



MACK ROAD 2021

Community Economic Development Strategy

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Introduction

The purpose of this report is to propose a community economic development plan for the Mack Road community, located within South Sacramento, CA. Mack Road, historically known as an ethnically marginalized community with a population 20,042, has been predominantly occupied by minorities for several decades. Many residents fall significantly underneath the poverty line, oftentimes barely making enough income to supply for basic living necessities. As unemployment rates continue to remain high, many find themselves in compromising housing situations that either call for displacement or eviction. With the growing plans to gentrify Mack Road, residents are feeling the urge to fight for their rightful place within their communities, while inquiring about effective and productive ways to increase the community's overall economic development. Although Mack Road continues to suffer from the lack of crime prevention and food insecurity plans of actions implemented by local government agencies, many continue to strive for a more lucrative and safer community.

As residents' growing concerns for a safer and healthier community emerge, many local leaders have committed themselves to changing the reputation of Mack Road for the better. Through partnerships with local non-profit organizations, community members have been able to implement programs and events that stimulate the community through productive extracurricular activities such as socializing events, athletics, dance lessons, music, etc. As community liaisons continue to advocate for violence awareness and solutions to food insecurity within the neighborhood, it is imperative that the Mack Road community provides new and innovative ways for residents to receive their needs, while feeling a sense of comfort to support community initiatives. The ultimate goal is for South Sacramento to emulate other regions within Sacramento in positive ways, in terms of increasing access to employment, resources to fresh and nutrient enriched foods, and crime prevention.



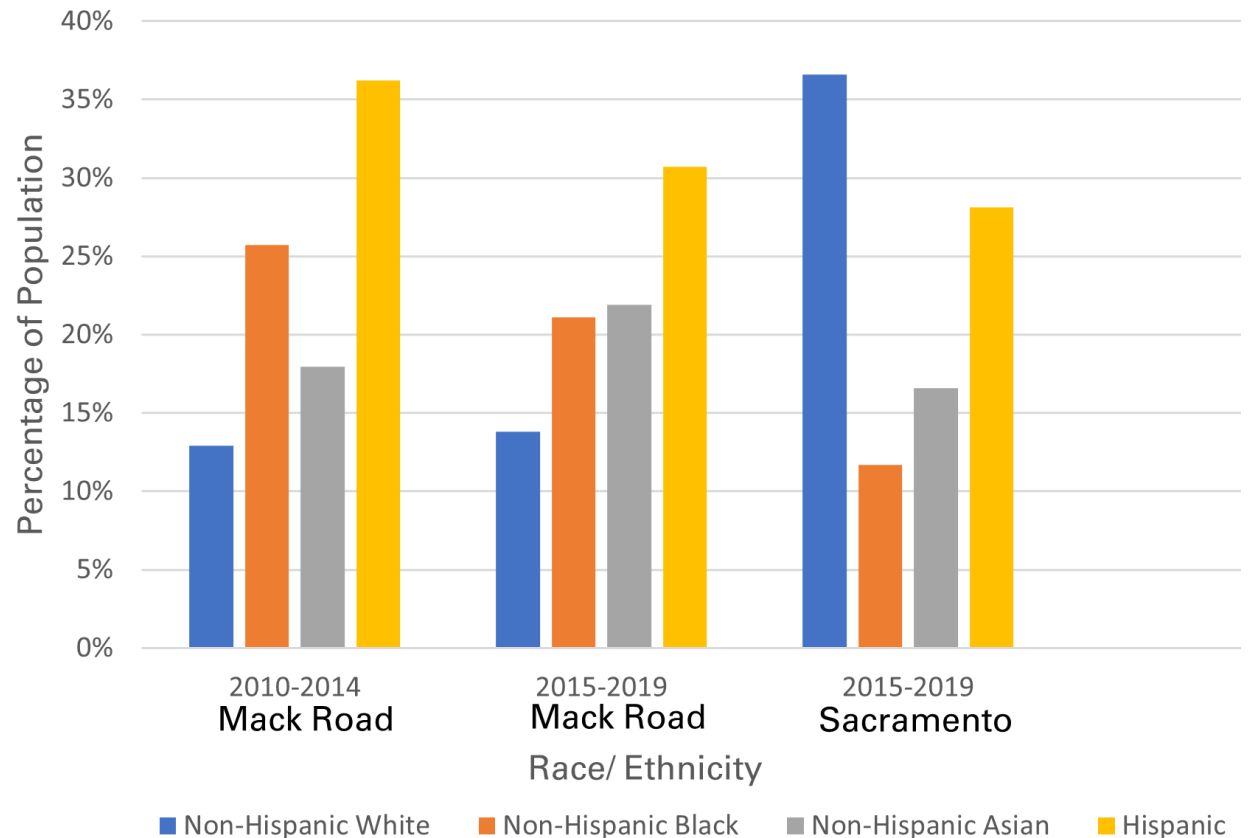
Top: Map of Mack Road
Bottom: Children playing at the Mack Road Valley Hi Community Center

Demographics in Mack Road

Mack Road has a diverse community with a larger percentage of people of color, specifically African Americans, Hispanics, and Asians, than the City of Sacramento. Over the years, rates of racial demographics have not changed drastically in regards to often underserved and under-resourced ethnic groups. In comparison to the City of Sacramento, Mack Road has a substantially lower number of Non-Hispanic Whites in comparison to other racial groups.

Out of the City of Sacramento's 481,157 residents, 20,042 live in Mack Road. From 2015-2019, Mack Road has 14% White residents, 21% Black residents, 22% of the residents are Asian, and 31% of residents are Hispanic. In the greater Sacramento region from 2015-2019, 37% of residents are White, 12% of residents are Black, 17% of residents are Asian, and 28% of residents are Hispanics.

**Mack Road's Race/ Ethnicity
Compared to Sacramento**



29%

Mack Road residents are under 18.

21% of the City of Sacramento's residents are under 18.



12%

Mack Road residents are 65 and over.

14% of the City of Sacramento's residents are 65 and over.



13%

Mack Road residents have one or more disabilities.

12% of the City of Sacramento's residents have disabilities.

Economics in Mack Road

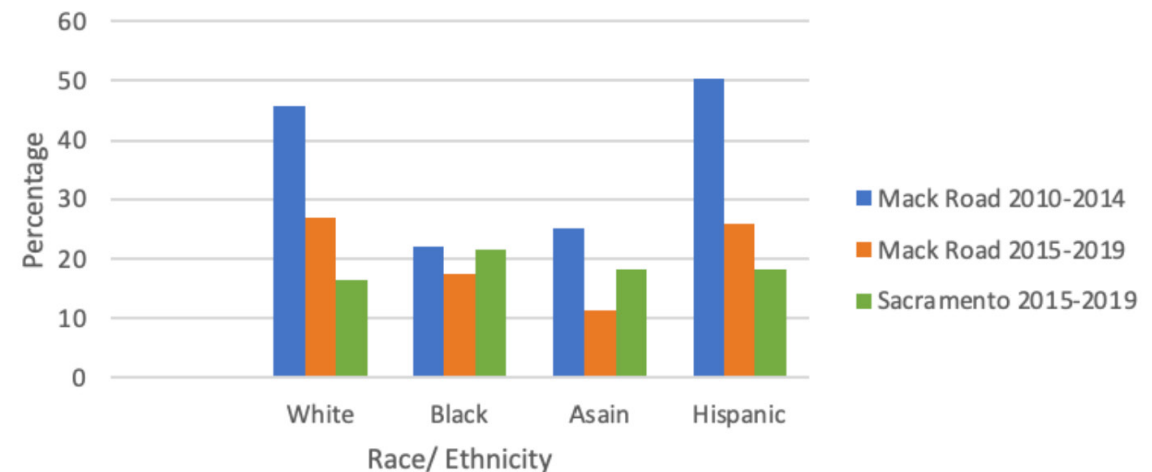
Data has shown the financial implications hindering residents of Mack Road from reaching a level of financial stability, in comparison to residents in the greater Sacramento area. Between the years 2010-2014, 34.83% of the Mack Road population were living underneath the poverty line. Although this number did decrease to 21.8% between 2015-2019, Mack Road continues to be more economically disadvantaged than the Sacramento region. One can examine the clear economic disadvantages, as the median household income for Sacramento is almost \$20,000 more than Mack Road families between 2015-2019. Statistics documenting labor force development have identified employment as a distinct factor in examining the economic implications of both communities, seeing as though Sacramento had a total of 253,058 participants and Mack Road totaled 8,798 between 2015-2019.

The data provided to show the commonalities between race and poverty rates in the Mack Road community in comparison to Sacramento, shows that minority races are overall more likely to live underneath the poverty line in urban communities such as Mack Road. Although poverty rates have improved between 2014-2019, minority ethnic communities still continue to suffer economically when it comes to living above the median household income. Although statistics show that Black and Asians are less likely to experience poverty in Mack Road than other regions in Sacramento, Mack Road continues to suffer from dramatic economic disparities that continue to affect the livelihoods of families.

Economic Indicators for Residents of Mack Road in Comparison with the City of Sacramento

	Mack Road		Sacramento
	2010-2014	2015-2019	2015-2019
% Population in Poverty	34.8	21.8	16.6
Median Household Income	30,497	44,397	62,335
Total Population of Labor Force	7,498	8,798	253,058
% With At Least A Bachelor's Degree	12.4	12.9	33.1

Mack Road's Race/ Ethnicity Poverty Compared to the City of Sacramento



Housing in Mack Road

Although Sacramento has seen property values increase 48% since 2010, Mack Road's property values have increased by 69% from 2010 (\$143,933) to 2019 (\$243,500). This increase shows that Mack Road is either at risk, or experiencing inequity and gentrification. Median rent prices have also jumped 33% from \$873 to \$1158 in Mack Road, whereas the citywide average increased 22%.

The estimated homeowner cost-burdened household percentages decreased from 40% in 2010-2014 to 33% in 2015-2019. This number is still higher than Sacramento's averages at 27% in 2015-2019.

Estimated percentages of cost burdened renters in Mack road (44% in 2010-2014 and 40% in 2015-2019) show a much higher level of economic distress than the citywide average (34% in 2010-2014 and 33% in 2015-2019). Renter cost burden is significant as it suggests that 2 out of 5 households are currently living paycheck to paycheck in Mack Road, in comparison to Sacramento's Wstatistics of 1 out of 3.



Housing prices have increased **69%** from 2010 - 2019.



33% of homeowners are cost burdened.



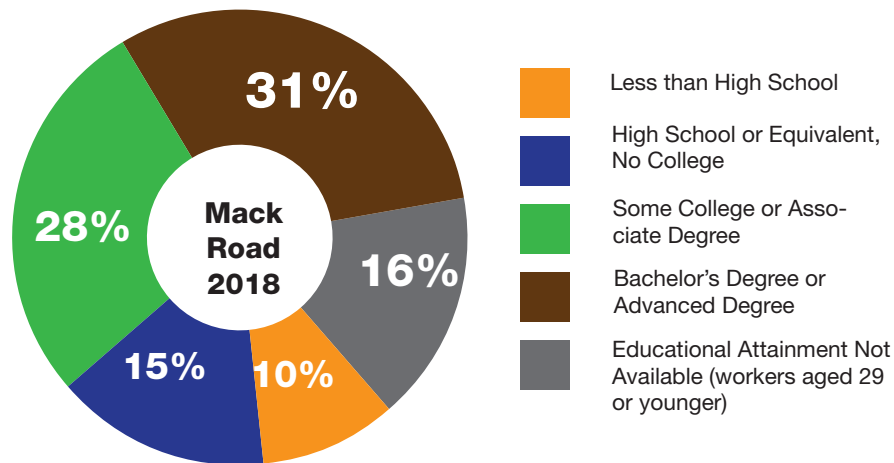
Rent went up from \$873 to **\$1158** between 2010 - 2019.



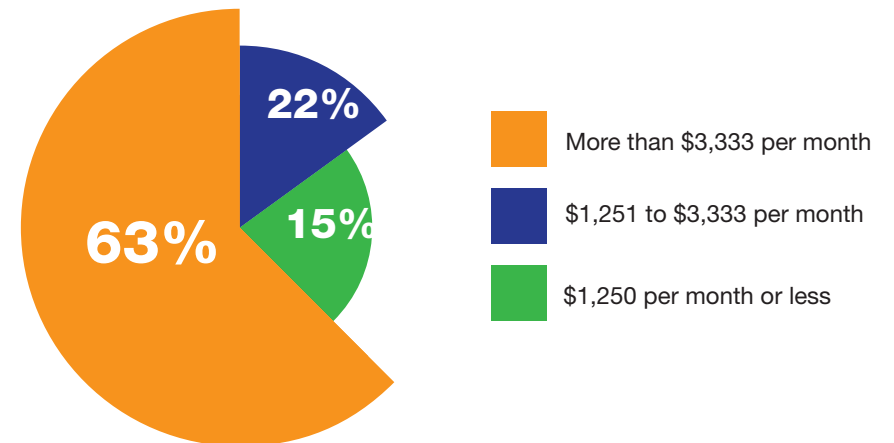
40% of renters are cost burdened.

