



YUBA-SUTTER ECONOMIC DEVELOPMENT DISTRICT CEDS ANNUAL PERFORMANCE & UPDATE REPORT FOR FY2019-2020

July 1, 2019 – June 30, 2020

ABSTRACT

The Annual CEDS Performance Report for FY2019-2020 analyzes the Yuba-Sutter region's current economic conditions and serves as an update on the region's progress towards reaching regional goals and objectives. This report covers a period from July 1, 2019 through June 30, 2020

**Annual CEDS Performance and Update Interim Report
July 1, 2019 – June 30, 2020
FY2019-2020– Investment #07-83-07229**

Introduction

Yuba-Sutter Economic Development Corporation (YSEDC) was established in 1994 to support economic development efforts and is organized as a nonprofit private corporation governed by a 21-member board of directors. The corporation represents business interests of both public and private sectors within the Yuba City Metropolitan Statistical Area.

The corporation was designated as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration (EDA) in 1996. Yuba-Sutter Economic Development District (YSEDD) is generally synonymous with Yuba-Sutter Economic Development Corporation (YSEDC). The district is comprised of the counties of Sutter and Yuba and the cities of Live Oak, Marysville, and Wheatland. The region is referred to as the Yuba City Metropolitan Statistical Area (MSA) as defined by U.S. Office of Management and Budget and used by the U.S. Census Bureau and other U.S. government agencies for statistical purposes. The U.S. Department of Commerce Economic Development Administration provides financial assistance to designated districts for the purpose of developing an Economic Development Strategy and provides funding, in part, for community development planning designed to assist in alleviating economic distress and unemployment.

The Comprehensive Economic Development Strategy (CEDS) document is a significant component of remaining a designated EDD. YSEDC updates the region's CEDS and submits a performance report annually. The CEDS document can be found on YSEDC's website: <https://www.ysecdc.org/ceds>. Yuba-Sutter Economic Development Corporation is please to submit its 2019 CEDS Annual Performance Report to the EDA.

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FY2019-2020 Interim Annual Performance Report

This interim report analyzes the Yuba-Sutter region’s current economic conditions and serves as an update on the progress toward reaching regional goals and objectives and implementing the region’s plan of action.

CEDS Committee

The CEDS committee is in the process of meeting for the five-year update of the CEDS (2020-2025) and is still in the solicitation process. To date, March 2020 CEDS committee composition of the consists of the following members representing both the private and public sectors. There are no changes to the staff or the capacity of the organization to support the development or implementation of the CEDS.

Yuba-Sutter Economic Development District CEDS Committee Members and Staff FY2019-2020			
PRIVATE SECTOR			
Representative	Company/Organization	Position	Interest Group
Justine Dutra	Yuba Sutter Farm Bureau	Executive Director	Agriculture, Workforce Development
Rachel Farrell	Harmony Health	CEO	Healthcare, Private Individual
Renee Garcia	US Bank	Vice President	Banking/Finance, Community Leader
Bob Harlan	United Way	Executive Director	Nonprofit, Low-income, Poverty
Jessica Hougen	Sutter County Museum	Museum Director/Curator	Nonprofit, Arts & Culture
Lee Jones	The Harkey House	Owner/Operator	Leisure & Hospitality, Tourism, Private Individual
Cathy LeBlanc	Camptonville Community Partnership	Executive Director	Nonprofit, Environmental
Alyssa Lindman	Sutter Buttes Regional Land Trust	Executive Director	Natural Resources, Education, Environmental, Tourism
John Nicoletti	Habitat for Humanity Yuba Sutter	Public Relations	Nonprofit, Low-income, Poverty
Melinda Poukish	First United Methodist Church	Community Relations	Nonprofit, Faith-Based
David Read	Yuba-Sutter Regional Arts Council	CEO	Arts & Culture, Nonprofit, Education
Cynthia Roderick	YSEDC/YSEDD	Grant Specialist	Economic Development, Business Development, Poverty, Unemployment
Brynda Stranix	YSEDC/YSEDD	President/COO	Economic Development, Business Development, Poverty, Unemployment, Community Leader
Brandon Sanders	PG &E	Public Affairs	Utilities, Private Individual
Marni Sanders	Yuba-Sutter Chamber of Commerce	CEO	Economic Development, Tourism, Business Assistance and Education
PUBLIC SECTOR			
Representative	Company/Organization	Position	Interest Group
Rinky Basi	Sutter County One Stop	Executive Director	Government, Education Workforce
Doug Cridle	Sutter County Superintendent of Schools	Regional Coordinator Tri-County ROP/CTE	Government, Education, Workforce
Brian Davis	Linda County Water District	General Manager	Government, District, Water
Rachel Downs	Yuba County	Project Manager, Community Development & Services Agency	Government, Community Development
Grace Espindola	City of Yuba City	City Council Member	Government, City,
Jim Goodwin	City of Wheatland	City Manager	Government, City, Public Works
Neal Hay	Sutter County	Director Development Services	Government, County, Public Works
Caron Job	Yuba County One Stop	Executive Director	Government, Education, Workforce
Robert LaLa	Beale AFB	Community Relations	Government, Federal, Military
Dianna Langley	City of Yuba City	Public works	Government Public Works
Mike Lee	Yuba County	Director of Public Works	Government, County
Kevin Mallen	Yuba County	Community Development & Service Agency Director	Government, County, Community Development
Patrick Meahger	RD 784	Reclamation District Manager	Government, District, Flood Control
Ben Moody	City of Yuba City	Director	Government, Community Development
Aaron Palmer	City of Live Oak	Interim City Manager	Government, City

Craig Platt	City of Marysville	Public Works Director	Government, City, Flood Control
Allison Schmidt	City of Live Oak	City Council Secretary	Government, City
Jackie Sillman	Yuba Water Agency	Community Relations	Government, County, Hydro Power, Flood Control
Steve Smith	Sutter County	County Administrator	Government, County
Dianira Soto	Caltrans	Associate Transportation Planner	Government, State, Transportation
John Tillotson	OPUD	Director of Public Works	Government, District, Water & Sewage
Jonathan Wright	City of Marysville	Community Development & Service Agency Director	Government, City, Public Works
Mike Zeigenmeyer	Sutter County	Sutter Co. Board of Supervisors/SWECO	Government, County, Private Business

Adjustment to the Strategy

Since the completion of 2019 CEDS update, the Yuba City, CA MSA improved its economic strength ranking by 22 to now rank 99th out of 384 Metropolitan Statistical Areas. Since 2015, it improved by 175 rankings according to POLICOM, an independent research company that specializes in studying the dynamics of local economies.

