5

PROTECT NATURAL CAPITAL BY ADVANCING FOREST HEALTH AND SUSTAINABLE BIOMASS INDUSTRY OPPORTUNITIES

The SEDD includes populated areas in the wildland-urban interface (WUI). The SEDD has experienced an increased threat in WUI areas because of continued development and decreasing forest health. In the high Sierra and foothills, tree mortality is a clear and present danger as far more trees are dying due to catastrophic wildfire, invasive beetles, and disease than are being harvested and utilized as wood product. With this trend comes opportunity as California creates policies focused on woody biomass and forest health. Due to budget constraints, Federal forest lands are not being actively managed, whether through logging, thinning, or prescribed fire. Tree density in the region has increased to unhealthy levels throughout most of the SEDD region in the past 70 year. This creates an opportunity for the District that includes well over 2,000 square miles of USFS property.

Active management of forests can ease overcrowding, promote healthy tree growth, and help make our forests more resilient to wildfire, insects, and disease. In addition, sustainable active forest management increases the ability of watersheds to store water and can provide feedstock for marketable wood products and biomass energy generation. Public private partnerships are an effective way to tackle this challenge. For example, the French Meadows Forest Restoration Project in Placer County, west of Lake Tahoe, is a model for increasing the pace and scale of ecologically-based forest management and fuels reduction throughout the region. The project involves clearing underbrush, thinning small trees, removing excess material from forest health interventions to renewable energy other value-added product manufacturing facilities. The project includes

reforestation and restoring watersheds and ecosystems. This type of project supports this goal and is in line with the following objectives:

- Work with US Forest Service and private sector to advance forest resiliency bond projects and investments
- Conduct feasibility studies on existing and abandoned biomass facilities to determine forest material processing capacity, power generation capacity, and to identify obstacles to facility redevelopment
- Identify synergistic wood product or other businesses to co-locate at biomass facilities
- Assess existing educational programs' abilities to meet workforce need.

Metrics

- Number of forest resiliency bond projects and investments
- Number of businesses co-located at biomass facilities
- Number of students enrolled in educational programs related to biomass energy or related industries, like cross-laminated timber.
- Operational biomass facility power generation capacity



Overgrown Forest - Before



Restored Forest - After

Case Study: Loyalton Biomass Facility and Resource Regen Campus

Located in Sierra County, the City of Loyalton was historically supported by its ranching and logging industries, with a lumber mill located in the middle of town. In the 1980s a biomass plant was constructed alongside the lumber mill to generate electricity for the plant from unusable wood by-products of the milling process, like saw dust or wood chips. Milling operations at the Loyalton facility shut down in 1990, but the biomass plant remained open, exporting electricity to the grid, until it also shut down in 2010. With the closing of the mill and biomass plant, the small town of Loyalton lost over 200 jobs and a large portion of the population.

In April 2018, the biomass plant was restarted after being purchased by American Renewable Power. The plant sources its biomass fiber from nine



counties within a one-hour drive of the plant. Historically, over 90% of the fuel for the power station has been sourced from surrounding national forests to remove fire-risk forest materials. As of the 4th quarter of 2018, 25 new jobs have been created at the Loyalton Biomass Plant, now re-branded as "Resource Regen Campus."

In addition to generating renewable base load power and creating a market for healthy forest management and fire mitigation, the facility has the potential to offer innumerable co-benefits and revenue streams. The biomass electricity generation process produces a large amount of steam as a by-product. By co-locating businesses and facilities that have a large demand for steam, operating costs for the business can be reduced significantly. The entire campus is envisioned as a multi-use site for light and heavy commercial ventures, that gain an additional advantage because of their close proximity to a biomass facility. It is hoped that Loyalton will serve as an example for other shuttered biomass plants.

Goal 1: Catalyze Economic Diversification

| Performance Measures | Responsible Entity | Timeframe* |
|---|---|------------|
| Attract and support new industry clusters and emerging industries | Chambers of Commerce, County Business Resource Centers | Mild |
| Support and grow existing businesses | Chambers of Commerce, County Business Resource Centers | Short |
| Focus resources on next economy growth sectors | Economic Development Agencies | Long |
| Ensure adequate transportation infrastructure to support economic development | Community Development Agencies, County Transportation Planning Agencies, Transit Agencies | Mild |
| Expand non-tourism related commerce to bolster region's resilience to economic downturns and extreme weather events | Community Development Agencies, Chambers of Commerce | Long |