Businesses in Mack Road

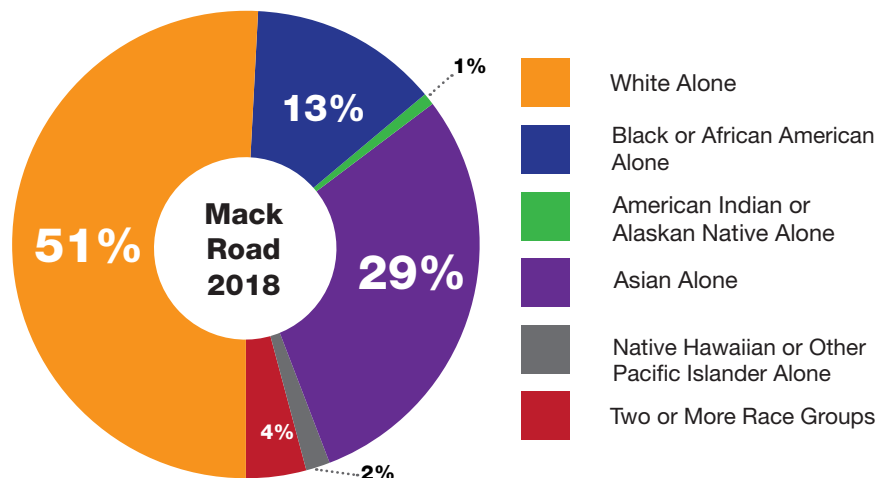
Employee Educational Attainment in Mack Road Businesses



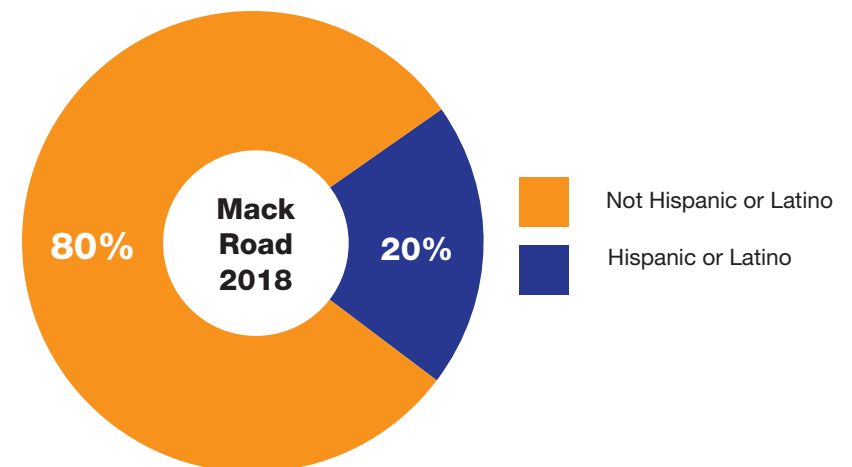
Employee Monthly Earnings from Mack Road Businesses



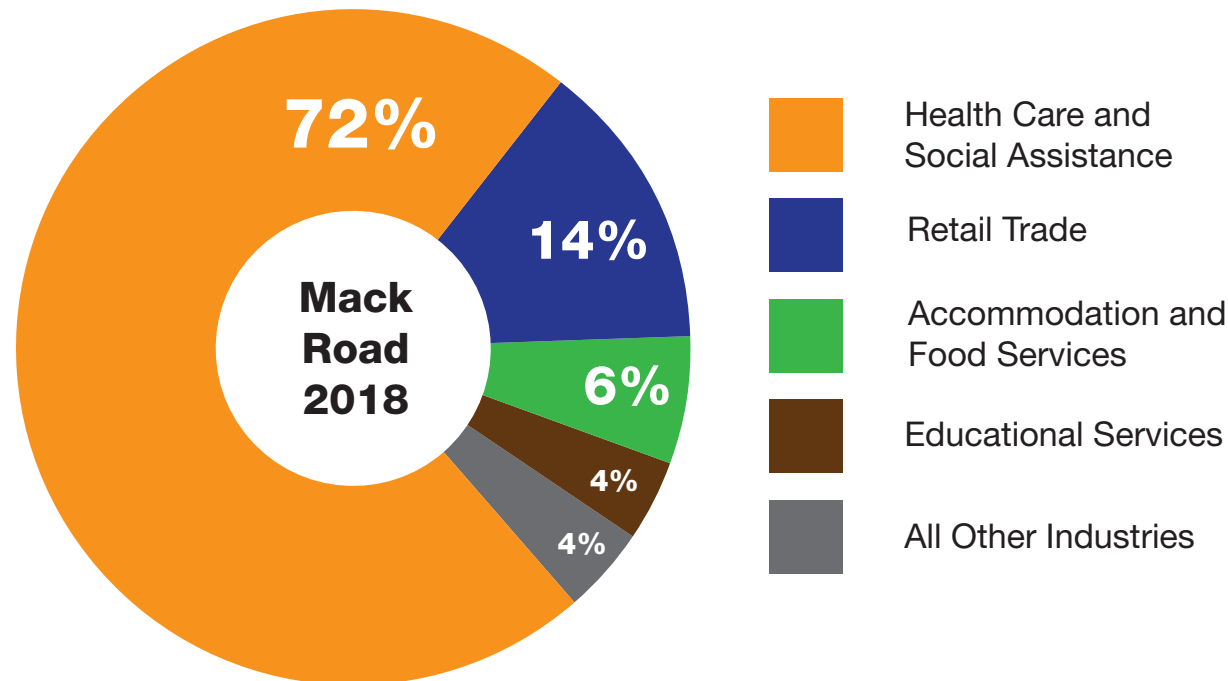
Employee Racial Composition in Mack Road Businesses



Employee Ethnicity in Mack Road Businesses



Key Industries/ Employers in Mack Road



Business Firm Sizes in Mack Road

	Mack Road		Sacramento	
	Count	Share	Count	Share
0-19 Employees	1,049	10.2%	42,960	21.4%
20-49 Employees	374	3.6%	19,798	9.9%
50-249 Employees	258	2.5%	32,435	16.2%
250-499 Employees	151	1.5%	11,343	5.7%
500+ Employees	8,475	82.2%	93,845	46.8%

Important Notes: Firm Size is available for All Private Jobs only.
For firms 1 year and older, firm size is the national size of the firm in March of the previous year.

Business Firm Ages in Mack Road

	Mack Road		Sacramento	
Firm Age	Count	Share	Count	Share
0-1 Years	208	2.0%	8,668	4.3%
2-3 Years	180	1.7%	10,574	5.3%
4-5 Years	126	1.2%	9,471	4.7%
6-10 Years	326	3.2%	17,414	8.7%
11+ Years	9,467	91.9%	154,254	77.0%

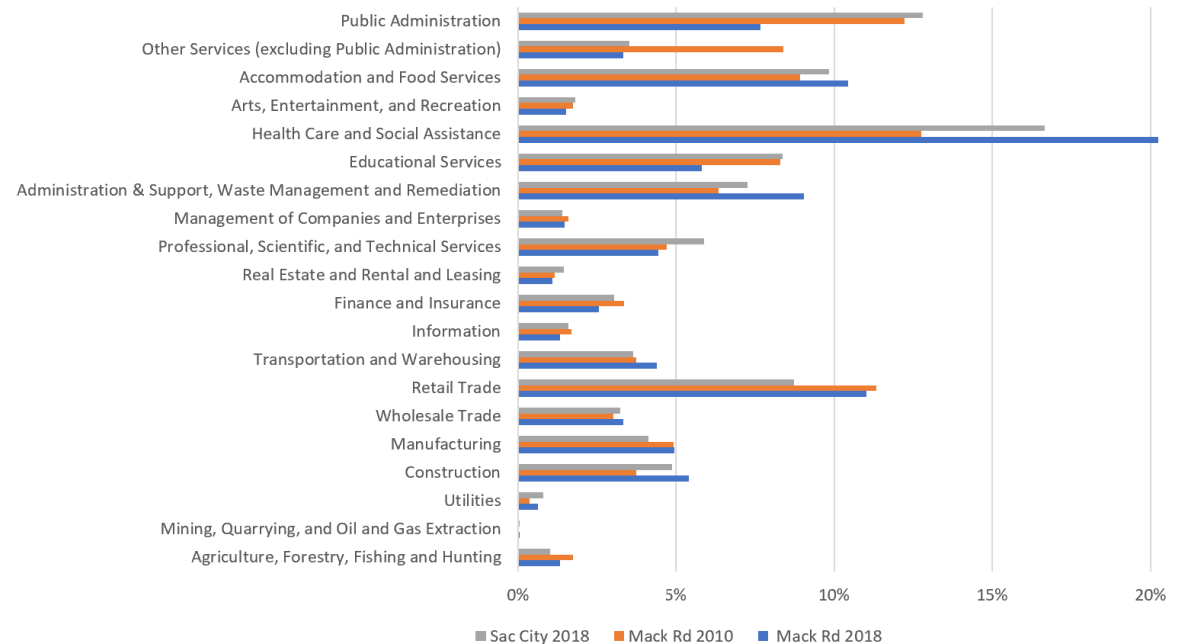
Important Note: Firm Age is available for All Private Jobs only.

Workforce in Mack Road

Industry

The industry that employed the most residents in Mack Road in 2018 was health care and social assistance at 20%. The next high-density job is retail trade at 11% and lastly, 10% of residents in Mack Road are a part of accommodation and food services. In comparison to the region of Sacramento, healthcare and social assistance is 4% higher in Mack Road, retail trade is 3% higher in Mack Road, and accommodation and food services are 1% higher in Mack Road.

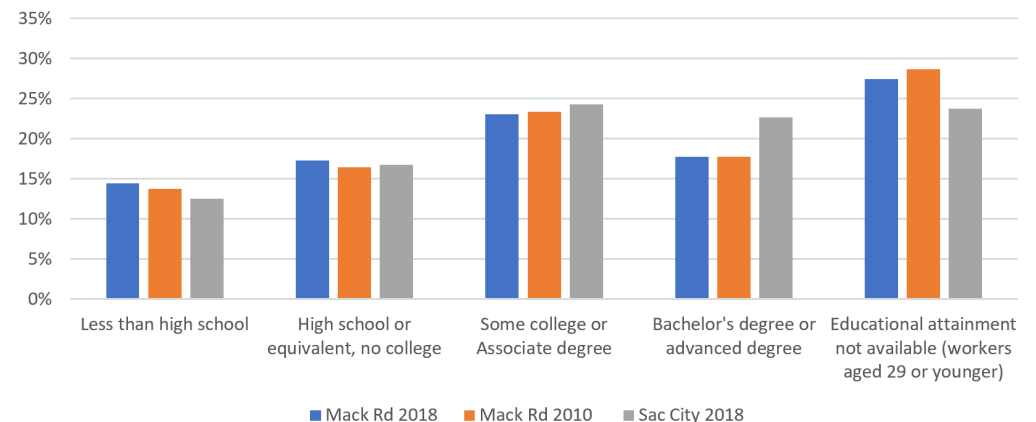
Percent of Employed Residents by Industry Sector of Mack Road in 2010 and 2018
Compared to the City of Sacramento in 2018



Education

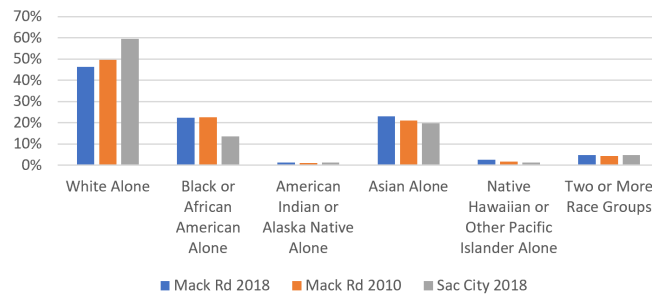
In 2018, 23% of Mack Road residents had some college or an associates degree. 18% of residents in the community have a bachelor's degree, but data is unavailable for 27% of workers 29 or younger. In comparison to the City of Sacramento, 24% of residents have attended some college or received their associates degree, 22% of residents have received their bachelors or advanced degree, and 24% of resident's educational attainment was not available for workers aged 29 or younger.

Educational Attainment in Mack Road in 2010 and 2018
Compared to the City of Sacramento in 2018

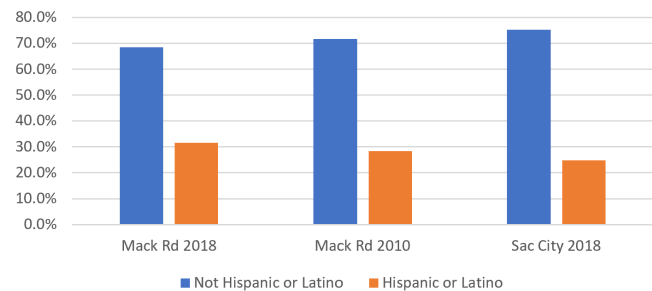


Race/ Ethnicity

Worker's Race in Mack Road in 2010 and 2018 Compared to the City of Sacramento in 2018



Worker's Ethnicity in Mack Road from 2010 and 2018 Compared to the City of Sacramento in 2018

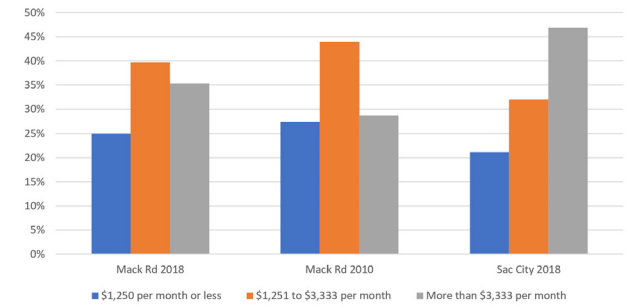


In terms of race, 46% of workers in Mack Road in 2018 are White with 23% of residents being Asian American. Lastly, African Americans make up 22% of the workers race in Mack Road. White and Asian residents have increased their workforce since 2010. However, in terms of ethnicity, 31% of residents are Hispanic and this has increased from 2010. Compared to the Sacramento region, 59% of workers are White, 13% of workers are Black, 19% of workers are Asian, and 25% of workers are Hispanic or Latino.

Earnings

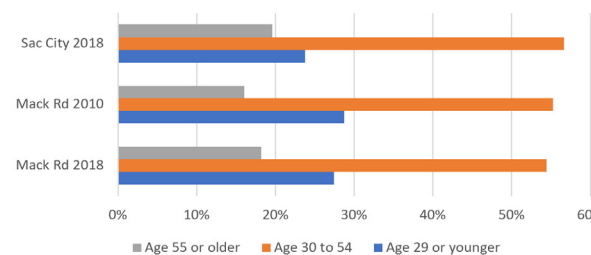
In the community of Mack Road in 2018, 25% of employed residents' income is \$1,250 a month or less and 40% of employed resident's income is between \$1,251- \$3,333 per month. Lastly, 35% of employed residents make more than \$3,333 per month. In comparison to the Sacramento region, 21% of workers make \$1,250 or less per month, 32% of workers make between \$1,251- \$3,333 per month, and 47% of employed residents make more than \$3,333 per month.

Earnings of Employed Residents in Mack Road in 2010 and 2018 Compared to the City of Sacramento in 2018



Age

Worker's Age in Mack Road in 2010 and 2018 Compared to the City of Sacramento in 2018



54% of employed residents in Mack Road are aged from 30- 54. This is very close to the most common age of employed residents in the greater Sacramento region at 57%.

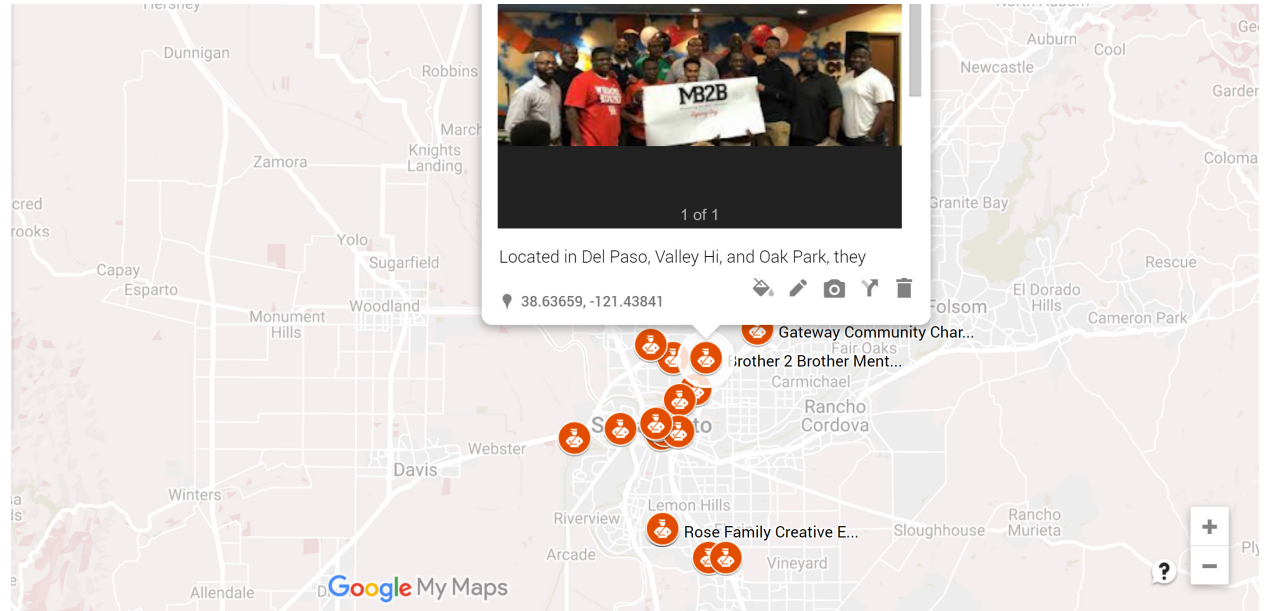
Safety in Mack Road

Safety is one of the many concerns Mack Road faces and combats. Mack Road was once the most crime-filled corner in Sacramento but is currently being transformed into safe spaces for families to gather. In their business district, the Mack Road Partnership provides 24/7 private security patrol through American Shield in order to keep businesses secure while owners are away from their businesses. The Mack Road Partnership also provides a full-time homeless navigator in the business district through the partnership with the County of Sacramento and Sacramento Steps Forward. Some of the services the homeless navigator provides are client identification and needs assessment, procurement of necessary government identification, connecting clients with physical and mental health resources, and initiating necessary steps to connect clients with both emergency shelter and permanent supportive housing.