Yuba-Sutter Economic Development District (YSEDD) is in the process of developing its five-year regional strategy and will be reviewing the strategic direction for the region.

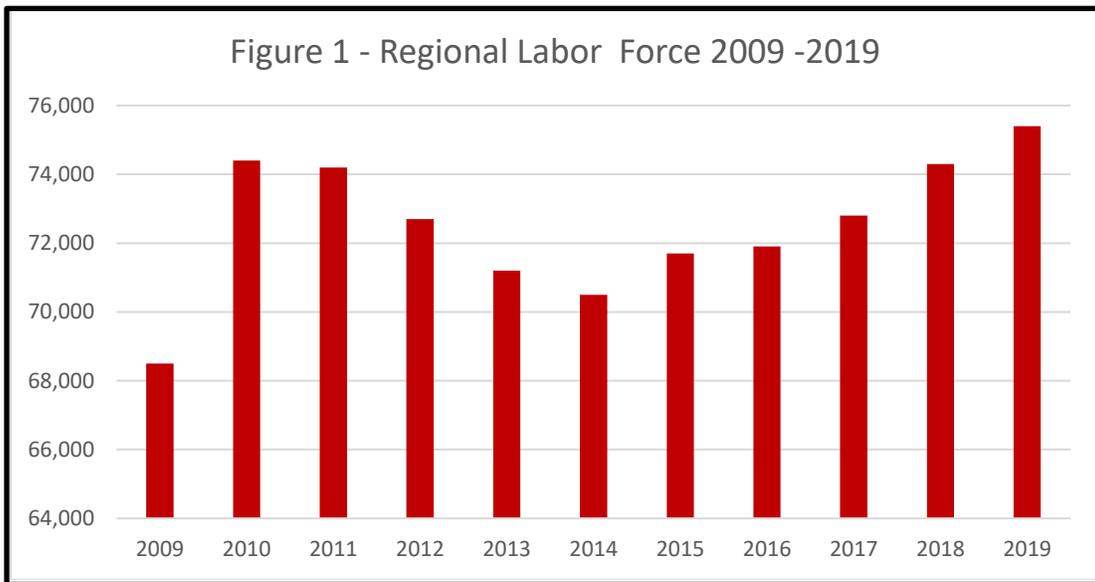
Progress and timeline for 2020-2025 update:

1. February 7, 2020: The YSEDD conducted a region-wide summit meeting to review the Strengths, Weaknesses, Opportunities and Threats (SWOT). Results of the summit have been summarized and will be included in the 2020-2025 CEDS.
2. On February 10, 2020: A region-wide online economic survey was launched and closed on February 29. This survey was disseminated to over 2,500 businesses and residents of the region by an email campaign and promoted on social media. The survey request had a 33.8 percent open rate and 25.4 percent click rate. There were 150 responses to the survey. The survey has not been analyzed at the time of this report.
3. March 25, 2020: The CEDS committee meeting is scheduled. This three-hour meeting will include sharing results of the SWOT and online survey, create a strategic plan, define goals, develop implementation tactics and evaluation metrics. Due to the Corona Virus pandemic, this face to face meeting has been cancelled. YSEDC is in the process of arranging the review and update via email.
4. April 24, 2020: CEDS draft to committee for review and comment.
5. May 1, 2020: Final draft comment deadline
6. May 7 to June 7, 2020: Public comment period
7. June – July 2020: Jurisdictional presentations and approval by resolution
8. July 31, 2020: Submission deadline to EDA

Slight fluctuations are reflected in the following figures and tables, highlighting the region's civilian labor force, unemployment rates, per capita income and average wage. This lack of significant change did not constitute any necessary adjustments to the 2019 CEDS. Although there was no adjustment to the region's strategic direction last year, the Comprehensive Economic Development Strategy (CEDS) disaster and economic resiliency and recovery section was expanded.

Labor Force

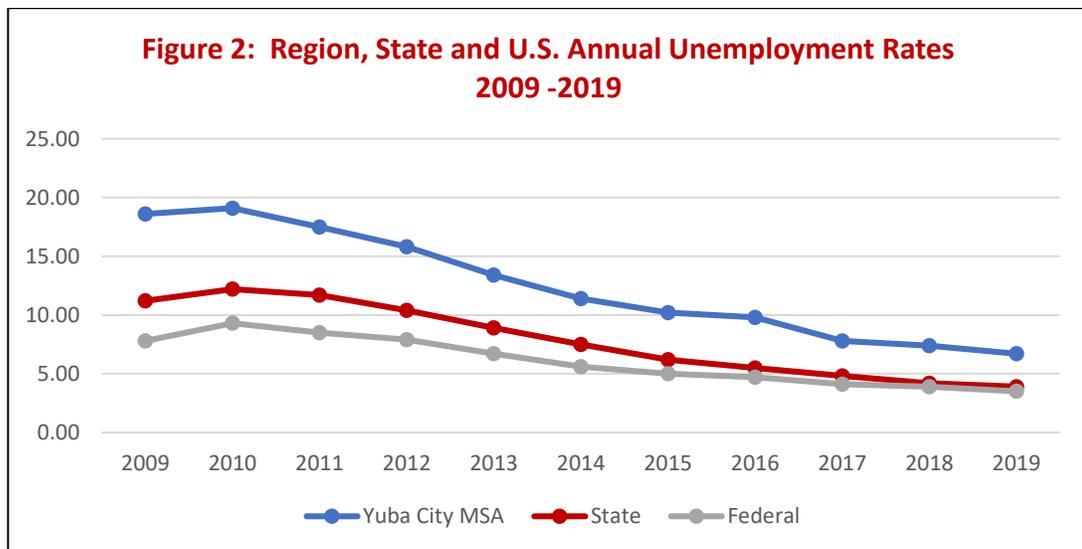
The region's economic activity and well-being is reflected to large degree by the number and types of jobs available. Between December 2018 and December 2019, the region's labor force grew from 74,300 to 75,417 which was a 1.5 percent increase over the year. Between 2009 and 2019, the number of individuals counted as part of the labor force increased by 6,917. As the economy continues to improve so has the labor force. The region is currently experiencing an abundance of jobs but is lacking an experienced/trained workforce to fill these jobs. The current civilian labor force as of December 2019, not seasonally adjusted, is 75,417.