* Short (1-3 years) Mild (3-5 years) Long (5+ years)

Goal 2: Support Human Capital by Facilitating Innovation & Entrepreneurship

| Performance Measures | Responsible Entity | Timeframe* |
|---|--|------------|
| Provide technical assistance to small businesses. | Chambers of Commerce, County Business Resource Centers, Nonprofit Business Development Organizations | Short |
| Improve access to capital with a revolving loan fund to support entrepreneurial efforts | | Short |
| Encourage sustainable business growth and job creation with training | | Mild |
| Leverage training assets and co-op networks to help small agriculture businesses thrive | | Mild |
| Support business diversity and underserved markets by accessing SBDC, SCORE, Workforce Investment Board and Community College resources | | Short |
| Increase awareness and utilization of customized training available through workforce development boards | | Short |
| Address aging population concerns by offering inter-generational opportunities | | Long |
| Prioritize STEAM education to attract younger workers to region | | Mild |

* Short (1-3 years) Mild (3-5 years) Long (5+ years)

Goal 3: Promote Inclusive Economic Development by Expanding Broadband Infrastructure

| Performance Measures | Responsible Entity | Timeframe* |
|--|--|------------|
| Participate in Gold Country Broadband Consortium and Tahoe Basin Project Consortium task force | County and Local Governments, Businesses, Internet Service Providers | Short |
| Complete broadband plan that provides access to all businesses, households and anchor institutions | | Mild |
| Pursue fiber optic installations for commerce zones | | Mild |
| Identify and support priority projects that connect underserved, high potential areas | | Short |

* Short (1-3 years) Mild (3-5 years) Long (5+ years)

Goal 4: Build Community Resilience Through Natural Disaster and Extreme Weather Protection Efforts

| Performance Measures | Responsible Entity | Timeframe* |
|---|---|------------|
| Invest in wastewater infrastructure to accommodate flood events, per water agency plans | County & Regional water agencies | Long |
| Invest in early detection procedures and tools for forest fires | County Fire Departments/Districts, CALFire, University of Nevada, Reno | Short |
| Promote fire resistant infrastructure | County and Town Building Services Departments, Community Development Agencies | Short |
| Participate in state tree mortality and tree removal task force | | Short |
| Coordinate forest health projects with US Forest Service | Sierra Nevada Conservancy, California Tahoe Conservancy, Community Development Agencies | Long |

* Short (1-3 years) Mild (3-5 years) Long (5+ years)

Goal 5: Protect Natural Capital by Advancing Forest Health and Biomass Opportunities

| Performance Measures | Responsible Entity | Timeframe* |
|---|--|------------|
| Conduct feasibility studies on existing and abandoned biomass facilities to determine power generation capacity | Regional Utilities/Community Choice Aggregators | Long |
| Identify synergistic businesses to co-locate at biomass facilities | | Short |
| Conduct feedstock inventory to indicate forest capacity | US Forest Service, Sierra Nevada Conservancy, California Tahoe Conservancy | Short |
| Work with forest service and private sector to advance forest resiliency bond projects and investments | US Forest Service, Sierra Nevada Conservancy, California Tahoe Conservancy, Blue Forest Conservation | Short |
| Assess existing educational programs abilities to meet workforce need | School Districts, Community Colleges | Long |

Sierra Economic Development District Stakeholders and Interviews

EL DORADO COUNTY

Debbie Manning - El Dorado Hills Chamber of Commerce, President/CEO

Devin Middlebrook - Tahoe Regional Planning Agency, Sustainability Program Coordinator

Heidi Hill Drum - Tahoe Prosperity Center, Executive Director

Jenny Wilson - El Dorado County Employment and Training Supervisor

Kim Carr - Lake Tahoe Community College, Board Member

M. Clive Morris - Placerville Town Manager

Michael Velez - Community

Facilities USDA / El Dorado County Resident

Shiva Frentzen - El Dorado County Supervisor, District Two

Tiffany Schmid - El Dorado County Planning and Building Director

William Robie - El Dorado Community Foundation, Executive Director

NEVADA COUNTY

Cassie Hebel - Truckee Downtown Merchants Association, Executive Director

Hilary Hodge - City of Grass Valley, Council Member

Jeffrey Thorsby - Nevada County Board of Supervisors Senior Administrative Analyst