Mack Road also has some programs that combat violence and a safe space for families to gather such as the Sacramento Summer Night Lights is a violence reduction program that runs for 14 weeks during the summer months. Families gather Thursday to Saturday nights during the summer to enjoy free food, sports, live music, and activities. Since their establishment in 2014,

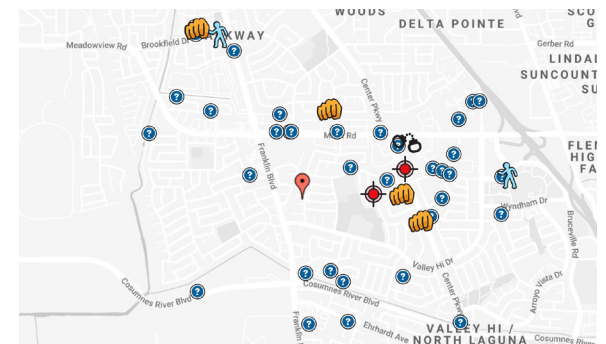
“We need to bring the community together to talk about what the solution to violence can be.”

Health Education Council Focus Group Member



Above: <https://www.google.com/maps/d/u/0/edit?mid=1MBIBw3VjjVM0mUh6LsifwvF9KcxVjwPg&ll=38.73979830011254%2C-121.73782248035118&z=10>

the program has seen tremendous success fostering community growth and trust, reducing violence, providing job readiness training, creating 128 jobs, 27,000 free meals to more than 40,000 participants, and the business community has seen a lower crime rate since the establishment of the program. Their newly renovated community center has also helped reduce crime in the area by allowing students and their families to come to the center for free tutoring and activities such as soccer, dance, and chess without the worry of violence.



Above: Mack Road/ North Valley Hi
[Crimespot.com](https://www.crimespot.com) Crime Map 5/25/21

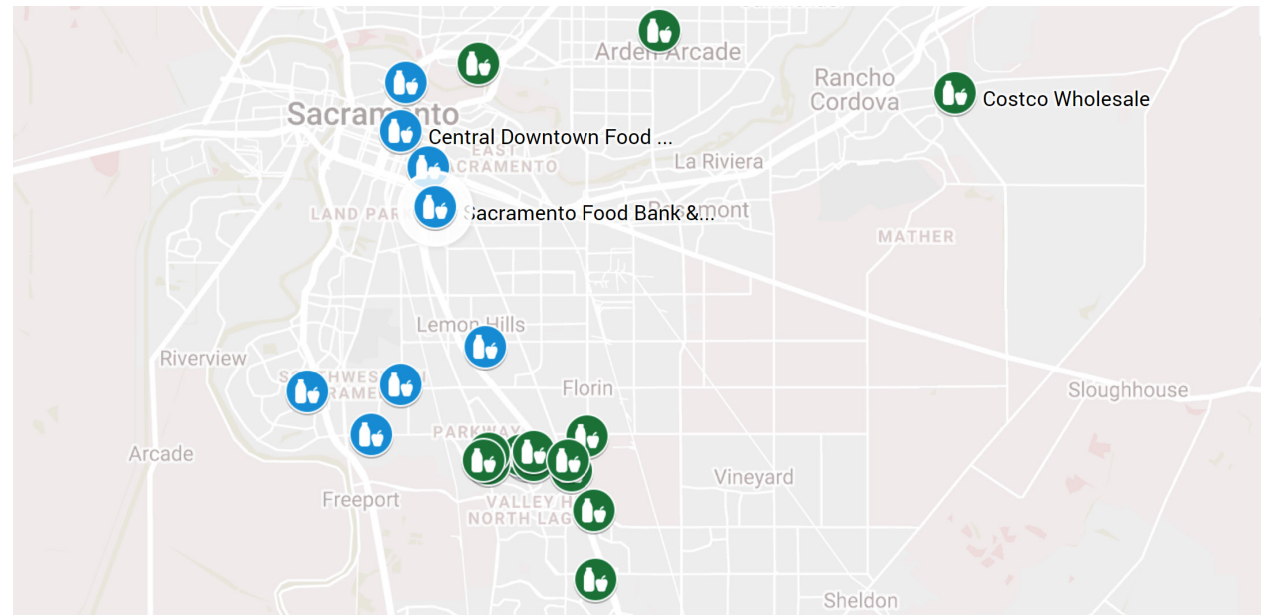
Food Security in Mack Road

Mack Road's economic status is currently disadvantaged compared to the Sacramento region. The financial implications Mack Road faces creates a food insecurity among families. To combat food insecurity in Mack Road, many programs have been established to help families and individuals in need of food. For example, the City of Sacramento Food Bank and Family Services partners with the Rose Family Empowerment Center to provide an average of 250 monthly grocery distributions for the Mack Road community. Another program Mack Road has established to combat food insecurity is through the REIMAGINE Mack Road Foundation at Mack Road's community center. The program known as the Summer Feed Program provides children below 18 to receive nutritious meals Monday to Friday during the summer months. Through this program, the community has been able to feed almost 1,400 students each summer.

Another program Mack Road has established to combat food insecurity and provide nutritious meals is through their farmer's market. The Valley Mack Farmers Market established in 2018 through the REIMAGINE foundation has successfully increased access to healthy food, produce consumption, and helped families with CalFresh and WIC through their match program.

"My whole life I've had to skip meals. I cherish everything I get."

Health Education Council Focus Group Member



Above: <https://www.google.com/maps/d/u/0/edit?mid=1MBIBw3VjjVM0mUh6LsflwvF9KcxVjwPg&ll=38.73979830011254%2C-121.73782248035118&z=10>

The farmers market accepts WIC, SNAP, and CalFresh and matches up to \$20 for EBT users, allowing families to make extra money. Mack Road also has some grocery stores that provide low prices on their groceries and household items for impoverished families such as FOOD 4 Less, Grocery Outlet, Family Dollar, FoodMaxx, and Save Mart.

Mack Road's community is made up of mostly African Americans, Hispanics, and Asians. Many of the residents continue to keep

in touch and pass down their cultures to their families and one of them is through food. In addition to low prices, high quality grocery stores Mack Road has many grocery stores that cater to a specific race and ethnicity such as Soni's Supermarket specializes in Indian and Fijian groceries, Carniceria mi Mercadito specializes in Hispanic groceries, and Seafood City specializes in Filipino groceries.

MACK ROAD 2021

Recommendations



NOW



Convert empty lots into
Community Gardens

Begin programming for
Boys and Girls Club



Implement
Mobile Food Bank



Fully Implement
Boys and Girls Club



Lay groundwork for a
Food Cooperative



Open Brick and Mortar
Food Cooperative

2 Years

10 Years



Community Gardens From Vacant Lots

Food insecurity and safety are one of the concerns Mack Road faces and combat to make sure their residents are safe. Mack Road has established many programs to combat food insecurity and to give their residents a safe space to hang out in their community such as Saturday Night Lights and Summer Feed Program. In addition to the programs the community members of Mack Road have established, another solution to combat food insecurity and have a safe space for families is to create a community garden. Currently Mack Road does not have a community garden for their community members and creating one will foster more trust between members.

In order to open a community garden for Mack Road, land is needed so that residents can plant whatever fruits and vegetables they would like to grow. One idea to acquire land for the community garden is to turn vacant lots Mack Road has into the garden. The vacant lot would then be able to be built upon such as the grocery co-op and the Boys and Girls Club can be built on the land keeping our program and resources near each other. Residents of all ages at Mack Road are welcome to volunteer at the community garden to help with the construction of it or with harvesting plants. Another idea to acquire land for the community garden is to partner with the REIMAGINE Mack Road Foundation and add on to their expansion of the community center since many families and students gather there. The community center continues to expand to provide more activities and fun opportunities for their community residents and the establishment of the community garden can help foster more trust and community growth.

Once land has been acquired and planting has been completed for the community garden, volunteers of the community garden can sell any of the plant products at Mack's Road farmer's market. Mack Road has a farmer's market that accepts the use of EBT, WIC, and SNAP and the farmer's market matches each EBT up to \$20 so that means more money for the EBT users.



Top: Map of Mack Road Vacant Lots
Middle: Lot for Sale in Mack Road
Bottom: Vacant lot in Mack Road

Families shopping at the farmer's market and families who use EBT, WIC, and SNAP are able to enjoy fresh products from the community garden creating more access to fresh and nutritious food. The money received from the products sold at the farmer's market will then be used to continue to find for the community garden and for any expenses that the garden and the members need for their garden such as more gardening tools, a variety of seeds, soil, and more planter boxes.

Benefits

The community garden benefits a variety of people at Mack Road. As a safe space the community garden allows students to have a sense of community and ownership at the community garden. Students are working with other people in their community and growing and maintaining plants on their own. Families and volunteers can gather together without the fear of violence and get to know their community as they work together to work on their community garden. As a solution to combat food insecurity, the community garden allows impoverished families to have more access to fresh and nutritious food and produce without the worry of spending too much money on fresh produce at their local grocery store.

Why?

Mack Road has established many programs that are currently reducing violence and increasing access to nutritious food, but that does not mean more programs are not welcomed to continue to help with food insecurity and safety of Mack Road. Mack Road's poverty rate has decreased from 34.83% between 2010 to 2014 to 21.80% between 2015 to 2019 and continues to decrease. However, the decrease in their poverty rate means we should continue to work on decreasing the rate and the gap between Mack Road and the City of Sacramento. Currently 2 out of every 5 households at Mack Road are living paycheck to paycheck forcing families to budget

and save costs in areas such as food. The establishment of the community garden allows impoverished families to have more access to fresh produce they are not able to get at their local grocery stores and more importantly families that use EBT are able to receive more money back at the farmer's market because of the match program the farmer market currently has.

The establishment of the community garden also provides another safe space for families to gather and foster community growth and trust. Mack Road was once a crime-filled community in the City of Sacramento and is currently being transformed into a safe space for families to hang out and not fear the violence that surrounds the community. Mack Road currently has a program, Saturday Night Lights, that reduces violence and creates a safe space for families but the program only operates in the summer. The community garden can operate all year long and allow families to gather and maintain their safety space. The community garden also provides another recreational activity students can participate in and allows them to have a sense of ownership because students will learn how to maintain the garden. The community center at Mack Road continues to expand creating more opportunities for the residents and the community garden is another possible opportunity for the community. Teaching students about ownership creates a sense of pride because the students are able to have something that they can own, have responsibility, and have an impact on their community.

Boys and Girls Club

HEC could begin planning a Boys and Girls Club through existing and easy-to-implement activities with youth in order to attract attention for an expanded community center. With partnerships with the HEC and other grant funded programs, the construction for a Boys and Girls Club can begin; the type of development strategy this project would be is locality. The building will be divided into four sections; the front half of the building will contain a basketball court and the next 3 sections will be 1/3 of the size of the main basketball court section. The first of the three rooms will contain 4 ping-pong tables, board games, and some tables/ chairs to play board games or cards on, along with a gender-neutral restroom. The next room will contain 2-3 half size pool tables along with two TV monitors and two Wii gaming consoles so kids can play video games but still be active as well, this room will also have a gender-neutral restroom. The last room will be a dedicated study room so there will be 6-8 tables, a full kitchen, and a storage room, along with another gender-neutral bathroom. At the back of all three rooms will be a door that leads to the outdoor field area and swimming pool that is also a part of the Boys and Girls Club. In the outdoor field area, it will be an enclosed field type structure so that kids and teens will be able to play outdoor sports like soccer, flag football, and baseball as well. Kids and teens can also just go out there to hang out with their peers or play other unorganized games if they do not want to engage in organized play. The kids and teens can also go swimming when the temperature rises in the spring and summer. The Boys and Girls Club can open at 1pm and close 7pm or 8pm to help parents who work later into the day. While being a part of the of Boys and Girls Club, kids and teenagers will be eligible to participate in the local sport league (for basketball, soccer, and flag-football) that the center will create; parents will have to pay an additional \$15-\$20 dollars for their child to be apart of the team to help pay for jerseys and referees. Also, there can be a ping-pong and pool tournament that kids or teenagers would have to pay \$10 to enter and the money will go towards getting a prize for the winner of the competition.

Having the local sports leagues and tournaments will help the community feel more connected while getting to know one another while also having a fun competition that kids and teenagers can participate in and their families can watch. This is great for community bonding and continuity.

How the HEC and other grant funded programs can acquire enough money to build the structure is through the use of government bonds so they have the ability to buy the land and build the structure for the Boys and Girls Club. HEC will apply for these bonds and once they are granted the bonds, they will have 30 years to pay them back to the government. Once the bonds are paid back, the building will be donated to the city, and it will be completely paid off. The way that HEC can pay back the bonds is by holding fundraiser campaigns and charging each parent \$30 dollars a month or \$360 a year to help pay for expenses of the building and bills that would need to be paid for like PG&E and WIFI. If parents do not have enough money to pay for their child or children to be a part of the Boys and Girls Club, there can be financial aid programs in place to help parents who are in need of financial services. An example of a type of fundraiser campaign can be a beautifying the community effort initiative which will help the keep the community upkeep. Money for the materials, items, and food for the Boys and Girls Club will come from grants and donations from the local food cooperative and the community garden.

The Boys and Girls Club can hire a few paid workers who take care of the operations and funding for the center. However, the majority of workers at the Boys and Girls Club can be volunteers and can use the volunteer hours they acquire to put it in a college application or to strengthen their resume for a job application in the future. Colleges are looking for students to have ample amount of volunteer hours, and jobs like seeing their applicants have a lot of volunteer hours, especially when they are giving back to their community. Strengths of this project is that it is very community oriented, and it can help the community feel more connected to one another while negating some of the violence that occurs in the community. Limitations of this project can be that it is a stagnant structure and could be difficult for some community members to get to, but hopefully, public transit will be able to make stops in front of the Boys and Girls Club so it can be more accessible for residents.

Benefits

The ones who will benefit the most from this program are the residents with children in Mack Road. Kids will benefit from this program because it lets them be more active rather than sitting and playing video games or being on their phone for hours. This program will benefit teenagers because it gets them off the streets and allows them to hang out with their peers in a safe and lightly controlled environment. Teenagers can have something to look forward to which can have a positive impact on their life; they will also be able to volunteer with younger kids and use the volunteering hours for a college application or for their job resume as well. The parents benefit from this program because it keeps their kids safe and gives them some peace of mind to know that their child is not running the streets. This is a program that parents can really invest in because if they work later into the day, they know their child is safe and protected at the Boys and Girls Club. The program is beneficial to the community because it can help negate the violence that happens in their community, especially with gang violence, because more kids and teens will be at the Boys and Girls Club either studying or doing extracurricular activities.