Source: State of California Employment Development Department – Labor Market Information, Local Area Unemployment Statistics (LAUS) Result, 2019

Unemployment

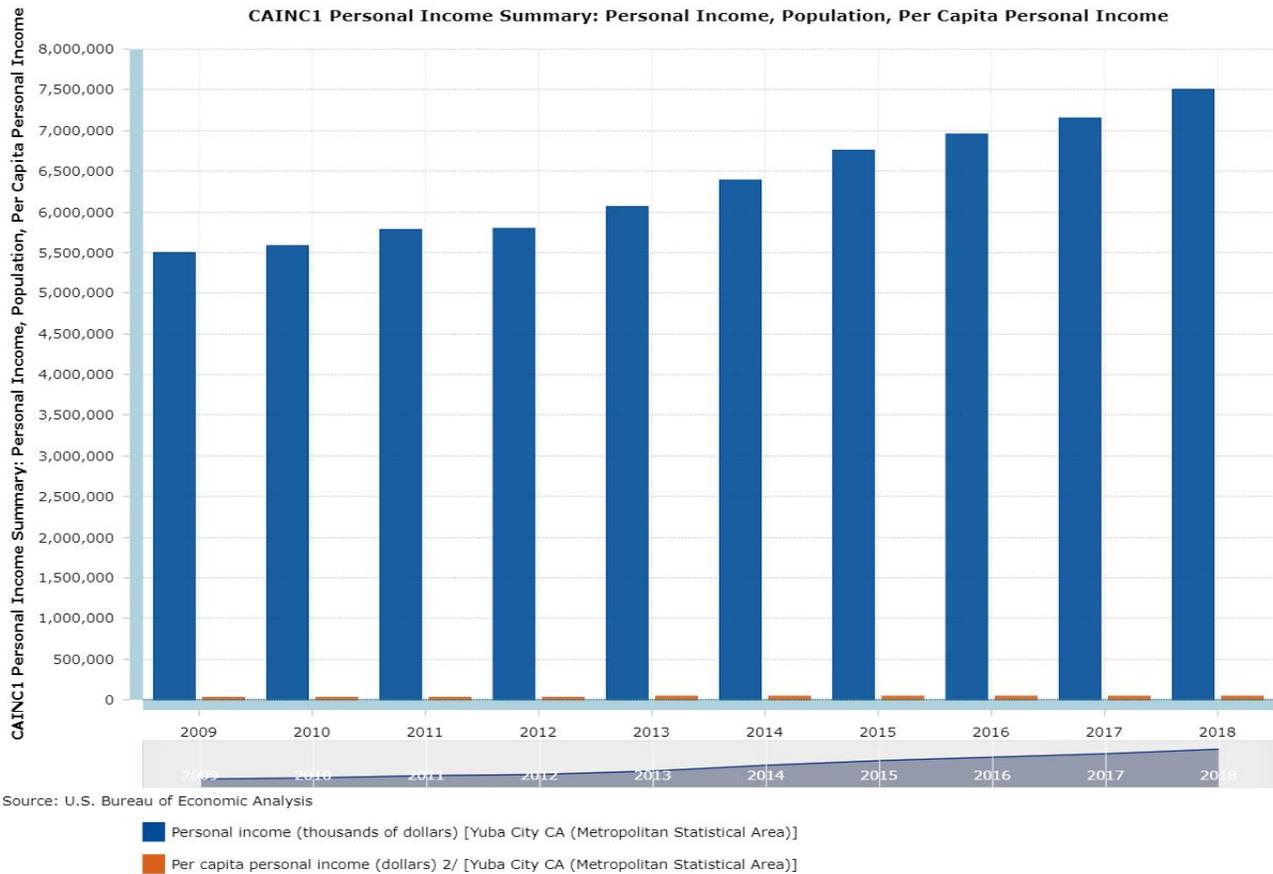
Figure 2 shows that the region’s 2019 annual average unemployment rate (7.0 percent) was 189 percent higher than the national average (3.7 percent) and 183 percent higher than the state’s (4.0 percent). Rates are not seasonally adjusted. Since the YSEDD was formed, the gap between the regional and national annual average unemployment rate has been closing. In 1996, the annual average unemployment rate for the region was 15.3 percent and the national 5.5 percent, a 283 percent difference compared to the current December 2019 rate, (Yuba City MSA 7. vs National 3.7 percent), a difference of 189 percent.



Source: State of California Employment Development Department – Labor Market Information, Local Area Unemployment Statistics (LAUS) Result, 2019; U.S. Department of Labor, Bureau of Labor Statistics, Series ID LNU04000000.

Per Capita Personal Income

Per capita personal income is widely used as an indicator of economic well-being of the residents in an area. Changes in these figures provide evidence that regions are becoming more or less wealthy as compared to a national benchmark. It is a measure of all income sources, wages and salaries, asset income and transfer payments divided by total population. In 2017, Yuba City MSA had a per capita personal Income (PCPI) of \$42,925. This PCPI ranked 260th of the 382 MSAs in the United States and was 81 percent of the national average. The 2018 PCPI reflected an increase of 4.0 percent from 2017, the national change was 4.9 percent. (Source: U.S Department of Commerce Bureau of Economic Analysis).