Michael Anderson - Business Owner, Client Works, Nevada City

Mali Dyck - Nevada County, Assistant County Executive Office

Richard Anderson - Nevada County Board of Supervisors, District Five

Robin Galvan-Davies - Greater Grass Valley Chamber of Commerce, CEO

Stephen T. Monaghan - Nevada County Chief Information Officer

PLACER COUNTY

Amy Andrews - Colfax Area Chamber of Commerce, Executive Director

Brian Clausman - Placer County Visitors Bureau, Board Director

James Importante - Placer County

Economic Development Manager
Jennifer Merchant - Placer County Deputy County Executive Officer

Jennifer Montgomery - Former Placer County Board of Supervisors, District Five

Jonathan "JJ" Jansen - Placer County, Management Analyst I, Lake Tahoe

Keith Nesbitt - Auburn Chamber of Commerce, Executive Director

Lindsey Romack - Placer County Board of Supervisors, Lake Tahoe Field Representative, District Five

Marcy Schmidt - Placer County Economic Development Program Supervisor

Michelle Johnson - Foresthill

Divide Chamber of Commerce, Executive Director

Mora Rowe - City of Auburn Economic Development Director

Patrick Thompson - Business Owner, Mega's Café, Foresthill

Robert Richardson - City of Auburn City Manager

Rick Velgos - Grant Plumbing & Hardware, Foresthill Economic Development Council Member

Robin Husman - Sebastian High Speed Internet, Foresthill Economic Development Council

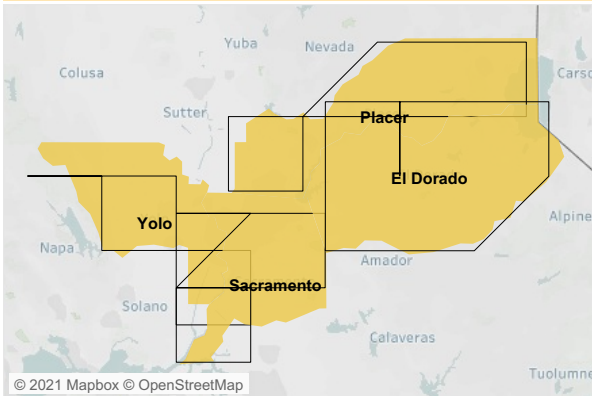
Chair Sherri Conway - Placer County Economic Development, Director

Sherry Wicks - Foresthill Economic Development Council, Treasurer

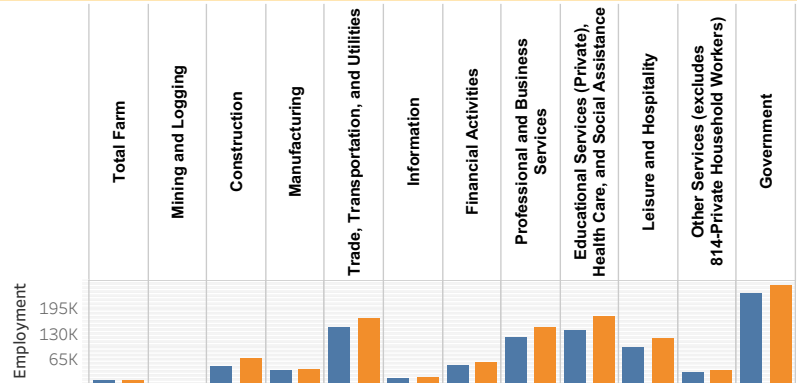
2014-2024 Local Area Projections

Area Sacramento--Roseville--Arden-Arcade MSA

Sacramento--Roseville--Arden-Arcade MSA



Industry Sector Employment Projections



Data sources: U.S. Bureau of Labor Statistics' Current Employment Statistics (CES) March 2015 benchmark.

■ Base Year Employment (2014) ■ Projected Employment (2024)

Occupations with the Most Job Openings

| Standard Occupational Classification | Occupational Title | Total Job Openings | Median Hourly Wage | Median Annual Wage |
|--------------------------------------|--|--------------------|--------------------|--------------------|
| 39-9021 | Personal Care Aides | 14,200 | \$10.67 | \$22,179 |
| 35-3021 | Combined Food Preparation and Serving Workers, Including Fast Food | 13,260 | \$9.59 | \$19,936 |
| 41-2031 | Retail Salespersons | 12,720 | \$11.29 | \$23,492 |
| 41-2011 | Cashiers | 11,620 | \$9.84 | \$20,450 |
| 35-3031 | Waiters and Waitresses | 10,840 | \$11.50 | \$23,933 |
| 29-1141 | Registered Nurses | 7,830 | \$56.91 | \$118,381 |
| 43-9061 | Office Clerks, General | 7,780 | \$17.27 | \$35,940 |
| 53-7062 | Laborers and Freight, Stock, and Material Movers, Hand | 7,670 | \$12.68 | \$26,385 |
| 11-1021 | General and Operations Managers | 6,540 | \$46.29 | \$96,277 |

Total job openings are the sum of new jobs and replacement needs.