Why?

What led us to this recommendation of the Boys and Girls Club mainly came from the HEC focus group and hearing the wants and needs of the community members. Hearing how frightened the mother of two young boys was due to the amount of violence in the streets and worrying about her children being killed by gang violence or just violence in general, really led us to create this project proposal. Other community members within the HEC focus group expressed their concerns for the high amount of violence that is in their community because teenagers and young adults “do not have anything better to do” is very concerning and is an issue that needs to be addressed. Ensuring that kids, teenagers, and young adults are productive and giving them a sense of purpose should negate some of the violence that occurs within the community of Mack Road. Not all the residents of

Mack Road are violent, so this program helps create a safer community for residents who do not engage in violent/ criminal activities while reducing the number of kids and teenagers who want to grow up and live that lifestyle. This program will keep more residents of Mack Road safe and creates a more sustainable community as well.



Above: Little League at a Boys and Girls Club

Mobile Food Bank

In coordination with the Health Education Council's (HEC) existing partnership with Sacramento Food Bank and Family Services, this initiative proposes a mobile approach to food distribution within the Mack Road Community. Using delivery methods such as food trucks, refrigerated food transport trucks, ice-cream vans, used mail delivery trucks, or even bicycle food carts, food could be disseminated to Mack Road residents who are otherwise unable to afford or collect food due to existing circumstances.

This approach would focus on a weekly or bi-weekly distribution. Residents would be able to sign up with their addresses and number of people in that household at the Mack Road Valley Hi Community Center or via the internet. Food would be collected from food distributors or local farmers. Food would then be pre-packaged into standardized boxes in order to maximize efficiency of the food truck. Street routes and times would be planned in conjunction with existing brick-and-mortar food bank distributors such as churches, food banks, and the Mack Road Valley Hi Community Center, in order to avoid an uneven distribution of resources. A food truck with 2 employees or volunteers would then proceed on a given route. This method could lend itself well to suiting a Safety Health Opportunity and Practice (SHOP) program. With more development, this program could include food grown at the community gardens and offer purchasable food from local businesses also.

Using pre-existing models, such as Meals on Wheels, MOMs Meals, or other mobile food pantries such as the Food Bank of Iowa or Feeding America, actionable plans could be adapted or refined to fit Mack Road's needs. This model focuses on a pre-boxed meal approach, however this distribution system could be easily adapted to a pop-up farmers market method also.



Above: Mock-up of Mobile Food Bank

Benefits

The major benefits from having a mobile food distribution system would be that those most at risk from food insecurity such as the youth, elderly, and disabled, who for many reasons may not qualify for existing food delivery programs would still have access to healthy food. The Food Bank of Iowa expands that the benefits include flexibility, convenience and timing, stating, “a small group of volunteers can easily handle a monthly, bimonthly or quarterly distribution, and no permanent space is needed. A mobile pantry can also serve as a great location for other resources like rental assistance or job training” (Food Bank of Iowa, 2019). Engaging youth in this program could provide mentoring opportunities and workforce development.

Why?

Although HEC's efforts regarding programming and food distribution through this community center were praised by the focus group and should continue to be implemented due to their continual successes, there could be an opportunity for a mobile food distribution system to be established to address food insecurity and violence prevention. From information gathered during the HEC focus group held at the Mack Road Valley Hi Community Center on May 24, 2021, we found that issues relating to food insecurity and violence could be addressed through access to transportation. Focus group members mentioned having to walk, bike, or take Ubers costing around \$15 in order to shop at grocery stores. It was also clear that some focus group members fear experiencing violence while traveling to or shopping at grocery stores that potentially could be in rival gang territories or otherwise dangerous for Mack Road residents. One focus group member stated that when he went to the grocery store he felt like he was "always looking over [his] shoulder" and that the "only place [he could] go was the [Mack Road Valley Hi] Community Center" (focus group interview, 2021). One participant noted how high gas prices were, how difficult it is to access food if her car breaks down, and how the summer heat can make the journey to the nearest food outlet or food bank very difficult when also taking care of her children.

All of these real-life situations are compounded by the demographic and economic conditions in Mack Road. Between 2015-2019: 29.2% of Mack Road's population was under the age of 18, 12.1% were over the age of 65 (American Community Survey, 2015), and in 2010 12.7% were listed as having 1 or more disability (U.S. Census, 2010). When these statistics take into account that 21.8% of Mack Road residents lived in poverty between 2015-2019 (American Community Survey, 2015), we hope that many less able-bodied people would benefit from a program that offers an alternative to carrying heavy bags long distances or paying for gas or Ubers.



Top and Bottom: Mock-up of how the Mobile Food Bank could work

Grocery Cooperative

As a possible solution to food insecurity within the Mack Road community, we suggest that members of the community take an active interest in establishing a cooperative grocery store to meet the needs of local residents. As community liaisons voice their concerns for Mack Road's lack of access to grocery stores with nutrient-enriched foods along with fresh fruits and vegetables, it would be ideal for residents to start up their own food retail business while catering to the needs of the community. A co-op grocery store would not only give residents access to local groceries, but it would also expand employment opportunities for those living within the neighborhood while contributing to the community's overall economic development. Although starting and sustaining a grocery cooperative store would be tedious and time-consuming, the right leadership and active member participation would help to alleviate issues of food insecurity within the community.

There is a wide range of programs dedicated to eradicating food insecurity within Sacramento County including but not limited to the "Sacramento Food Bank & Family Services, River City Food Bank, Sacramento Hunger Coalition," etc. These programs aim to reduce hunger and malnutrition within Sacramento County but often miss numerous families who are unaware or don't have access to these food outlets. Families within Mack Road are disproportionately affected by the lack of accessibility to these food banks, causing these food deserts within this marginalized community to worsen. Establishing a cooperative grocery store will not only offer access to fresh foods and groceries, but it will also offer employment unlike other programs in efforts to combat food insecurity issues.

Knowing that food cooperatives are usually consumer cooperatives, where the decisions regarding the production and distribution of its food are decided by its members, it is essential to designate determined and reliable residents to set the foundation for this plan. The first step to establishing a



Above: Mock-up of Grocery Cooperative interior

productive co-op grocery store would be to research and gather information regarding the statistics of the neighborhood's demographics and other essential factors that would go into owning a well-functioning business. This can include anything from local resources, regulatory information, location spacing, utilities, regulatory codes, etc. Before rushing into anything, it is essential that co-op owners take their time to truly understand the needs of the community so they can learn how to serve them properly while ensuring that the logistical needs are taken care of as well. Secondly, an organizational and creative meeting needs to occur amongst those who are interested in part ownership of the co-op. A community informational meeting will not only give residents a chance to share their input, but it will also give investors an opportunity to hear from co-op professionals to decide if they wish to proceed with the idea and further evaluate if the mission aligns with the prospective progression of the community.

Next would involve gaining an active and perceptive look into the community to survey residents to see if they are open to membership in the newly built cooperative, along with analyzing similar projects in other marginalized communities. Looking at the success rates of similar community economic

projects will help investors gain insight on what to expect, although the success or failure of another co-op is not the defining factor of success of the potential Co-op in Mack Road. With the help from local officials and other entrepreneurial resources, Co-op investors should have a thorough analysis of “market capacity, internal capacity, financial needs and options, and feasibility of design and project specifics” (Ignaczak, 2013). After gaining the needed information to confirm the projected success of the business, there needs to be a formal meeting held for potential members to vote upon to “incorporate.” If the vote has passed, the incorporation documents will be prepared and voted upon so that they can be submitted to the respective “government agency” so an official board of directors and other operative positions can be filled.

One of the hardest steps will be reaching out to the community and developing a strong membership structure that will uphold the productivity of the Co-op. Given that many people within the Mack Road community lack education in regards to community economic development plans, it is essential that Co-op representatives educate residents on the benefits of having a grocery retail Co-op within their community along with the benefits of obtaining membership. The board of directors must set goals for the number of members the Co-op wants to have within a certain period of time, along with the tracking of equity and loans needed to stay in reach with the Co-op’s financial goals.

There also needs to be a concrete business plan arranged for the cooperative to follow in all aspects, including operational procedures, employees, management structure, products, “customer capitalization, projections for revenue and costs” (Ignaczak, 2013). Through this, investors can decide whether employees will be volunteer-based, paid workers, or a combination of both. Many successful cooperatives have calculated that having a mix of both volunteer and paid workers helps to shift the overall work environment into a more community-oriented workspace. Owners would also have to determine the wages, working conditions, and worker demographics when hiring for the community cooperative grocery store. To give Mack Road residents a greater chance of gaining employment, members may choose to limit employment opportunities to those that live within a specific vicinity of

the store or enact a rule that states that 80% of the employees have to be residents of the community.

One of the most essential steps to establishing a flourishing grocery cooperative would be to secure financing. This could be done through the co-op’s members via investments or loans and also through other avenues of financial assistance. This can range from government funding, “grants, commercial loans, private investments, and vendor financing” (Ignaczak, 2013). Organizations such as the “Food Co-op Initiative” (FCI) awards 16 grants annually worth up to \$100,000 to food retail co-op startups in urban communities. There are numerous financial outlets that are willing to financially support rural communities with aims to promote healthier lifestyles, but it is up to co-op owners to seek financial assistance and potential community endorsements. It is also important that Co-op owners also inquire about tax incentives that can be acquired through “government incentives and financing packages” (Ignaczak, 2013). Once the financial implications have been sorted out, owners should be ready to begin operations with the newly acquired materials needed to sustain a grocery store including accounts with vendors, equipment, employees, etc.

Lastly, the doors would be made open to the public so that the community can get an inside look at the fully operational grocery store. This sets an incentive for those within the community to acquire membership while giving the Mack Road an alternative to non-nutrient enriched foods within the surrounding areas. With a glimpse of hope for the future, Mack Road representatives hope to set the precedent for other urban communities who hope to better their communities through food and lifestyle changes.

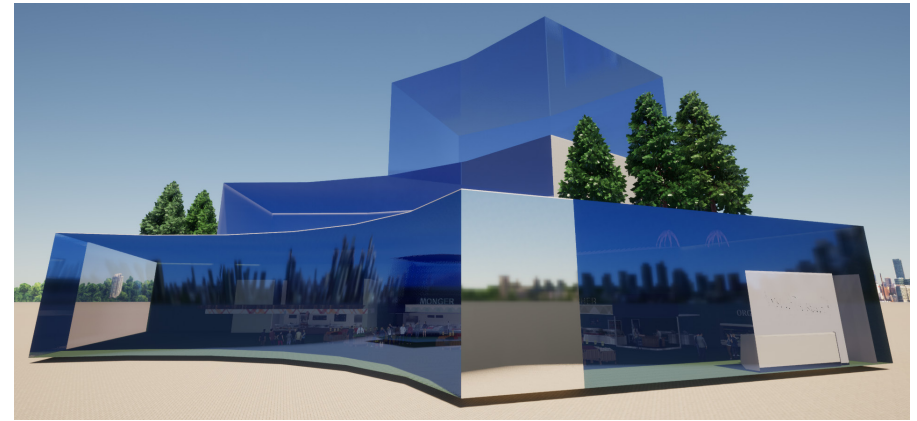
Recommendations

In order for any business to remain successful, it is imperative that there is active participation and interaction between Co-op owners and members of the community. Member engagement in community-based programs and initiatives will be the sole determining factor in the success and

sustainability of this grocery store. Local leaders can create new and innovative ways for community members to be involved with the Co-op by offering incentives for volunteers. For example, volunteers can have first access to products in the store before store hours so that they can shop in a quiet environment. Co-op owners can also partner with local schools to offer incentives for children that actively participate in the store's initiatives to eliminate food insecurity. This can range from delivering groceries to the elderly and disabled or earning community service credit for qualifying schools. By advocating at gathering places such as parks, schools, churches, city council meetings, coffee shops, Towne centers, etc. cooperative owners should be able to encourage residents to join their initiatives to create a healthier community. Reaching out to the community is ideal for any community project aiming to service its residents, but it would be remiss to not include the limitations of this plan. Residents in marginalized communities are often reluctant to participate in business and program initiatives that they are not aware of. Fear of being taken advantage of is a common misconception that prevents many residents from participating in new community projects. It is also difficult to ensure that everyone in the community is made aware of the Co-op grocery store and has access to obtaining membership and has access to the storefront. Residents of the Mack Road's community biggest concern in relation to food insecurity is access to stores within close proximity that allow them to buy fresh foods at affordable costs. Knowing this, it should be a priority for Co-op owners to ensure that everyone knows about the grocery store and is able to access membership.

Benefits

By adopting a food cooperative within the Mack Road community, everyone can benefit from it. Despite age, race, gender, disability, socioeconomic status, etc. all residents will have newfound access to a grocery store that allows them to purchase food at low rates, within minutes of their home. Unlike other programs, a grocery co-op allows everyone to access this facility similarly to any other grocery store. Co-op grocery stores are special because members of the community delegate the ins and outs of the stor



Above: Mock-up of Grocery Cooperative

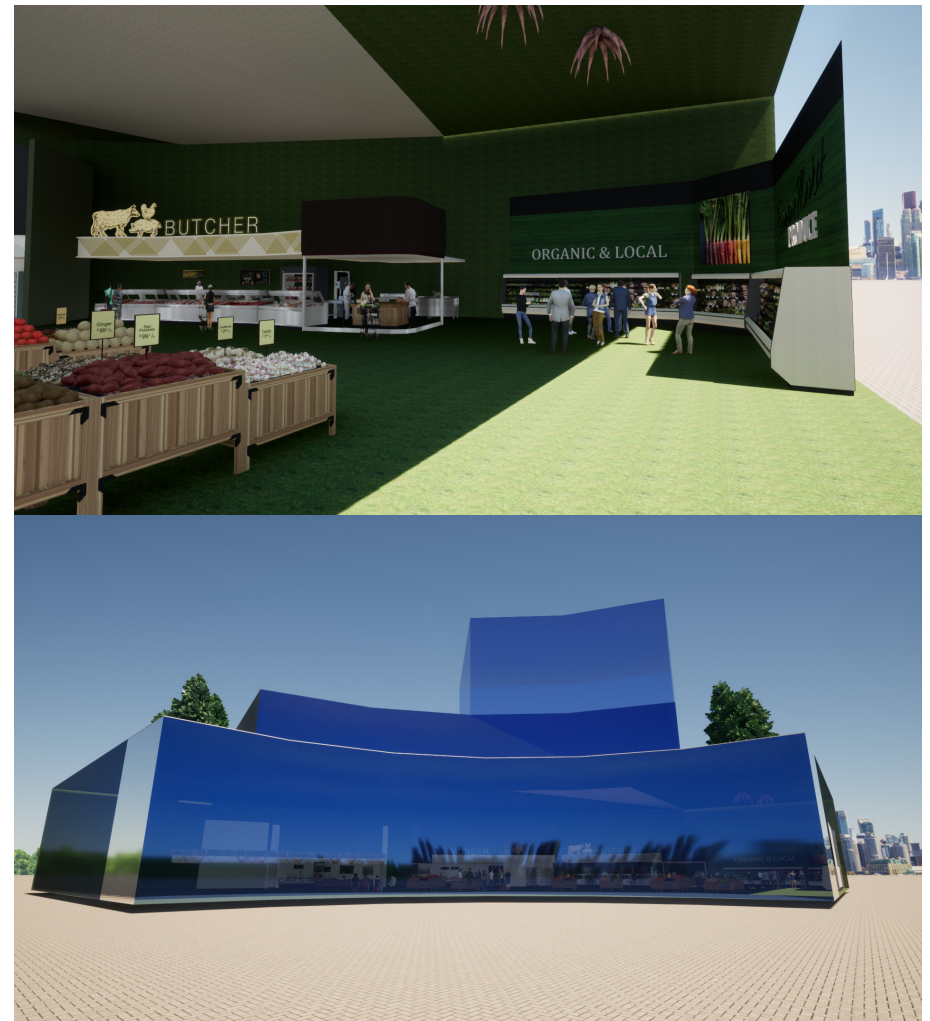
with the needs of the community in mind, conversely to major corporations that value monetary gain over community sustainability.