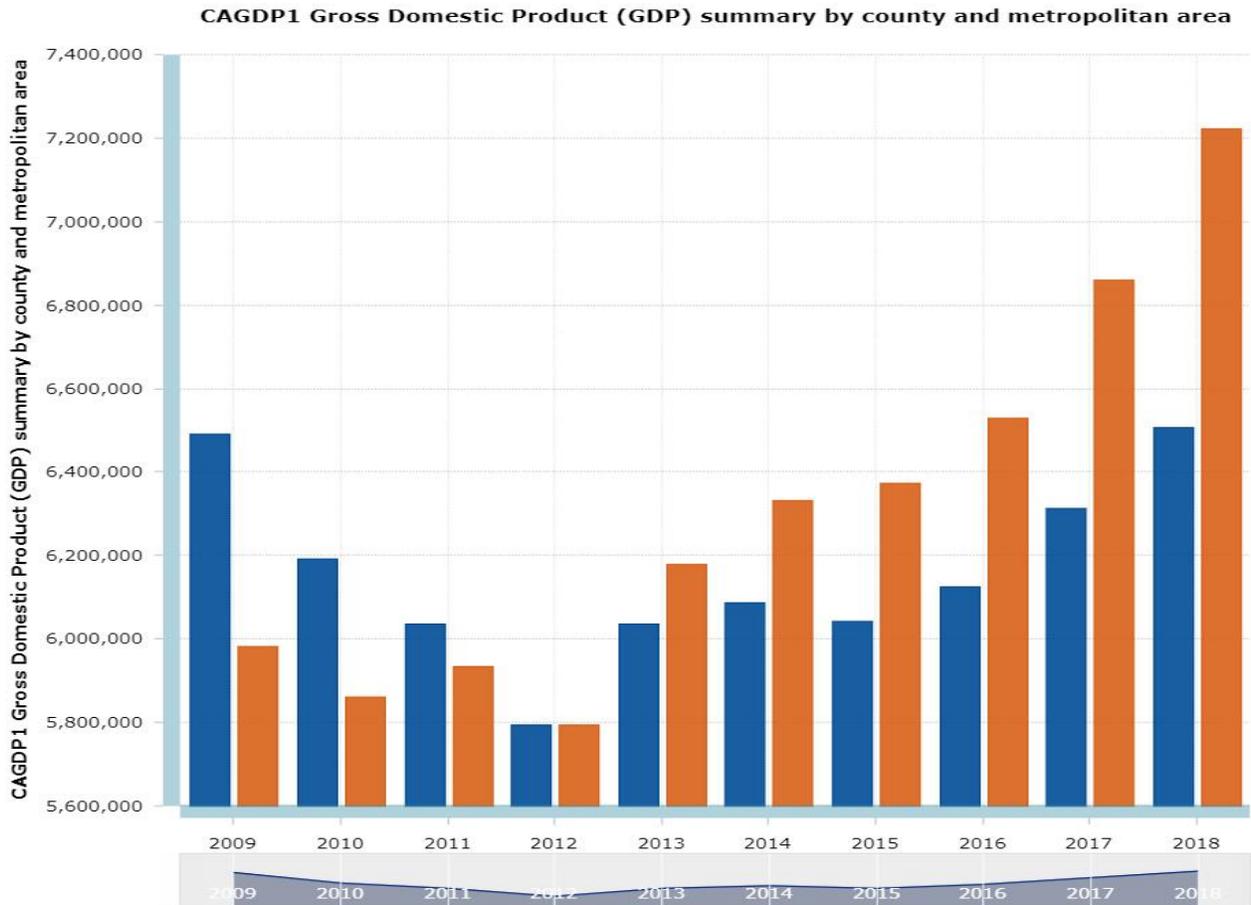
Average Wages

The average worker in the Yuba City MSA earned annual average wages of \$46,275 as of 201934. Average annual wagers per worker increased 3.0 percent in the region over the preceding four quarters. For comparison purposes, national annual average wages were \$57,681 for the same period. The lower wages are generally attributed to the fact that the region is predominately rural with the largest industry sectors being Agriculture, Forestry, Fishing and Hunting, and Retail Trade.

Sectors in the Yuba City MSA with the highest average annual wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$78,618), Utilities (\$72,526), and Public Administration (\$71,451). Regional sectors with the best job growth over the last five years are Health Care and Social Assistance (+1,761 jobs), Construction (+1,137 jobs) and Agriculture, Forestry, Fishing and Hunting (+657 jobs).

Gross Domestic Product

Gross Domestic Product (GPD) is the total value of goods and services produced by the region. In 2018, nominal GDP in the Yuba City, CA MSA expanded 5.9 percent. This follows growth of 4.8 percent in 2017. As of 2018, total GDP in the Yuba City, CA MSA was. 6,066,985,000.



Source: U.S. Bureau of Economic Analysis

- Real GDP (thousands of chained 2012 dollars) [Yuba City CA (Metropolitan Statistical Area)]
- Current-dollar GDP (thousands of current dollars) [Yuba City CA (Metropolitan Statistical Area)]

Report on Economic Development Activities

Yuba-Sutter Economic Development Corporation is committed to maintaining an understanding of the community it serves and is actively involved by having a seat on boards, commissions, projects and events within the community. Workforce Investment Board, Sutter-Yuba Homeless Consortium, Yuba-Sutter Lodging Association, local nonprofit capacity building and the military privatization P4 initiative are just some of the boards/organizations/programs that YSEDC is an active participant or board member. This community participation assists in the development of comprehensive and achievable goals of the CEDS.

YSEDC was involved in the following economic development activities throughout the 2018-2019 year to support the implementation of CEDS. The following provides a brief summary of these activities that:

- Promote economic development and opportunity
- Support efforts to attract, maintain, promote and expand regional industries and businesses
- Maximize effective development, alignment and use of workforce
- Provide technical support and access to business and financial resources
- Obtain and utilize adequate funds and other resources
- Support the work of local governments in their efforts to provide sound physical infrastructure

The following section provides a brief summary of activities that YSEDC has been involved throughout 2019-2020 and will continue to undertake to support the goals and objectives of CEDS.