Wages are from the 2016 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Fastest Growing Occupations

| Standard Occupational Classification | Occupational Title | Base Year Employment Estimate | Projected Year Employment | Percent Change | Median Hourly Wage | Median Annual Wage |
|--------------------------------------|--|-------------------------------|---------------------------|----------------|--------------------|--------------------|
| 47-3011 | Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Sett.. | 410 | 680 | 65.9% | \$17.47 | \$36,336 |
| 47-2021 | Brickmasons and Blockmasons | 480 | 780 | 62.5% | \$32.49 | \$67,600 |
| 47-2181 | Roofers | 1,160 | 1,840 | 58.6% | \$24.25 | \$50,433 |
| 47-2141 | Painters, Construction and Maintenance | 2,950 | 4,470 | 51.5% | \$18.50 | \$38,470 |
| 47-2111 | Electricians | 3,130 | 4,690 | 49.8% | \$32.87 | \$68,363 |
| 47-2044 | Tile and Marble Setters | 1,080 | 1,610 | 49.1% | \$24.92 | \$51,826 |
| 27-3091 | Interpreters and Translators | 1,060 | 1,580 | 49.1% | \$25.53 | \$53,109 |
| 47-2081 | Drywall and Ceiling Tile Installers | 1,760 | 2,620 | 48.9% | \$23.35 | \$48,563 |
| 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers | 1,750 | 2,590 | 48.0% | \$23.45 | \$48,787 |

Wages are from the 2016 first quarter and do not include self-employed or unpaid family workers. An estimate could not be provided for wages listed as \$0.

Excludes "All Other" categories. These are residual codes that do not represent a detailed occupation.

Occupations with employment below 400 in 2014 are excluded.

Golden Sierra WDB Comparative Unemployment Rates

Source: EDD, LMID, LAUS, 2019 - 2020



Golden Sierra WDB Employment

Source: EDD, LMID Quarterly Census of Employment and Wages, Change from 2019 2nd qtr - 2020 2nd qtr