The overall benefits of establishing a food cooperative outweigh the limitations. The establishment of a productive and lucrative grocery store will display health, environmental, social, and economic benefits. With an increase in access to affordable nutritious food, historically marginalized communities can continue to spread awareness for a healthy diet. A grocery cooperative will also encourage those within the community to take an active interest in the welfare of Mack Road residents and the future sustainability of the health and overall quality of life for its residents. With the implementation of selling foods from a community garden, the supply of organic produce from local vendors can eliminate the import of processed foods into the neighborhood. A local grocery store can also eliminate large amounts of pollution by allowing residents to travel by foot or bike to the grocery store, instead of relying on motorized vehicles to access storefronts. Cooperatives also tend to offer food in less packaging, allowing the Mack Road community to generate less waste and increase efforts to recycle.

Food cooperatives will also encourage a more united community-based shopping experience that allows residents to connect with their neighbors

along with having an active voice in their shopping experience. Residents would be presented the opportunity to make new friends and also build upon these newfound relationships to initiate other community-based activities that advocate for change. Community members are now provided a more sociable place to shop, further strengthening the relationship between the grocery store and its customers. Economically, grocery cooperatives help to “support local producers” by providing an outlet for their goods along with allowing money to circulate in the community’s economy. While grocery stores have proven to be lucrative assets within local economies, a grocery Co-op also offers residents the opportunity to gain more volunteer and work experience. Residents are able to own and regulate their own businesses while submitting to the needs of the community without fear of major corporations taking advantage of residents by overpricing and barring employment from locals.

Through the close analysis of course teachings and readings, it has been made clear that cooperatives have the potential to provide sustainable, scalable, community economic development (CED) through slow market gains and equitable access to resources; however initial investment, lack of leadership education, and financial risk associated with enterprise may prove challenging for a low-income community that plans to convert all of their community’s housing units and businesses into cooperatives. The proposition to insert a grocery co-op into the Mack Road community is inspired by the exciting alternative model of community economic development for what Keith Taylor calls “consensus capitalism” through a “counter economy” (Taylor, lecture, 2021). Experts have voiced that a cooperatives’ effectiveness is based on its ability to form enough a critical mass to financially compete with larger, investor-led, monolithic organizations by following a simple market reality of pooling resources to drive down costs (Taylor, lecture, 2021). With this in mind, it is with the utmost confidence that a grocery store cooperative is built within the Mack Road community to not only combat food insecurity but also gradually build the community to meet the community economic criteria of other flourishing neighborhoods within the greater Sacramento region.



Top: Mock-up of Grocery Cooperative interior
Bottom: Mock-up of Grocery Cooperative exterior

MACK ROAD 2021

Appendix



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Mack Road

Sacramento, CA

Assessing Community Demographic,
Economic and Housing Conditions



CRD 156 A01
Assessment 1

De'Andre Morgan
Yasamin Obaidy
Marrisa Smith
Edward Whelan

Demographic Conditions

De'Andre Morgan



Demographics of Mack Road in Comparison to the City of Sacramento

	Mack		Sacramento
	2010-2014	2015-2019	2015-2019
Total population	18,403	20,042	500,930
<i>% race/ethnicity</i>			
Non-Hispanic Asian	17.9	21.9	18.6
Non-Hispanic black	25.7	21.1	12.7
Non-Hispanic white	12.9	13.8	32.4
Hispanic	36.2	30.7	28.9
<i>% age</i>			
Under 18	31.8	29.2	23.1
65 and older	10.8	12.1	13.1

Source: Decennial Census and American Community Survey

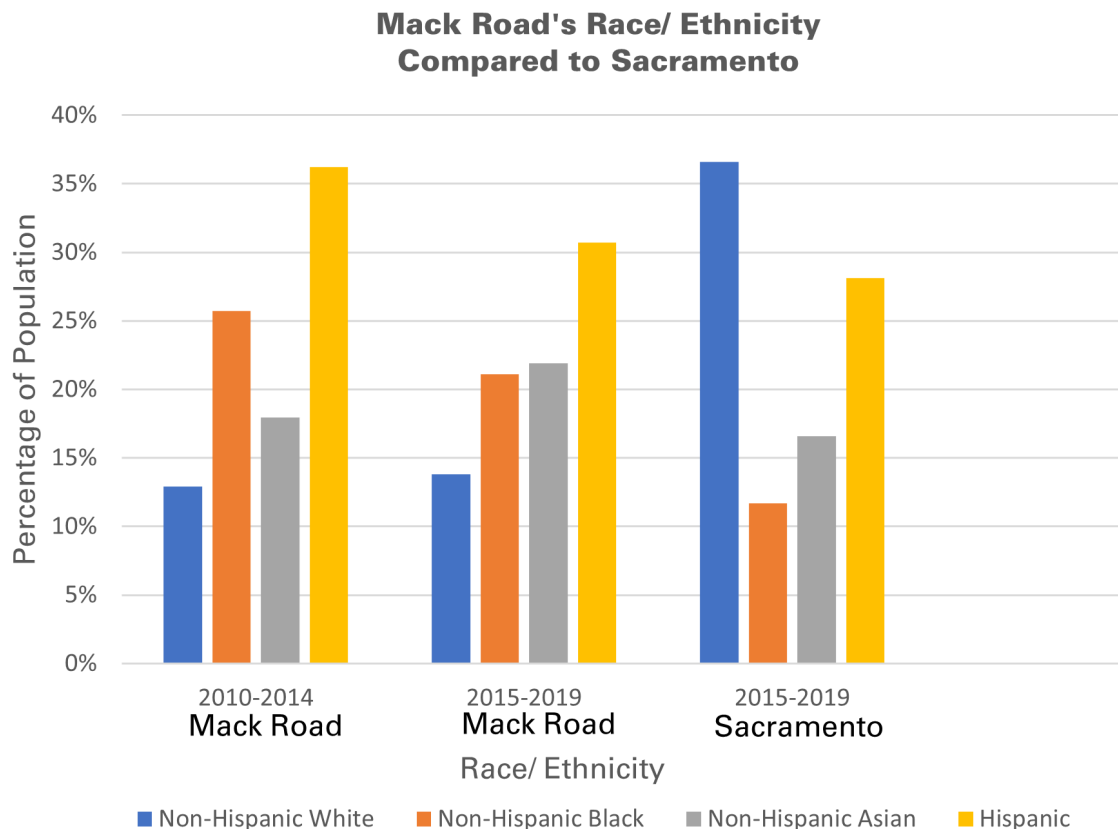
There is a substantial difference in the total population of Mack Road compared to the overall city of Sacramento. In terms of Mack Road, the city has a total population of 20,042 compared to Sacramento's population of 481,157; however, the research shows a huge difference regarding race between Mack Road and Sacramento. In terms of non-Hispanic White people, Mack Road had a population of almost 13% in 2010-2014 and rose to almost 14% in 2015-2019 compared to Sacramento's 36% non-Hispanic White population. Non-Hispanic Black people in Mack Road were at almost 26% in 2010-2014 and decreased in 2015-2019, while Sacramento's non-Hispanic Black population is only 11% throughout the

whole city. From 2010-2014, non-Hispanic Asian people equated almost 18% of Mack Road's population which rose to 22% in 2015-2019 - while the city of Sacramento's non-Hispanic Asian population is 16%. This research shows that Asian people have a higher population density in Mack Road than they do throughout the city of Sacramento. Lastly, Mack Road's Hispanic population decreased from 36% in 2010-2014 to almost 31% from 2015-2019, while the city of Sacramento's overall Hispanic population is 28%.

Moving on to the age composition of Mack Road compared to the overall population of Sacramento, people under 18 in Mack Road from 2010-2015 were almost 32% and decreased to 29% from 2015-2016; Sacramento's under 18 population in 2010-2014 was 22% and decreased to 21% in 2015-2019. This suggests that a high percentage of people under 18 living in Sacramento resides in the Mack Road region. The age composition of 65 and over in Mack Road from 2010-2014 was almost 11% and had a slight increase from 2015-2019 to 12%; Sacramento's population of people 65 and older was 12% from 2010-2014 and also had a slight increase to almost 14% from 2015-2019. This shows that there are slightly more people above the age of 65 living in the other region of Sacramento. Lastly, regarding people with disabilities in Mack Road, from 2015-2019 almost 13% of people had disabilities and in the city of Sacramento, there is about 12% of people living with disabilities, so

there is a high percentage of people living with disabilities in Mack Road compared to the rest of the Sacramento area.

Ultimately, the majority of non-Hispanic White people reside in the regions outside of Mack Road because they were the only race that had a higher percentage of people living outside of the area. Most ethnic minority groups have a high population density in the Mack Road area and the data shows that it has been like this for nearly a decade. Though the percentage of ethnic minorities has decreased, this area still outweighs the overall percentage throughout the city of Sacramento. Non-Hispanic White people have always had lower percentages of people residing in that area, and a higher percentage in the surrounding regions.



Economic Conditions

Yasamin Obaidy



Economic Conditions of Mack Road in Comparison to the City of Sacramento

	Mack Road		Sacramento
	2010-2014	2015-2019	2015-2019
% Population in Poverty	34.8	21.8	16.6
Median Household Income	30,497	44,397	62,335
Total Population of Labor Force	7,498	8,798	253,058
% With At Least A Bachelor's Degree	12.4	12.9	33.1

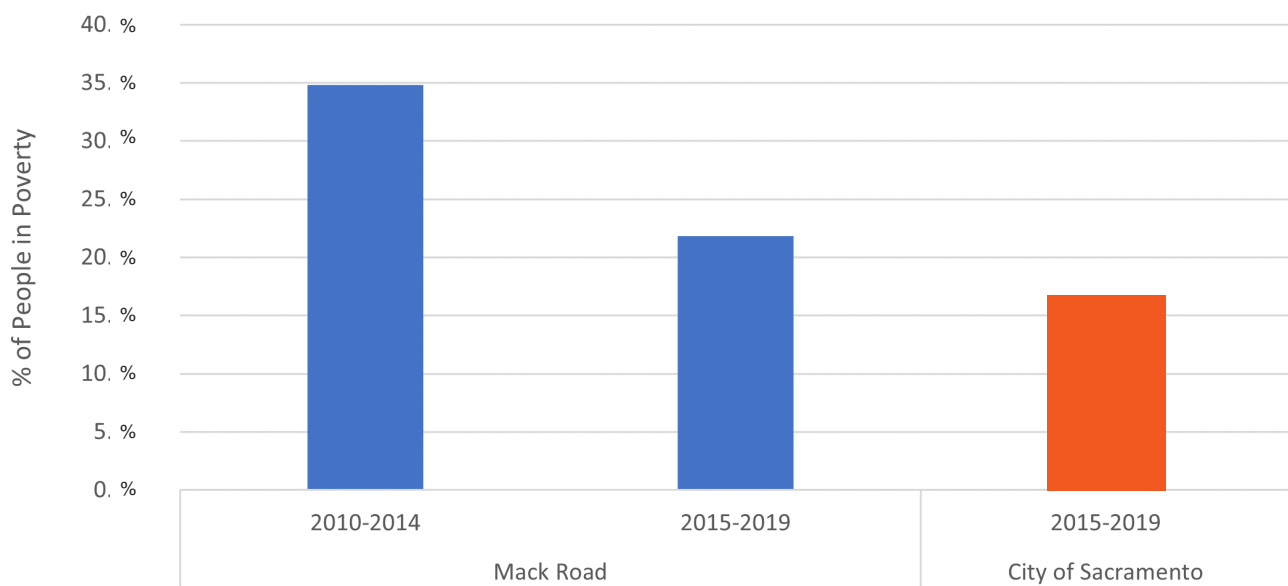
Source: Decennial Census and American Community Survey

Mack Road’s economic conditions have changed over time compared from 2010-2014 to 2015-2019. In 2010-2014, the poverty percentage at Mack Road was 38.83% and in 2015-2019 we see a decrease in their poverty rate at 21.80%. The median household income and the attainment of at least a bachelor’s degree has also increased in 2015-2019. From 2010-2014 the average median income was at \$30,497 and increased in 2015-2019 at \$44,397. In 2010-2014 the average percentage of attaining at least a bachelor’s degree was at 9.25% and increased in 2015-2019 at 9.94%. The total population of Mack Road’s labor force changed from 7,498 in 2010-2014 to 8,798 in 2015-2019. Comparing the

census tracts of Mack Road to each other, the increase of the labor force over the past few years has decreased the average poverty rate and allowed more people to achieve a bachelor’s degree.

Comparing the economic characteristics of Mack Road to the city of Sacramento, we can see a significant difference. For example, Sacramento’s median income is \$62,335 while Mack Road is at \$44,397 as of 2015-2019. Mack Road does have a higher percentage of poverty compared to the city. The average percentage of poverty within Sacramento is also lower compared to Mack Road. The city has an

**Comparing Percentage of Poverty at Mack Road
over Time Against the City of Sacramento**



average percentage of 16.57% and Mack Road's average percentage is 21.80%. The most significant difference between the two is labor force and the attainment of a bachelor's degree. As of 2015-2019, the city's percentage of population with at least a bachelor's degree is at 21.20% while Mack Road's percentage is significantly lower at 9.94%. The labor force of the city is 253,058 meanwhile Mack Road's labor force is 8,798. With the labor force, median income, and the attainment of a college degree increasing and the poverty rate decreasing, Mack Road continues to improve. Within the last ten years Mack Road has advanced, including reimagining and reinventing the community in order to

create more jobs and improve the quality of life. Mack Road has partnered with the city to shelter and provide permanent supportive housing for homeless people in their community. Since the partnership was formed, the poverty rate has decreased. Although against the city of Sacramento, Mack Road's improvements may look like small inefficient increases; in some economic characteristics, the data is actually a hugely significant change for Mack Road and a result of their successful improvement to their community.