Promote Economic Development and Opportunity

Activity	Time Frame
1. Implementation of the Regional Comprehensive Plan	Ongoing
2. Maintain Economic Development District status for the region. This includes preparing the following documents: <ul style="list-style-type: none"> • Comprehensive Economic Development Strategy (CEDS) • Update CEDS annually • CEDS Annual Performance Report • Conduct a regional SWOT Analysis every five years 	Every 5 Years Annually Annually FY2019-2020
3. Collaboration and coordination with state, regional, county, and local economic efforts. <ul style="list-style-type: none"> • Serve on committees and boards to provide guidance • Provide venues for collaborative meetings 	Ongoing
4. Provide technical assistance to jurisdictions through technical assistance programs <ul style="list-style-type: none"> • Maintain data mining tools on YSEDC site • Provide socioeconomic, transportation, demographic, etc. data as needed • Assist with grant research, writing, administration as needed 	Ongoing

Support efforts to attract, maintain, promote and expand regional industries and businesses

Activity	Time Frame
1. Maintain and continue Business Attraction Program <ul style="list-style-type: none"> • Continue to partner with Greater Sacramento Economic Council, Center for Economic Development, Go-Biz, etc. • Respond to RFP's 	Ongoing
2. Maintain and ensure Yuba-Sutter Business Consortium remains viable to private and public sectors <ul style="list-style-type: none"> • Provide venue, schedule and conduct meetings, develop and maintain programs and maintain administrative functions • Ensure collaboration and interest of partners • Review, develop and lead programs of the consortium 	Ongoing
3. Promote, support and enhance agriculture-based tourism <ul style="list-style-type: none"> • Serve on the Board of Yuba-Sutter Lodging Association • Continue to develop Highway 65 corridor and Sports and Entertainment Zone. 	Ongoing
4. Promote the continued viability of military installations near the region. <ul style="list-style-type: none"> • Promote and protect Beale Air Force Base as the region's largest employer • Support expansion of Beale's existing missions, recruitment of new missions, and regional pledge to protect Beale from reduction or closure • Provide support for Beale Air Force Base's infrastructure needs 	Ongoing
5. Brand and Market the region for development, investment, and regional growth. <ul style="list-style-type: none"> • Create marketing campaign for business attraction • Promote visitor services and tourism • Collaborate with private and public sector organizations to increase marketing of Yuba-Sutter 	Ongoing

Maximize effective development, alignment and use of workforce

Activity	Time Frame
1. Support the efforts of and collaborate with workforce development centers, community one stops, colleges and universities. <ul style="list-style-type: none"> • Ensure continued partnerships with local agencies and educational institutions 	Ongoing

Provide technical support and access to financial resources

Activity	Time Frame
1. Continue to assist jurisdictions with infrastructure development projects by providing technical assistance, funding opportunities and resources	Ongoing
2. Continue Bear Essentials program to provide businesses with access to resources, tools and lending programs <ul style="list-style-type: none"> • Conduct two business walks within the district annually 	Ongoing

<ul style="list-style-type: none"> • Conduct business resource workshops • Conduct and/or assist with business development workshops • Assist businesses with expansion projects • Foster growth and development of local firms to create and retain jobs, increase the business and tax base • Provide financial readiness and loan accelerator program • Provide business education workshops 	
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Obtain and utilize adequate funds and other resources

Activity	Time Frame
1. Pursue additional funding from EDA while leveraging funding from additional private and public sources. <ul style="list-style-type: none"> • Pursue EDA funds for Lending Program • Pursue EDA funds for infrastructure for Highway 65 corridor and Sports and Entertainment Zone 	Ongoing
2. Continue providing information on local, state, and federal economic and infrastructure development programs	Ongoing
3. Continue to provide administration and reporting of EDA-funded Yuba County Taxiway Project	2017-2021
4. Pursue funding from other sources for Multi-Jurisdiction Multi-Hazard Mitigation	2019-2020

Support the work of local governments in their efforts to provide sound physical infrastructure

Activity	Time Frame
1. Maintain communication with jurisdiction leaders regarding public works projects, provide technical assistance and funding sources as needed. <ul style="list-style-type: none"> • Ensure public works projects are included in CEDS document and progress is annually updated and reported. 	Ongoing

Evaluation of Progress on Action Plan and Goals

This section presents the vision and goals for the Yuba-Sutter Region. It also identifies actions that support the identified pillars and goals for the region.

Vision:

The Yuba-Sutter Economic Comprehensive Development Strategy will inspire the community to participate in creating a dynamic region that measures economic resiliency and recovery while building regional economic diversity resulting in an intent, resilient, relevant and responsive alliance to be a foremost place to live, work, learn, visit and conduct business.

Goals and Accomplishments in FY 2019-2020

This final report is for of YSEDD Fiscal Year – July 1, 2019 through June 30, 2020.

Pillar 1. Innovation and Economic Development

Goal 1 – Economic Development: Promote adaptive economic development that encourages entrepreneurship, supports existing businesses, attracts new employers and creates jobs.

Objective 1.1 – Encourage a positive local investor environment and increase access to business capital. Formulate and deliver supportive tools for both small-scale and large-scale enterprises that include but is not limited to business retention and support; technical assistance; access to capital through business assistance loans, microenterprise technical assistance, and loans.

Action 1.1.1 In the last week of September 2019, 133 businesses in Yuba City located on sections of Plumas Street, Bridge Street and Colusa Avenue were contacted by mail to inform them that the Yuba-Sutter Business Consortium would be conducting a Business Walk. The letter explained the purpose of the walk and the date it would occur. Subsequent follow-up calls garnered the permission to visit 59 businesses and conduct a survey, 48 businesses participated. Eighteen volunteers working in nine teams visited these businesses in approximately two hours on October 11, 2019. The focus of the visit was in three basic areas: how is business, what is the greatest impediment to business, and how can business be made better for you? Results of the survey were as follows:



Overall 64.6 percent reported business has increased, 10.4 percent reported business has remained the same, and 18.75 percent reported business has decreased. The top three reasons for improved business was attributed to a strong economy, having quality products and services and lastly to longevity and reputation. Businesses that reported as having the same income as the prior year reported a variety of reasons ranging from reputation to competition. The most reported reason by businesses having a poorer year was due to competition either from Amazon or similar businesses in the area.

The most common response to Question 2 were homeless issues. This response constituted 21.9 percent of the responses to this question. The second greatest challenge for businesses were workforce issues, either not enough trained workforce, high turnover or a workforce that really doesn't want to work full time. This response constituted 12.5 percent of the responses. The third most common response (11.5 percent) were traffic issues, either lack of foot traffic or road congestion and parking.

The most common response to Question 3 of businesses surveyed was workforce assistance (24.1 percent). This issue included a skilled workforce, on-the-job training, and finding employees. The other most common response (14.8 percent) was the need for marketing assistance.