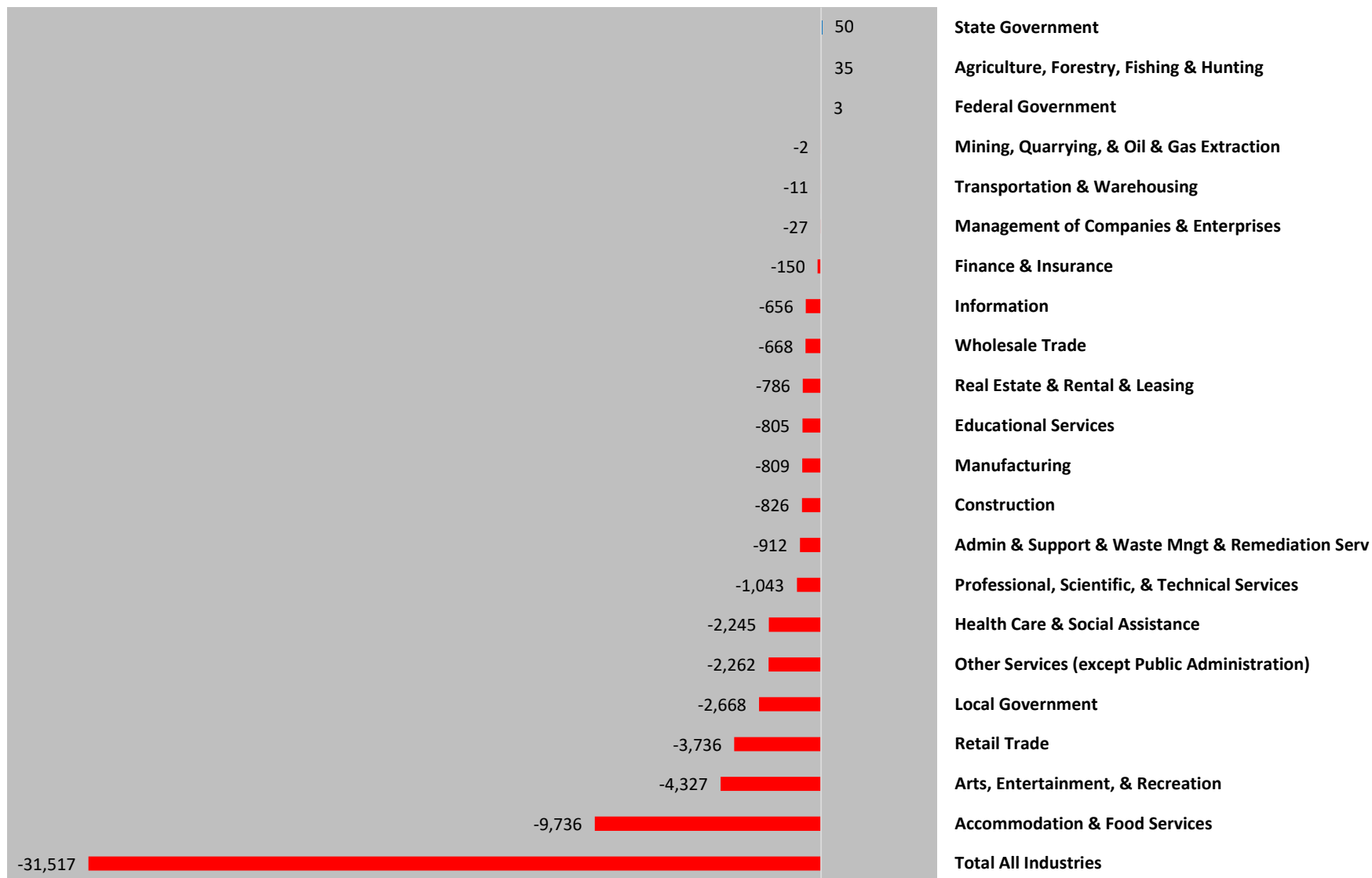


EXHIBIT D

Golden Sierra (Alpine, El Dorado, Placer counties)

EDD, LMID, Quarterly Census of Employment and Wages (2019 2nd qtr/2020 2nd qtr)

| NAICS | Industry | 2019 Qtr Employment | 2020 Qtr Employment | 2019-2020 Change | 2019 Qtr 2 Wages | 2020 Qtr 2 Wages | 2019-2020 Change |
|-------|--|------------------------|------------------------|---------------------|----------------------|----------------------|----------------------|
| 11 | Agriculture, Forestry, Fishing and Hunting | 748 | 783 | 35 | 6,479,242 | 7,593,381 | \$1,114,139 |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 132 | 130 | -2 | 2,874,110 | 2,654,622 | -\$219,488 |
| 23 | Construction | 23,251 | 22,425 | -826 | 375,542,045 | 379,133,466 | \$3,591,421 |
| 31 | Manufacturing | 8,156 | 7,347 | -809 | 128,342,661 | 125,698,789 | -\$2,643,872 |
| 42 | Wholesale Trade | 6,157 | 5,489 | -668 | 108,820,089 | 99,709,068 | -\$9,111,021 |
| 44 | Retail Trade | 28,615 | 24,879 | -3,736 | 254,967,891 | 243,301,363 | -\$11,666,528 |
| 48 | Transportation and Warehousing | 3,396 | 3,385 | -11 | 39,939,698 | 43,217,710 | \$3,278,012 |
| 51 | Information | 3,045 | 2,389 | -656 | 48,024,218 | 45,146,502 | -\$2,877,716 |
| 52 | Finance and Insurance | 10,348 | 10,198 | -150 | 225,361,346 | 299,390,408 | \$74,029,062 |
| 53 | Real Estate and Rental and Leasing | 6,293 | 5,507 | -786 | 98,782,778 | 93,935,142 | -\$4,847,636 |
| 54 | Professional, Scientific, and Technical Services | 12,256 | 11,213 | -1,043 | 215,057,158 | 207,466,350 | -\$7,590,808 |
| 55 | Management of Companies and Enterprises | 2,297 | 2,270 | -27 | 62,310,682 | 57,230,287 | -\$5,080,395 |
| 56 | Administrative and Support and Waste Management and Remediation Services | 14,281 | 13,369 | -912 | 160,156,523 | 170,261,290 | \$10,104,767 |
| 61 | Educational Services | 2,448 | 1,643 | -805 | 15,959,590 | 12,877,008 | -\$3,082,582 |
| 62 | Health Care and Social Assistance | 34,542 | 32,297 | -2,245 | 599,105,508 | 579,392,911 | -\$19,712,597 |
| 71 | Arts, Entertainment, and Recreation | 7,147 | 2,820 | -4,327 | 46,112,293 | 26,939,503 | -\$19,172,790 |
| 72 | Accommodation and Food Services | 26,473 | 16,737 | -9,736 | 149,195,915 | 92,605,848 | -\$56,590,067 |
| 81 | Other Services (except Public Administration) | 8,345 | 6,083 | -2,262 | 78,523,997 | 64,168,440 | -\$14,355,557 |
| 92-F | Federal Government | 1,350 | 1,353 | 3 | 20,494,135 | 23,083,956 | \$2,589,821 |
| 92-S | State Government | 1,112 | 1,162 | 50 | 16,329,511 | 18,461,207 | \$2,131,696 |
| 92-L | Local Government | 28,736 | 26,068 | -2,668 | 433,966,650 | 419,638,738 | -\$14,327,912 |
| 99 | Not Elsewhere Classified | 3 | | | 19,627 | | -\$19,627 |
| | Total | 230,272 | 198,755 | -31,517 | 3,131,260,528 | 3,063,522,036 | -\$67,738,492 |