Economic Conditions by Race/ Ethnicity

Marrisa Smith



Percentage of People in Poverty in Mack Road by Race/ Ethnicity in Comparison to the City of Sacramento

	Mack Road		Sacramento
	2010-2014	2015-2019	2015-2019
Asian	33.7	15.8	16.8
Black	30.6	22.4	21.3
Hispanic	43.1	29.1	19.4
White	36.8	26.9	14.4

Source: Decennial Census and American Community Survey

Mack Roads' poverty rates have dramatically decreased over the past decade, as each racial group is able to identify the gradual diminishing of high poverty rates. Many may attribute this success to the highly controversial topics of gentrification within the Southern Sacramento area. Previously known as a historical minority community, Mack Road has been recorded as one of the lowest income areas in Sacramento County. Local government and private sectors' goals to reshape the Mack Roads community into a profitable and more appealing area have caused many of the city's natives to be disproportionately displaced. As seen in the data provided, Hispanic poverty rates nearly dropped

by 50% because of the dramatic displacement of minority groups. White people also experienced a dramatic drop of 19%, while Black and Asians both experienced a decrease of an average of 4-10%.

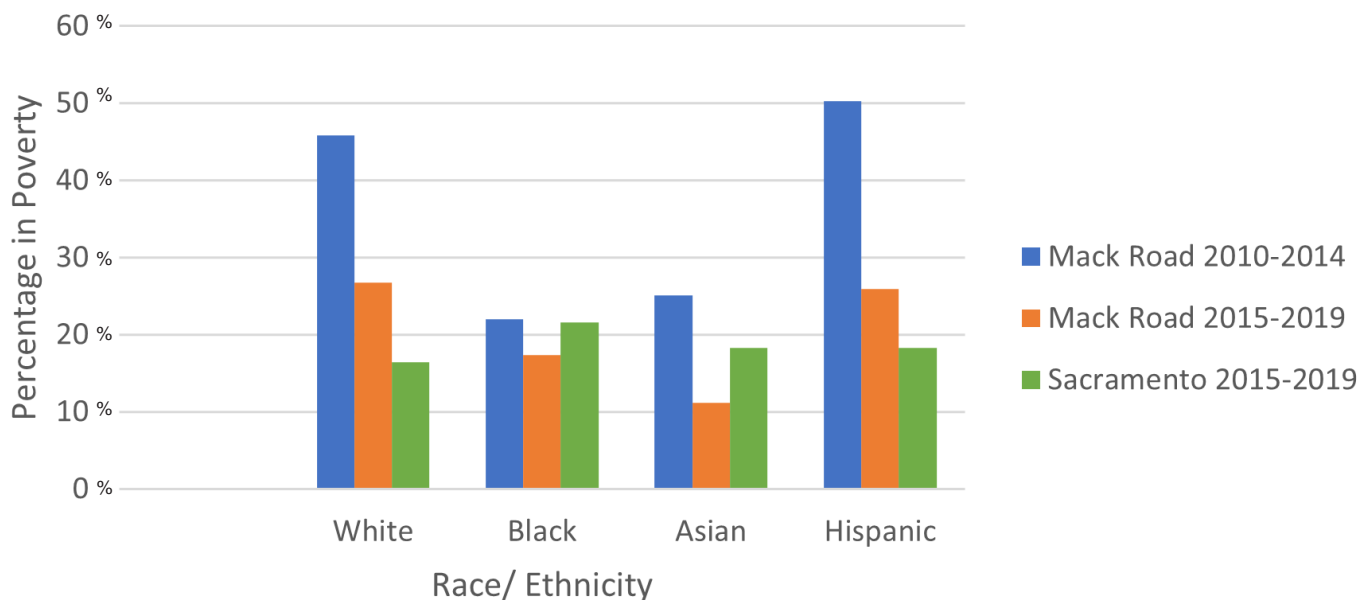
Although the decrease in poverty rates is great for the community and is a testament to its progress, it leaves many to question if the decrease in poverty rate is a direct result of the displacement of Mack Road natives. Often-times, gentrification opens newfound opportunities for renters, homeowners, and real-estate developers to profit from newly built housing that will appeal to higher-income earners, while

directly pushing out those who no longer fit the newly established environment. Mack Road is slowly started to reflect the modern Sacramento city it is a part of. As home to the state's capital, the city of Sacramento offers a plethora of businesses, owned by both public and private sectors. In efforts to continue to modernize and gentrify Sacramento cities into more lucrative environments, Mack Road is one of the many neighborhoods that has experienced a dramatic shift in poverty rates as those of low socioeconomic status are removed to make room for those who are able to contribute to a flourishing and thriving economic community.

As shown in the data, Sacramento poverty rates for each listed racial/ ethnic group is substantially lower for White and Hispanic groups in comparison to Mack Roads, whereas Black and Asian poverty rates are higher in Sacramento between the years 2015- 2019. This

can be seen as a result of the economic development of Mack Road into a more progressive area, as its value starts to increase and become more lucrative than other areas of Sacramento. Natives to these communities are extremely upset that their neighborhoods have suddenly turned into an avenue of monetary gain rather than a place for its people to grow and flourish with the community. The influx of people moving into Mack Road in an effort to refurbish homes to sell them for higher prices does not sit well with many of its residents. Although every community wants its economic value to increase, it should not come at the expense of the displacement of its residents - in this case minority residents are disproportionately affected.

Mack Road's Race/ Ethnicity Poverty Compared to the City of Sacramento



Housing Conditions

Edward Whelan



Housing Conditions of Mack Road in Comparison to the City of Sacramento

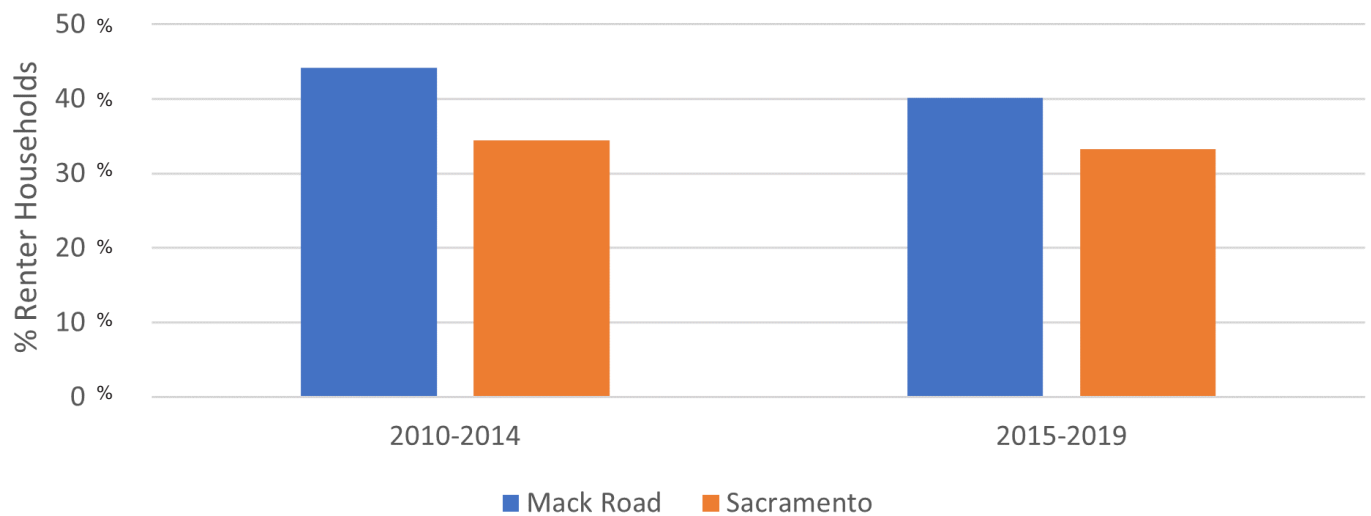
	Mack Road		Sacramento	
	2010-2014	2015-2019	2010-2014	2015-2019
Median Home Value	\$143,933.33	243500	\$237,858.16	\$352,054.08
Median Rent	\$872.67	\$1,157.67	\$1,031.31	\$1,262.05
Estimated % of Cost Burdened Homeowner Households	25.1	21	23.36	20.5
Estimated % of Cost Burdened Renter Households	44.17	40.17	34.42	33.23

Source: Decennial Census and American Community Survey

Although Sacramento has seen property values increase 48% since 2010, Mack Road's property values have increased by 69% from 2010 (\$143,933) to 2019 (\$243,500). This significant increase shows that this historically economically challenged neighborhood is either at risk, or experiencing, inequity and gentrification. Median rent prices have also jumped 33% from \$872.67 to \$1,157.67 in Mack Road, whereas the citywide average has increased 22%. Estimated homeowner household percentage of cost burden's decrease from 25% (2010-2014) to 21% (2015-2019) remains close to Sacramento's averages; however, estimated percentages of cost burdened renters in Mack Road (44% in

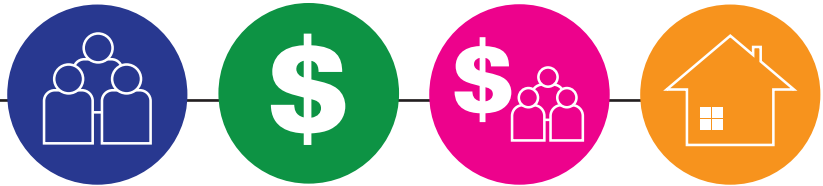
2010-2014 and 40% in 2015-2019) show a much higher level of economic distress than the city-wide average (34% in 2010-2014 and 33% in 2015-2019). Renter cost burden is significant as it suggests that 2 out of 5 households are currently living paycheck to paycheck in Mack Road, in comparison to Sacramento where 1 out of 3 are experiencing cost burden.

A Comparison Between the Estimated % of Cost Burdened Renter Households in Mack Road and Sacramento



Conclusion

De'Andre Morgan
Yasamin Obaidy
Marrisa Smith
Edward Whelan



A weakness of the Mack Road community is that there is a huge racial discrepancy in the region regarding non-Hispanic Whites and other ethnic minority groups while the cost burden of renters in the Mack Road is significantly higher than the overall region of Sacramento. Also, there is a higher amount of poverty in the Mack Road region as well which can significantly impact the regions ability to grow and be sustainable.



One of the strengths of Mack Road is their socioeconomic status continues to improve through their continuation of policy and practice. Mack Road has a PBID that adds more services to the community such as connecting the homeless population to necessary housing services and creating more job opportunities. Their continuation of policy and practice have resulted in their poverty rate to decrease demonstrating their policies are improving the community and Mack Road continues on with their successful policies.



One of the strengths a community economic development plan can tap into regarding Mack Road is its diverse population and its location that has access to numerous landmarks and tourist attractions that people will be drawn to.

This can help to increase the overall appeal of the community while establishing new ways to promote the efficiency, profitability, and productivity of Mack Road. One of the weaknesses of a Community economic plan would be the gradual displacement of Mack Road natives. Unfortunately, gradual gentrification disproportionately affects marginalized groups, causing them to be pushed out as new businesses and residents are highly welcomed to appeal to the community's modernization.

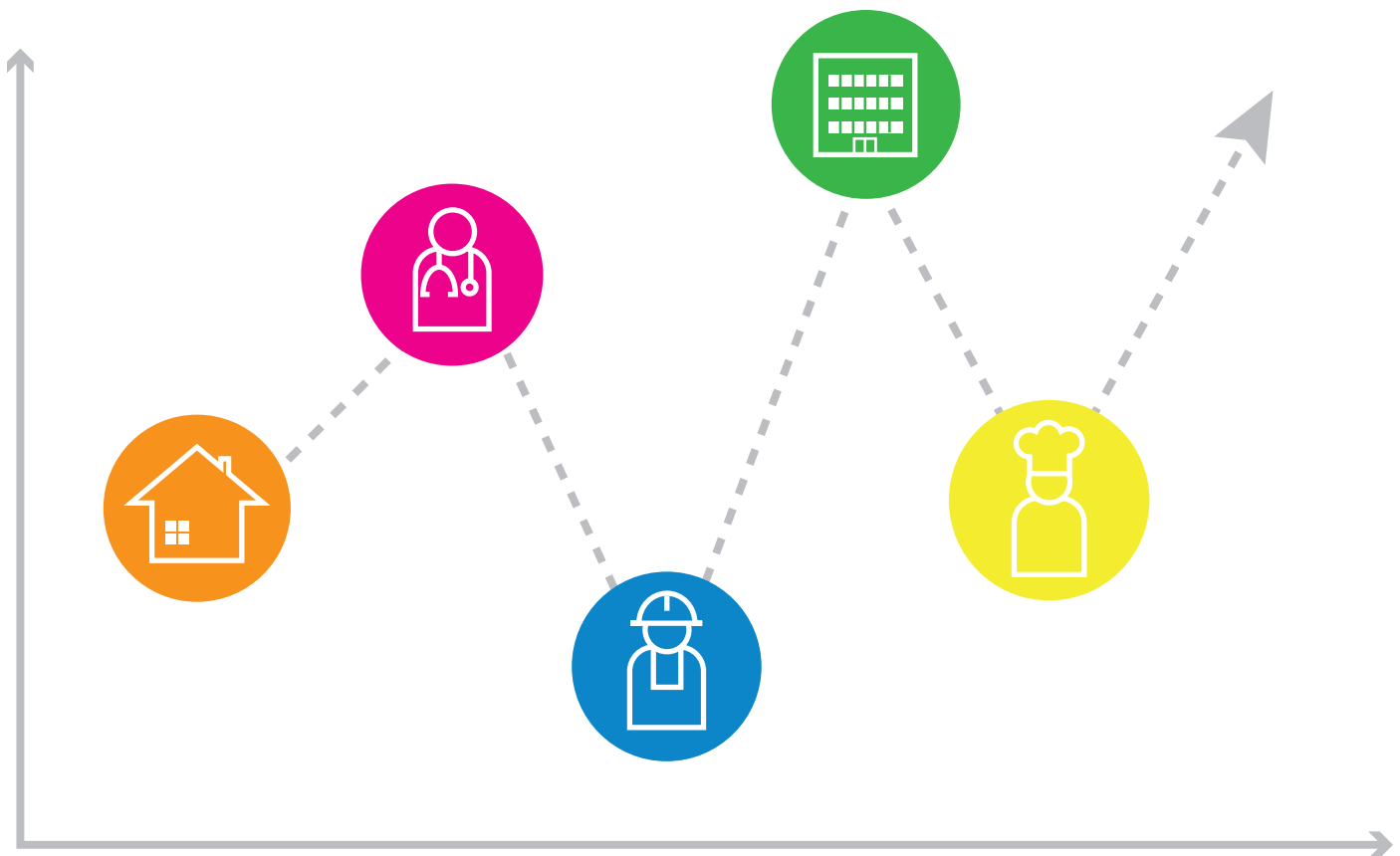


As can be seen from the preceeding data, gentrification is most likely happening already. With shifts in the demographics we are able to assume that new people are moving to Mack Road, and costs of living such as housing have also steadily increased. One of the benefits of increasing house values is it will attract more business investment in the area. One of the weaknesses is housing will become too expensive for current residents to continue to live there. Although the estimated percentage of cost burdened homeowner households and cost burdened renter households have decreased over time in Mack Road, both cost burdens are higher than the city of Sacramento and indicate a need for community economic development measures in order to protect and alleviate the economic pressures experienced by long-term residents.