Twenty-seven businesses requested additional follow-up assistance and have been contacted by the appropriate Yuba-Sutter Business Consortium partners to address these needs. In addition, YSEDC and its consortium partners conducted several workshops (4 with 73 attendees), networking opportunities (16 with 935 attendees) and resource and business services assistance (2,265 requests and 105 hours in staff time). A second business walk is schedule for May 2020.

YSEDC'S revolving loan program had 36 inquiries in FY 2019/2020, loaned \$428,713.00 and 10 jobs were created and 6 retained.

YSEDC, partnering with the jurisdictions of Sutter County, Yuba County and the city of Marysville, created a Small Business Emergency Economic Relief program to assist businesses to mitigate the impact of the COVID-

19 pandemic. This program provided interest free loans to 36 businesses within these jurisdictions and retained 305.5 jobs.

YSEDC expended 2,795 hours technical assistance to the six jurisdictions, local nonprofits, private entities and small business assistance.

YSEDC produced, designed and disseminated the mandatory 5-year update of the Comprehensive Economic Development Strategy (CEDS). Activities included: Complete redesign of the CEDS, facilitating the regional SWOT analysis, conducted a region-wide online survey, meetings with CEDS committed to develop goals and tactics and presentations for adoption to each jurisdiction in the region.

Action 1.1.2: YSEDC has responded to 27 RFPs in the business attraction program of which 10 projects are still in progress with the potential to create 424 new jobs.

Objective 1.2 Support efforts to attract, maintain, promote and expand regional industries.

Action 1.2.2: YSEDC Regional Promotion progress: YSEDC continues to promote the region via its website and social media.

Action 1.2.5: Yuba County Highway 65 corridor and Sports and Entertainment Zone Development. Early in 2018, the Enterprise Rancheria tribe’s Fire Mountain Resort and Casino partnered with Hard Rock International. The complex was renamed Hard Rock Sacramento at Fire Mountain. It is located on 40 Mile Road in Yuba County in the Highway 65 corridor, 35 miles north of Sacramento and 10 miles south of Marysville. Construction began in the summer of 2018 and was completed in the late fall of 2019. This business created 1,300 jobs in the region of which 80 percent of the jobs went to local residents and 2,200 jobs during construction.



Action 1.2.6 – Yuba-Sutter Economic Development Corporation Support, promote and provide technical assistance to regional development projects. To date, YSEDC has provided over 2,088 staff hours in regional promotion and technical assistance to jurisdiction projects.

Action 1.2.7: Yuba County Airport Project #YA6: Yuba County Airport taxiway project is being funded through a Department of Commerce, EDA Construction Grant. The required grant match is provided by community partner Rice Aircraft Services. This project will allow businesses in the industrial park located on the west side of the airport access. Rice Aircraft Services and other business entities anticipate creating 100 new jobs within nine years of completion of the taxiway. A budget amendment due to substantial increase in construction costs has been approved by EDA. The architectural and design phase is completed.



Goal 2. Agriculture and Tourism Sectors – Support and enhance agriculture and agriculture-based tourism as one of the region’s emerging industry sectors.

Objective 2.1: Collaborate with regional organizations to increase the marketing of Yuba-Sutter to support an approach to tourism and expand agricultural industries.

Action 2.2.1 – Yuba-Sutter Ag tourism Program Yuba-Sutter Economic Development Corporation continues its marketing campaign to attract national and international industries for the district. The campaign is to promote regional attraction for agriculture, manufacturing, tourism and other industries through print and electronic media tools.

Goal 3. Military Assets – Promote the continued viability of military installations in close proximity to the region.

Objective 3.1 Promote and protect Beale Air Force Base in Yuba County as the region’s primary existing largest employer and pledge regional commitment to protect Beale from reduction or closure.

Action 3.1 – Beale AFB Projects: Beale AFB executed \$131.4 million in local contracts in 2019 and a total of 1,734 jobs were created.

Infrastructure:

R14 BAFB – Repair Utilities in Beale East Design, repair and install underground utilities in support of recently constructed housing.

R15 BAFB – Repair & Upgrade Mountain View Housing Utilities (Const): Design, repair and install underground utilities in support of recently constructed housing.

R21 BAFB- Repair Water Main Phase 2 (Central Water Tank to Dry Creek Interconnect) (D-B): The objective of this project is to provide safe and reliable potable and fire protection water service to the privatized neighborhoods at the Beale AFB.

R25 BAFB-Repair water Main Phase 3 (Main Base Water Tank to Central Water Tank): Repair and replace Water Main to meet CA Title 22 CCR requirements.

Facilities:

R16 BAFB – (AFRC) Repair Bldg. 11076, Dock 5 (Const): Complete restoration and modernization of 940th ARW maintenance hangar to address all life safety issues, incl. electrical switchgear

R17 BAFB-Construct Common Mission Command Center (CMCC): This project is a new, approximately 83,000 sf Common Mission Control Center (CMCC) to be constructed adjacent to the new Distributed Common Ground Station Operations Facility (DCGS).

R19 BAFB-Repair Harris Fitness Center, B2418 (Const.): Demolish portion of the existing building and construct approx. 6,578 s.f. two-story building replacement. Interior renovations of approx. 8,000 s.f. of space that includes replacement of HVAC and installation of new fire protection systems.

R20 BAFB-New Temporary Lodging Facility: Construct 34 new TLFs units including support and outdoor spaces. Construction includes all electrical, mechanical, communications, fire detection/suppression, security system and utility meters.

R22 BAFB-Repair Dining Facility, B2490 (Contrails): Upgrade Utilities (i.e. Plumbing, Mechanical and Electrical Systems). Upgrade Restrooms to ADA Compliance.

R24 BAFB-Construct KC-135 Storage Warehouse B10230 (D-B): Design and construction of 8,000 SF Consolidated Warehouse Facility including sitework, utilities, office, restroom, and janitor’s closet for the storage of KC-135 parts.

R39 BAFB- Repair Radar Enclosure: Repair leaks in exterior sidings and around the edges of two radar faces. Also included is the removal and replacement of the building's existing roof.

R40 BAFB- True North Initiative: Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade.