ATTACHMENT 1

Stakeholder and Community Engagement Summary

The development of comprehensive Local and Regional Plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations, as well as *Workforce Innovation and Opportunity Act* core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to address multifaceted barriers to employment by utilizing input from the communities.

Stakeholders participating in the planning process should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners, as well as community-based organizations that provide services to target populations, such as justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
|---|--------------------|-----------------------|----------|
| See attached Summary of Stakeholder and Community Engagement | | | |
| | | | |
| | | | |
| | | | |
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| | | | |
| | | | |

Summary of Stakeholder and Community Engagement -

Outreach Efforts

The Capital Region Workforce Boards facilitated two (4) Public Input Meetings to solicit input from local workforce development stakeholders (education, labor, business, economic development and community-based organizations) on the new Workforce Innovation and Opportunity Act (WIOA) Local and Regional Plans. Attendees were informed that the plan modification to be developed would be intended to respond to current and foreseen challenges faced by the local workforce system, that it would provide a framework for continued regional cooperation and investment, that it would encourage continuous improvement of integrated services to clients, and finally that it would respond to policy direction in workforce legislation.

Due to COVID-19, the Public Input Meetings were facilitated via zoom and were held on the dates and times as follows:

- Thursday, January 14, 2021 (9:00 a.m. - 10:00 a.m.)
- Wednesday, January 20, 2021 (9:00 a.m. - 10:00 a.m.)

Public Notices were posted in local and regional publications, including the Business Journal and published on SETA's website. In addition, an email notification was widely disseminated to local area stakeholders, including the required list as mandated by the state's policy guidance, and other representatives from the business and organized labor communities, the K-12 system, the community college system, adult education, private postsecondary institutions, and community-based organizations. Special care was taken to ensure that organizations representing historically disadvantaged populations, such as the Sacramento County Department of Human Assistance, the California Human Development, Department of Rehabilitation, Crossroads Diversified Services, Inc., the local American Association of Retired Persons, Vietnam Veterans of California, the California Indian Manpower Consortium, Alta Regional, NorCal Center on Deafness, to name a few, received a notification of the postings. Partners were also invited to submit written comments via a fill-in enabled form regarding the Public Input Meeting Questions.

Public Input Meetings

The meetings included a presentation on economic landscapes, an overview of the workforce development system, current state and regional goals and priorities, and offered questions designed to solicit input from the attendees on how to improve services to job seeker and business communities.

Attendees included stakeholders and partners from education, labor, business, economic development and community-based organizations, including those serving specialized populations such as the Sacramento County Department of Human Assistance, and the Los Rios

Community College District. The overarching input indicated a need for increased and ongoing communication among service partners and improved alignment of services to meet the needs of all customers. Recurring issues expressed by attendees included transportation, the need for wrap-around supports, mitigating lengthy/cumbersome processes and paperwork to access services, increasing access to job readiness and career pathway programs for vulnerable populations.

Additional input included the need to:

- Build/cultivate trust within the communities being served
- Create equitable access to programs and services for all communities
- Offer transitional employment programs
- Build partnerships through “silo busting”
- Promote entry-level, career pathways with advancement opportunities
- Establish “trauma-informed” workforce practitioners through cultural competency training
- Continue and expand virtual services to ensure access to programs and services for all, and to promote and support remote learning