Mack Road

Sacramento, CA

Assessing Community Business and
Workforce Characteristics



CRD 156 A01
Assessment 2

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Marrisa Smith
Edward Whelan

Business Characteristics

1. In a single table or chart, show the percent of local jobs by industry in your community in 2010 and 2018.

Percent of Local Jobs by Industry Sector in Mack Road 2010-2018

	2010		2018	
	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	0	0.0%	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%	0	0.0%
Utilities	8	0.1%	0	0.0%
Construction	10	0.1%	13	0.1%
Manufacturing	746	8.0%	11	0.1%
Wholesale Trade	7	0.1%	6	0.1%
Retail Trade	577	6.2%	1,428	14.0%
Transportation and Warehousing	12	0.1%	8	0.1%
Information	55	0.6%	0	0.0%
Finance and Insurance	40	0.4%	53	0.5%
Real Estate and Rental and Leasing	95	1.0%	52	0.5%
Professional, Scientific, and Technical Services	68	0.7%	27	0.3%
Management of Companies and Enterprises	5	0.1%	0	0.0%
Administration & Support, Waste Management and Remediation	167	1.8%	38	0.4%
Educational Services	628	6.8%	390	3.8%
Health Care and Social Assistance	5,993	64.4%	7,346	72.1%
Arts, Entertainment, and Recreation	4	0.0%	22	0.2%
Accommodation and Food Services	412	4.4%	617	6.1%
Other Services (excluding Public Administration)	427	4.6%	100	1.0%
Public Administration	44	0.5%	83	0.8%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2018).

2. Calculate the industry sector location quotients for your community in 2010 and 2018 using its city as the reference. Calculate the percent change from 2010 to 2018. Present these results in a single table.
3. From (1) and (2), identify “Negligible,” “Mature,” “Star,” “Transforming” and “Emerging” industries.

Industry Sector Location Quotients for Mack Road in 2010 and 2018 with the City of Sacramento as Reference

Industry Sector	Location Quotient		LQ % Change	Modified Quadrant Analysis
	2010	2018	2018-2010	
Agriculture, Forestry, Fishing and Hunting	0.00	0.00	N/A	Negligible
Mining, Quarrying, and Oil and Gas Extraction	2.80	0.00	-100.0%	Negligible
Utilities	0.06	0.00	-100.0%	Negligible
Construction	0.04	0.03	-16.8%	Negligible
Manufacturing	2.86	0.04	-98.7%	Negligible
Wholesale Trade	0.03	0.02	-33.7%	Negligible
Retail Trade	1.06	2.32	118.9%	Star
Transportation and Warehousing	0.05	0.03	-36.4%	Negligible
Information	0.32	0.00	-100.0%	Negligible
Finance and Insurance	0.21	0.26	21.0%	Negligible
Real Estate and Rental and Leasing	0.92	0.45	-51.0%	Negligible
Professional, Scientific, and Technical Services	0.13	0.05	-64.3%	Negligible
Management of Companies and Enterprises	0.07	0.00	-100.0%	Negligible
Administration & Support, Waste Management and Remediation	0.37	0.05	-86.8%	Negligible
Educational Services	1.12	0.61	-45.8%	Transforming
Health Care and Social Assistance	5.38	4.18	-22.3%	Mature
Arts, Entertainment, and Recreation	0.03	0.15	373.7%	Negligible
Accommodation and Food Services	0.67	0.76	13.9%	Emerging
Other Services (excluding Public Administration)	0.77	0.29	-62.5%	Negligible
Public Administration	0.01	0.03	135.2%	Negligible

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2018).

4. Who works in your local businesses and what are they getting paid? Present in tables and/or charts the educational attainment, age, race, ethnicity and earnings of local jobs in 2010 for your community and 2018 for your community and its city.

Worker Age Composition, Earnings, Racial Composition, Ethnicity, and Educational Attainment in Mack Road 2010-2018 and the City of Sacramento 2018

	Mack Road		Sacramento
	2010	2018	2018
Age composition			
Age 29 or younger	15.8%	16.1%	19.4%
Age 30 to 54	61.9%	61.3%	57.3%
Age 55 or older	22.3%	22.6%	23.3%
Earnings			
\$1,250 per month or less	16.0%	14.9%	17.7%
\$1,251 to \$3,333 per month	21.7%	22.4%	26.1%
More than \$3,333 per month	62.2%	62.7%	56.2%
Racial composition			
White Alone	58.8%	51.1%	66.8%
Black or African American Alone	11.7%	12.9%	9.8%
American Indian or Alaska Native Alone	1.0%	0.9%	1.2%
Asian Alone	24.2%	29.3%	17.1%
Native Hawaiian or Other Pacific Islander Alone	1.1%	1.7%	0.9%
Two or More Race Groups	3.3%	4.1%	4.3%
Ethnicity			
Not Hispanic or Latino	83.2%	80.2%	77.5%
Hispanic or Latino	16.8%	19.8%	22.5%
Educational attainment			
Less than high school	8.3%	9.9%	11.3%
High school or equivalent, no college	13.5%	15.2%	17.1%
Some college or Associate degree	29.7%	27.7%	26.3%
Bachelor's degree or advanced degree	32.8%	31.0%	25.9%
Educational attainment not available (workers aged 29 or younger)	15.8%	16.1%	19.4%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2018).

5. Businesses are often most vulnerable in their early years due to financial stress. In a single table or chart, show the percent of local jobs by business firm age in 2017 for your community and its city.

Private Jobs by Firm Age in Mack Road and the City of Sacramento in 2017

	Mack Road 2017		Sacramento 2017	
	Count	Share	Count	Share
0-1 Years	208	2.0%	8,668	4.3%
2-3 Years	180	1.7%	10,574	5.3%
4-5 Years	126	1.2%	9,471	4.7%
6-10 Years	326	3.2%	17,414	8.7%
11+ Years	9,467	91.9%	154,254	77.0%

Important Note: Firm Age is available for All Private Jobs only.

6. Small businesses are key drivers of a community's local economy. In a single table or chart, show the percent of local jobs by business firm size in 2017 for your community and its city.

Private Jobs by Firm Size in Mack Road and the City of Sacramento in 2017

	Mack Road 2017		Sacramento 2017	
	Count	Share	Count	Share
0-19 Employees	1,049	10.2%	42,960	21.4%
20-49 Employees	374	3.6%	19,798	9.9%
50-249 Employees	258	2.5%	32,435	16.2%
250-499 Employees	151	1.5%	11,343	5.7%
500+ Employees	8,475	82.2%	93,845	46.8%

Important Notes: Firm Size is available for All Private Jobs only. For firms 1 year and older, firm size is the national size of the firm in March of the previous year.

Resident Workforce Characteristics

7. Present in a single table or chart the percent of employed residents by industry sector in 2010 for your community and 2018 for your community and its city.

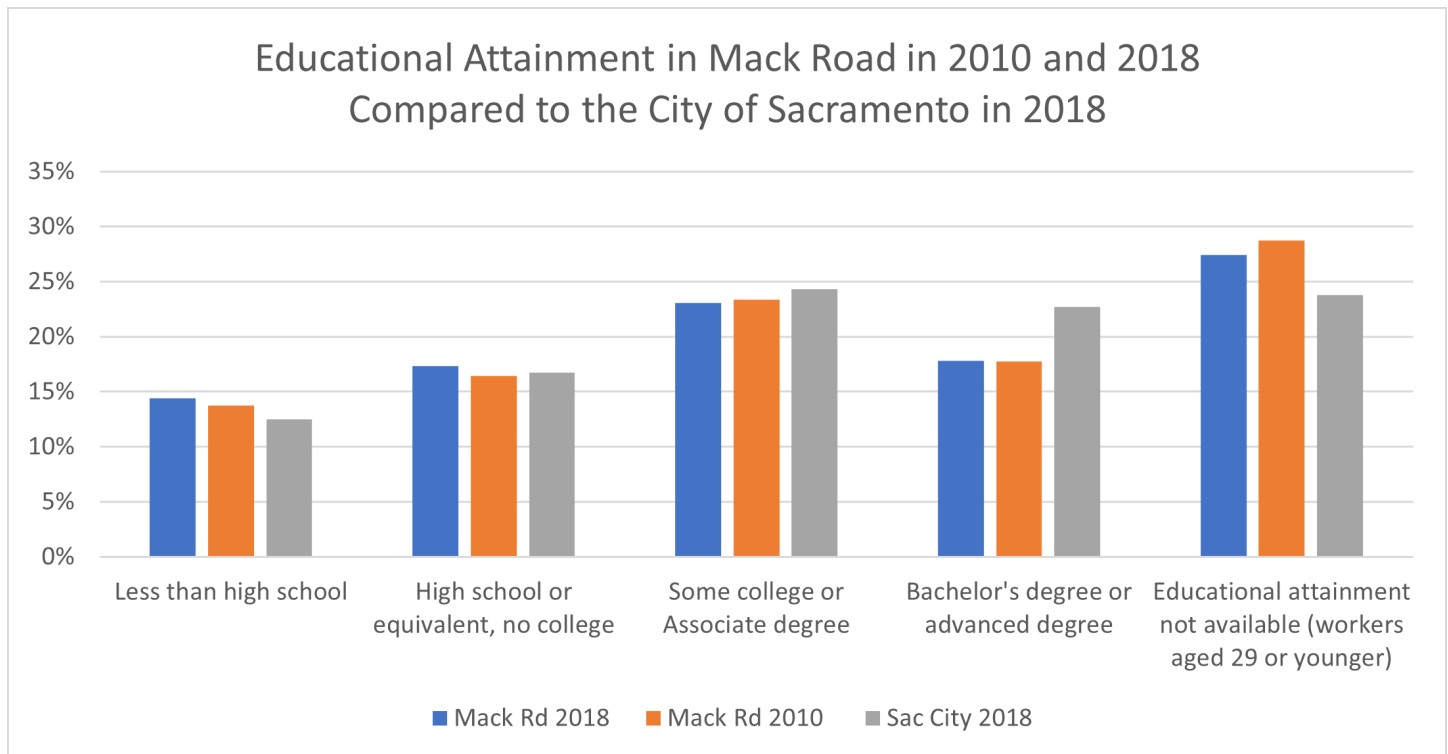
Percent of Employed Residents by NAICS Industry Sector in Mack Road in 2010 and Compared to the City of Sacramento in 2018

	Mack Road 2010	Mack Road 2018	Sacramento 2018
Agriculture, Forestry, Fishing and Hunting	1.7%	1.3%	1.0%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.1%	0.0%
Utilities	0.4%	0.6%	0.8%
Construction	3.7%	5.4%	4.9%
Manufacturing	4.9%	5.0%	4.1%
Wholesale Trade	3.0%	3.3%	3.2%
Retail Trade	11.3%	11.0%	8.7%
Transportation and Warehousing	3.7%	4.4%	3.6%
Information	1.7%	1.3%	1.6%
Finance and Insurance	3.3%	2.5%	3.0%
Real Estate and Rental and Leasing	1.2%	1.1%	1.4%
Professional, Scientific, and Technical Services	4.7%	4.4%	5.9%
Management of Companies and Enterprises	1.6%	1.5%	1.4%
Administration & Support, Waste Management and Remediation	6.3%	9.0%	7.3%
Educational Services	8.3%	5.8%	8.4%
Health Care and Social Assistance	12.7%	20.2%	16.7%
Arts, Entertainment, and Recreation	1.7%	1.5%	1.8%
Accommodation and Food Services	8.9%	10.5%	9.8%
Other Services (excluding Public Administration)	8.4%	3.3%	3.5%
Public Administration	12.2%	7.7%	12.8%

8. Present in tables and/or charts the educational attainment, age, race, ethnicity and earnings of employed residents in 2010 for your community and 2018 for your community and its city.

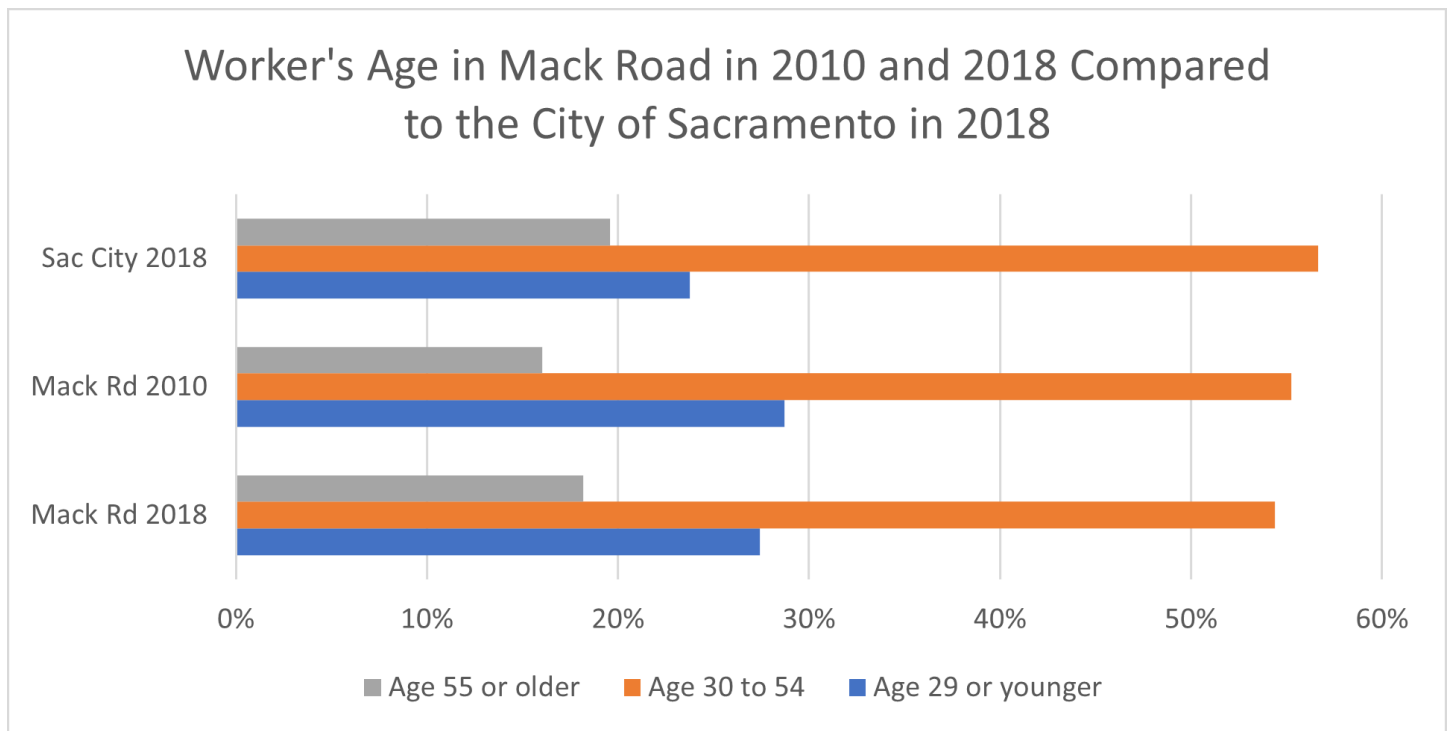
Percent of Educational Attainment for Employed Residents in Mack Road in 2010 and Compared to Sacramento in 2018

	Mack Road 2010	Mack Road 2018	Sacramento 2018
Less than high school	13.8%	14.4%	12.5%
High school or equivalent, no college	16.4%	17.3%	16.7%
Some college or Associate degree	23.4%	23.1%	24.3%
Bachelor's degree or advanced degree	17.7%	17.8%	22.7%
Educational attainment not available (workers aged 29 or younger)	28.7%	27.4%	23.7%