R41 BAFB- Mod 1 – True North Initiative: Repair/Renovate facility that supports the health of our Airmen. The repair includes demolition of interior walls, replacement of floor and ceiling finishes, HVAC, Electrical, FS and Comm upgrade.

R46 BAFB- Renovate Mission Planning Cell (MPC): Mission Planning Cell supports ISR operations

Pillar 2. Talent Supply and Education

Goal 5. Education & Workforce Alignment – Connect and align education and workforce development programs to develop the region's current and future talent supply chain and meet employer needs.

Objective 5.3 Provide technical support and financial resources, business hubs, accelerators, and incubators.

Action 5.3.1 Yuba-Sutter Business Consortium Progress: The consortium provided 707 staff hours in technical assistance to local businesses and nonprofits. Activities included newsletters, workshops, webinars, surveys and assessments, referrals, local business promotions and other employer services.

Objective 5.4 Capitalize on the region's cooperative economic development environment; improve the education and skills of the workforce.

Action 5.4.1 2018/2019 Progress - Yuba-Sutter Business Consortium: In 2019 partnerships have been strengthened with SBDC and SBA actively attending consortium meetings. Funding has been earmarked by SBDC to increase local workshops for businesses in the Yuba-Sutter Region. Consortium partner, Yuba-Sutter Chamber of Commerce's Resources Committee (formerly the Educate Committee) spearheaded the development of workshops and LEAD program. Consortium partner, Yuba-Sutter Chamber has provided eight workshops, with 136 attendees.



Objective 5.5 Continue efforts through Northern California Career Pathways Trust and North Central Counties Consortium and local Workforce Investment Board to better connect career programs with the industries in our area, improve student academic and technical skills, target STEM (science, technology, engineering and math) and career ready-related skill gaps.

Action 5.5.2 Yuba-Sutter Business Consortium: Yuba and Sutter County One Stops had 506 local jobs openings created; made 614 Job seeker referrals; provided services to 11,400 to individuals; provided 5,698 services to employers; registered 46 new businesses; 122 Rapid Response /Lay Off Aversion activities; made 33 On-the-job training contracts; held 103 job fairs/on-site recruitments; and 161 jobs were created.

Pillar 3. Infrastructure and Growth Leadership

Goal 6. Infrastructure Modernize the region's transportation, telecommunications, energy, water and wastewater systems to meet future demand and respond to changing business needs.

Objective 6.3 Pursue funding of public works projects identified in the Yuba-Sutter CEDS.

Action 6.3.1 Yuba-Sutter Economic Development Corporation: YSEDC wrote or assisted in writing grants for four public works projects of which three were successfully awarded in the amount of \$683,650. YSEDC continues to assist Yuba County with their EDA funded taxiway project.

Objective 6.4 Improve the economic viability of the urban area through the enhancement of Yuba and Sutter counties' flood control systems.

Action 6.4.1 2019/2020 Feather River West Levee Progress: Levee repairs will be completed in two separate phases: Phase I, the Feather River West Levee Project, will include work from Thermalito Afterbay to Star Bend, just south of Yuba City, and was substantially completed at the end of 2017. Two small "gap" projects were completed in 2019 and this brings an end to the major construction for Phase I. Minor encroachment compliance projects within Phase I will occur and be completed in 2020. Phase II will include the area south of Star Bend to the confluence of the Feather River and the Sutter Bypass. Phase II work completed to date includes a one-mile section of levee at Laurel Avenue. Another five miles of levee improvements between Star Bend and Laurel Avenue began construction in 2019 and be completed by the end of 2020. The Feather River West Levee Project, is on schedule and within budget.

Action 6.4.2 2019/2020 Wheatland Levee Improvement Progress: Flood Risk Reduction Feasibility study has been completed.

Action 6.4.3 2019/2020 Sutter County Basin Drainage Study: Study multiple existing drainage systems and incorporate the effects of drainage in unregulated areas of the Yuba City Basin (east of the Sutter Bypass, west of the Feather River). Recommend improvements to insure 100-year to 200-year flood protection and funding mechanisms. Additionally, the study will provide guidance parameters for future development based on the drainage system capabilities. Study has been completed.

Objective 6.5 Support the work of local governments in their efforts to provide sound physical infrastructure (transportation, water supply, wastewater management, flood prevention, energy and waste management).

Action 6.5.1 2019/2020 Yuba County Project RD4 Pump Station No.9: This public works project would provide redundant pumping, backup generation and SCADA electronic system to existing Pump No. 9 as required by FEMA for operation during storm events and would protect West Linda and the Lindhurst Avenue commercial area. This pump station was outfitted with new electronic components to make it "SCADA Ready" for when additional funding becomes available.

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Action 6.5.3 2019/2020 Sutter County Project #S5 Energy Savings and Generation Project: An energy efficiency and generation project to install, monitor, and service energy saving and

generating projects for County facilities. Project is funded by a bank loan. Project has been completed.

Goal 7. Transportation – Develop and improve alternative, multimodal and intermodal distribution infrastructure.

Objective 7.1 Encourage investment in state highways throughout the two-county region to improve highways in and out of the region.

Objective 7.2 Accelerate Street Resurfacing and Improvements in five Major Economic Districts to support business investment.

Action 7.2.1 2019/2020 Yuba County Project #Y7 Olivehurst (Yuba County) 7th Avenue Projects: This public works project consisted of implementing road improvements to 7th Ave. to the RR tracks in Olivehurst as outlined in the 2017 Master Plan. This project included improvements to curb, gutter, sidewalk, drainage and street overlay. Project is completed.

Action 7.2.3 2019/2020 Regional Project #R8 Fifth Street Bridge Reconstruction: The 165-acre project site over the Feather River is set for construction for the new 5th Street Bridge, a 4-lane, 10 span cast-in-place post-tensioned concrete box girder bridge. It will connect 5th Street in Marysville to Bridge Street in Yuba City, and include construction of a new 2nd Street Bridge in Yuba City. The project also includes three new traffic signals, roadway widenings and realignments, new access ramps, relocation of existing utilities, improvements to adjacent pedestrian access, bicycle trails, levee access, removal and replacement of trees in floodways, retaining walls and concrete barriers, earthwork, paving and landscaping, with respect to all wildlife and environment permits. This project also includes the eventual demolition of the existing 5th Street Bridge and two UPRR bridges. Project construction began January 2018 and is completed, grand opening scheduled for mid-July. This project created approximately 75 local construction jobs. The total cost of the project was \$72,657,311.

Pillar 4. Quality of Life & Quality of Places

Goal 10. Health, Safety, and Public – Provide support for regional public safety, law enforcement, and health officials to collaborate and share resources to expand emergency services communication network for police, fire, and medical services.

Objective 10.1 Enhance regional healthcare through partnerships and collaboration of Adventist Health, Sutter North Medical and other regional providers.

Objective 10.2 Expand behavioral and mental health services among existing health facilities and providers throughout the region.

Objective 10.4 Address the growing issue of homelessness within the region through regional collaborative partnerships.

Action 10.4.1 2019/2020 Yuba County 14Forward Project Y10: Since September 1, 2017 14Forward has served 325 people who attributed homeless to one or more of the following conditions: mental health issues (143), substance use including alcohol (81), chronic health condition (127), physical disability (109), development disability (60), domestic violence history

(87), fleeing domestic violence (4). Results of the program: 18 percent improvement in income, 89 exists to permanent destinations and 66 to other positive destinations.

Action 10.4.2a Sutter County Transitional Homeless Shelter Project #S12: Sutter County located the sheltering project on Live Oak Blvd. This project has 20 2-person units, provides supportive services and re-entry programs. Since implementation 96 households have been connected to shelters and 616 persons have been permanently housed.

Action 10.4.3 Coordinated Entry Process for Region: Sutter-Yuba Homeless Consortium has spearheaded this important process. There are two locations for the homeless to access this program, one in Yuba City at Hands of Hope, and one in Marysville at the Life Building Center. Since September 1, 2017 28 different Life Skill classes and services are offered monthly with an average of 386 persons attending annually. There have been 346 individuals and 497 families existing from homelessness, 914 households connected to shelters and a total 4,530 people were entered into the Homeless Management Information System (HMIS)

Objective 10.5 Improve jail facilities and reduce overcrowding.

Action 10.5.1 2019/2020 Sutter Co. Project #S4 Main Jail Facility: Jail expansion will add 14 medium security female beds and 28 maximum security male beds as it creates 5,300 sq. ft. of housing and program space and renovates 6,900 sq. ft. of jail and kitchen space. Project is completed.

Goal 11. Culture and Recreation – Expand and enhance the region’s existing recreational tourism activities, areas and facilities.

Objective 11.1 Support the community in enhancing the pleasant quality of life (public services and amenities, environmental quality, open and welcoming social and political institutions).

Action 11.1 2019/2020 Wheatland Police Dept. Project #W4: The last phase of this project went out to bid in 2017 and the \$153,000 renovation of the evidence, interview, armory and storage rooms is complete. The total cost of both phases and property acquisition was approximately \$400,000. Project is completed.

Performance Measures

An evaluation framework serves as a mechanism to gauge progress on the implementation of the overall CEDS. It is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?”

The follow performance measures help provide a framework for evaluating if the progress of activities in achieving the vision, goals, and objectives of the CEDS are making a difference in the local economy. The metrics are broad measures of progress. Improvement in the metrics may be attributed to external factors other than directly related to the economic and workforce development efforts underway in the region.

Performance Metrics

1. **Wealth Creation** (Gross Domestic Product (GDP) – Has real GDP increased in the region compared to the previous 12 months?

2. **Employment Growth** – Has employment increased in the Yuba-Sutter region compared to the previous 12 months?
3. **Job Earnings** – Has the percentage of job earnings in the region increased compared to the previous 12 months?
4. **Poverty Rate** – Is the percentage of individuals in the region below the national level?
5. **Education** – What is the percentage of education attainment as compared to the national level?
6. **Unemployment Rate** – Has the unemployment rate decreased compared to the previous 12 months?

Performance Metrics December FY2018/2019 to December FY2019/2020

Employment/Workforce - Yuba City MSA/USA

	2018/2019	2019/2020	Trend
Employment Growth	53,589	54,023	↑1.9%
Labor Force	74,300	77,000	↑3.6%
Unemployment (December 2018 – December 2019)	6.9%	6.3%	↓8.7%
Annual Wages (2018Q4 -2019Q4)	\$45,108	\$46,275	↑3.0%

Economic - Yuba City MSA/USA

	Yuba City MSA 2017	Yuba City MSA 2018	USA	Trend
Poverty Levels	17.5%	16.9%	14.1%	↓3.4%
Median Household Income	\$53,201	\$55,018	\$60,293	↑3.4%
	Yuba City MSA 2017	Yuba City MSA 2018		
Wealth Creation (Gross Domestic Product) 2017 vs 2018	\$5,727,504,000	\$6,066,985,000		↑5.9%

Education Attainment - Yuba City MSA/USA

	Yuba City MSA 2018	Yuba City MSA 2019	USA	Trend
No High School Diploma	18.7%	19%	11.2%	↑
High School Graduate	25.2%	23.9%	25.6%	↓
Some College, No Degree	28.3%	29%	21.0%	↑
Associate degree	11%	11.3%	9.1%	↑
Bachelor's Degree	12.1%	11.7%	20.8%	↓
Postgraduate Degree	4.7%	5.1%	12.2%	↑

Schedule of Goals - YSEDC:

1. YSEDC will continue to assist in the development and implementation of the CEDS by providing research, statistical updates, printing, planning and scheduling CEDS Committee meetings.

2. YSEDC will provide both technical assistance, demographic and economic mining resource tools, and capital access for both the public and private sectors through grant research and writing and small business loans throughout the year.
3. YSEDC to continue its community involvement by maintaining memberships, seats and associations with public, private, and non-profit organizations in order to maintain an excellent overview of the economic conditions of the district.
4. YSEDC to continue its two business walks (fall and spring), surveys, and business development assistance programs to maintain a comprehensive understanding of the needs and desires of the stakeholders of the community and to assist in employment development.

Schedule of Goals - Region:

The region will continue to work towards achieving its goals as stated in the CEDS and support the public works projects of the jurisdictions within the District.