Resident Worker's Age in Mack Road in 2010 and Compared to the City of Sacramento in 2018

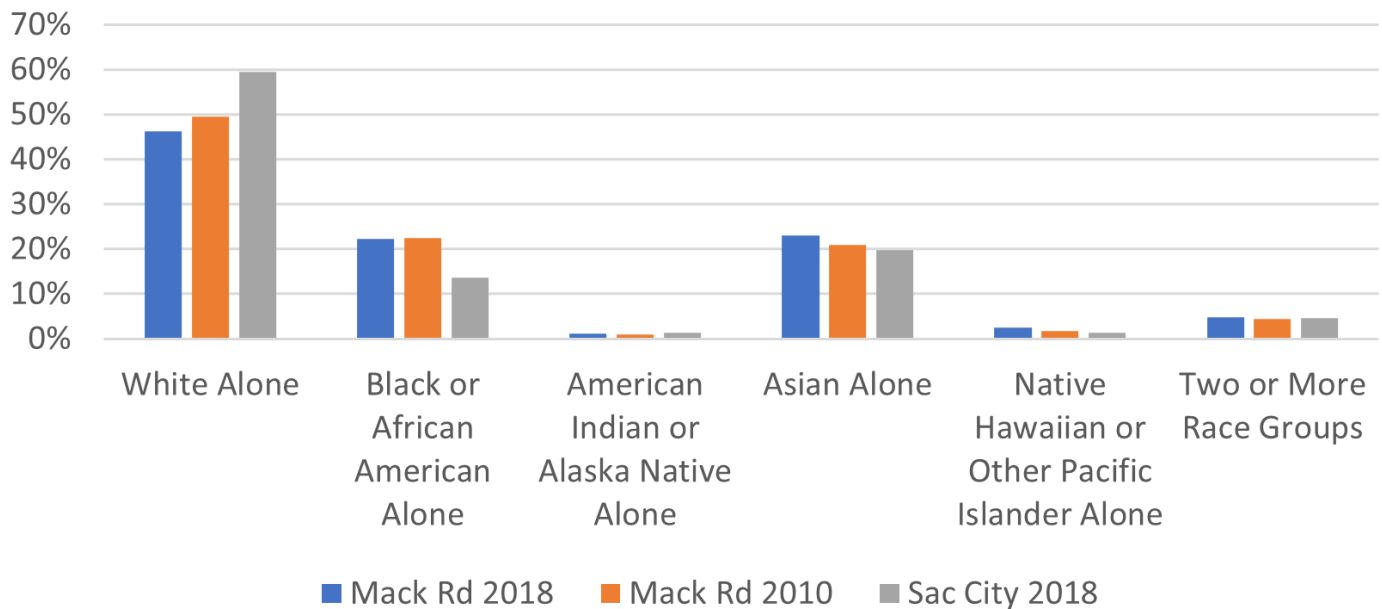
	Mack Road 2010	Mack Road 2018	Sacramento 2018
Age 29 or younger	28.7%	27.4%	23.7%
Age 30 to 54	55.3%	54.4%	56.7%
Age 55 or older	16.0%	18.2%	19.6%



Resident Worker's Race in Mack Road in 2010 and Compared to the City of Sacramento 2018

	Mack Road 2010	Mack Road 2018	Sacramento 2018
White Alone	49.6%	46.2%	59.4%
Black or African American Alone	22.5%	22.3%	13.6%
American Indian or Alaska Native Alone	1.0%	1.2%	1.3%
Asian Alone	20.9%	23.0%	19.8%
Native Hawaiian or Other Pacific Islander Alone	1.7%	2.5%	1.3%
Two or More Race Groups	4.4%	4.8%	4.6%

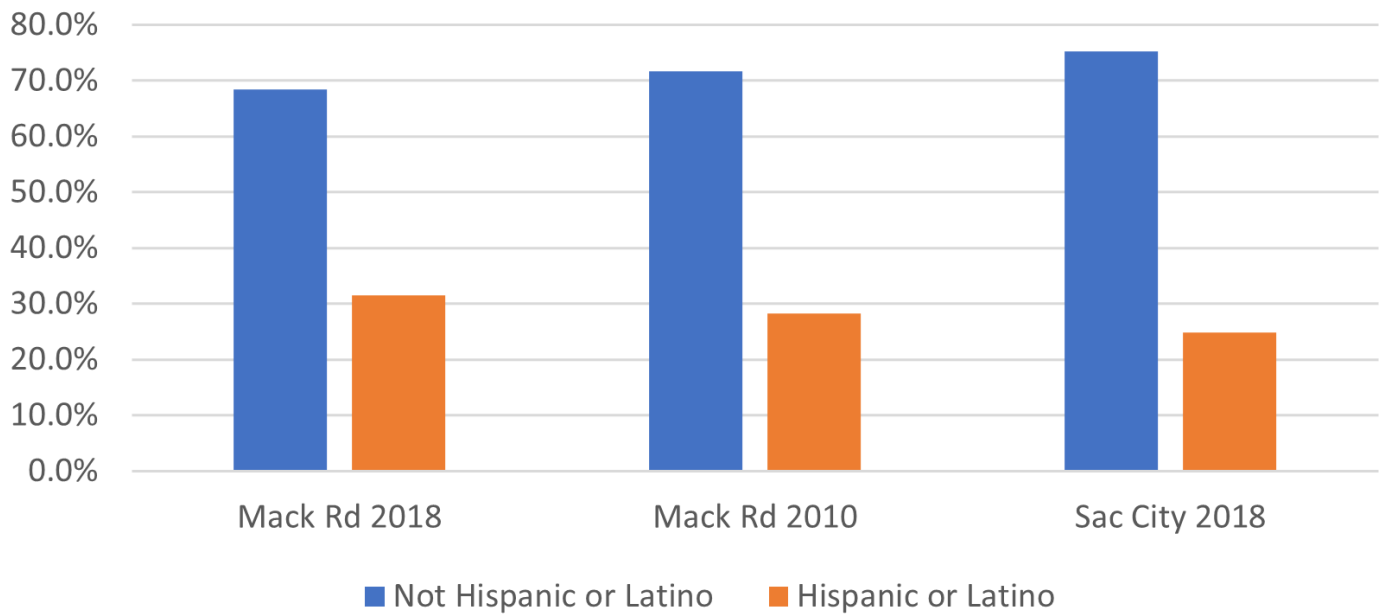
Worker's Race in Mack Road in 2010 and 2018 Compared to the City of Sacramento in 2018



Resident Worker's Ethnicity in Mack Road in 2010 and Compared to the City of Sacramento 2018

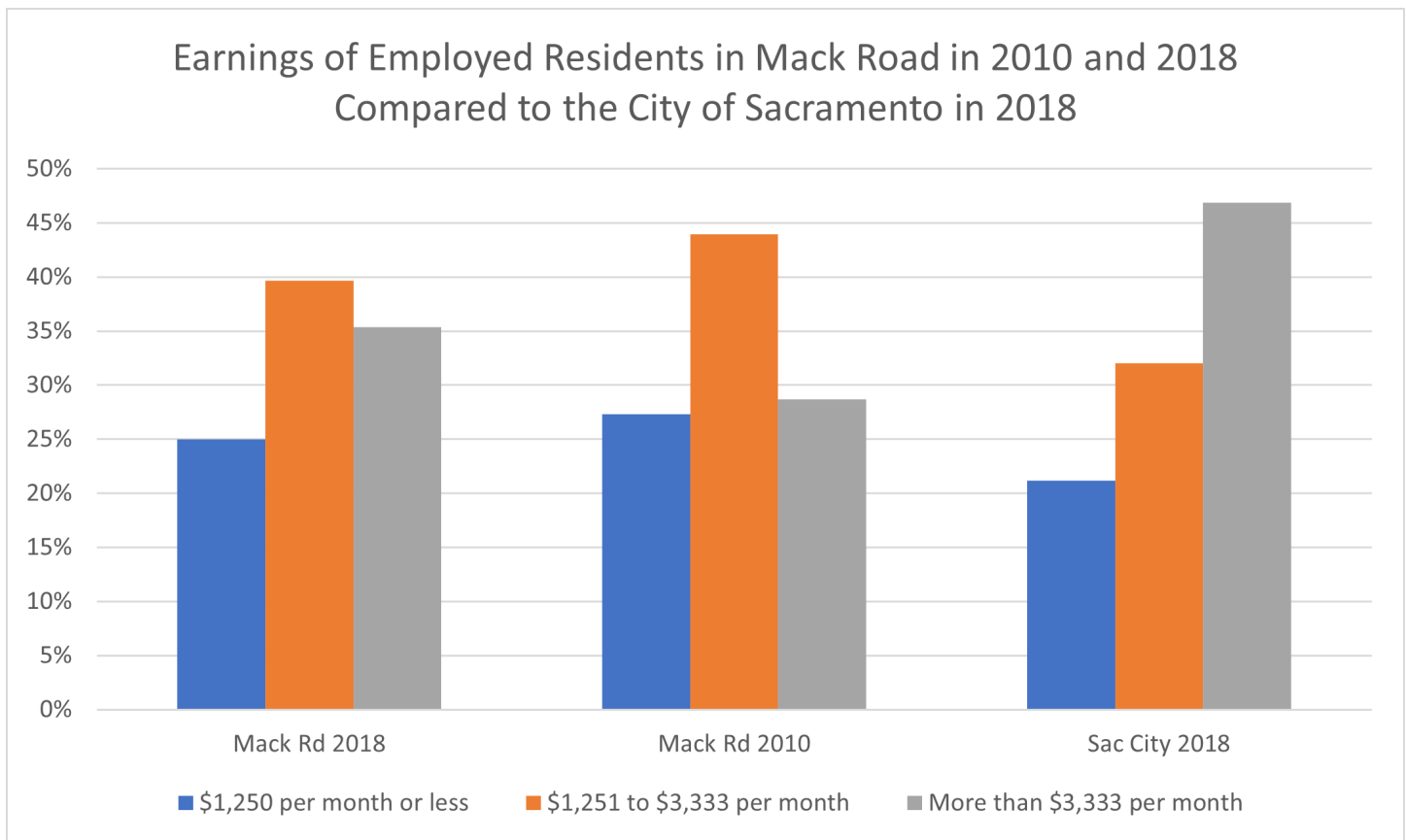
	Mack Road 2010	Mack Road 2018	Sacramento 2018
Not Hispanic or Latino	71.7%	68.4%	75.2%
Hispanic or Latino	28.3%	31.6%	24.8%

Worker's Ethnicity in Mack Road from 2010 and 2018 Compared to the City of Sacramento in 2018



Resident Worker's Earnings in Mack Road in 2010 and Compared to the City of Sacramento 2018

	Mack Road 2010	Mack Road 2018	Sacramento 2018
\$1,250 per month or less	27.3%	25.0%	21.2%
\$1,251 to \$3,333 per month	44.0%	39.7%	32.0%
More than \$3,333 per month	28.7%	35.4%	46.8%



9. From (7) and (8), describe your community's workforce characteristics, making sure to mention each characteristic. You must describe what your community looks like now, how it has changed over time, and how it compares to its city for all characteristics.

In regard to the workforce characteristics of Mack Road, the community has a variety of industry sectors to choose from; the most populated workforce industries as of 2018 are: health care and social assistance at 20.2%, accommodation and food services at 10.5%, retail trade at 11%, administration and support/waste management and remediation at 9%, education services at 5.8%, public administration at 7.7%, and construction 5.4 percent. However, the community has changed a lot over time, in 2010, health care and social assistance was at 12.7%, accommodation of food services was at 8.9%, retail trade was at 11.3%, administration and support/waste management and remediation were at 6.3%, education services was at 8.3%, public administration was at 12.2%, and construction was at 3.7%. So, this data shows that there were some significant increases and decreases in regard to these industry sectors in Mack Road nearly a decade. Now the city of Sacramento has some significant discrepancies in some industry sector compared to Mack Road; as of 2018, the health care and social assistance in Sacramento is 16.7%, accommodation and food services are 9.8%, retail trade is 8.7%, administration and support/waste management and remediation is 7.3%, education services are 8.4%, public administration is 12.8% and construction is 4.9%. This data shows that the overall City of Sacramento has more workers in job sectors related to education and public administration while Mack Road has more workers in the "care" field and lower paying manual labor jobs. There are other characteristics involved in the workforce industry, but they are not as prominent as the sectors previously mentioned (Refer to charts regarding other types of industry sectors in Mack Road).

In the community of Mack Road, the jobs by workers age in 2018 is 27.4% for ages 29 and younger, 54.4% for ages 30-54, and 18.2% for ages 55 years and older. In 2010, the jobs by workers were 28.7% for workers for ages 29 and younger, 55.3% for ages 30-54, and 16.0% for ages 55 or older. Compared to the City of Sacramento in 2018, 23.7% are ages 29 or younger, 56.7% are ages 30-54, and 19.6% are ages 55 or older in the workforce. This data is fairly similar when comparing Mack Road and the City of Sacramento, the change over time for the community of Mack Road is that there was a decrease of workers from ages 29 and younger and ages 30-54, but an increase of 2.2% for the number of workers 55 years or older. There were fewer workers in the City of Sacramento age 29 or younger and an increase of workers aged 30-54 and aged 55 or older. Given this data, the ages of 30-54 take most of the workforce industry for the community of Mack Road and the city of Sacramento.

In terms of educational attainment in Mack Road, the majority of the data received stated that most workers have some college or associate degree as of 2018, however, 27.4% of the data states the educational attainment is not available for workers aged 29 or younger so workers the data could be screwed one way or another given the lack of information regarding more workers educational attainment. As of 2018, workers with less than a high school degree is 14.4%, 17.3% of workers received a high school or equivalent with no college, 23.1% have some college or associate's degrees, and 17.8% have received bachelor's or advanced degrees. In 2010, workers who have less than a high school diploma was 13.8%, workers who received a high school or equivalent with no college was 16.4%, workers who received some college or associate degree was 23.4%, workers who received a bachelor's degree or advanced degree was 17.7% and the educational attainment that was unavailable for workers aged 29 or younger was 28.7%. This shows that there was a slight increase in all the characteristics except for some college or associate's degree, also, there was a decrease in educational attainment not available for workers aged 29 or younger from 2010 to 2018. In 2018, the workers in the City of Sacramento's educational attainment was: 12.5% received less than high school diploma, 16.7% received an high school diploma or equivalent with no college, 24.3% received some college or associate degree, 22.7% received a bachelors or advanced degree, and 23.7% of workers educational attainment was not available for workers aged 29 or younger. Comparing the community of Mack Road to Sacramento, more workers in the City of Sacramento received some college or associate degree and bachelor's degree as well, showing that workers outside of the area of Mack Road ultimately receive higher forms of education more frequently.

In terms of worker's race in Mack Road in 2018, 46.2% are Non-Hispanic White, 22.3% are Non-Hispanic Black, 1.2% are Non-Hispanic American Indian or Alaskan Native, 23% are Non-Hispanic-Asian, 2.5% is Non-Hispanic Native Hawaiian or Pacific Islander, and 4.8% is two or more race groups. In 2010, Non-Hispanic White was 49.6%, Non-Hispanic Black was 22.5%, Non-Hispanic American Indian or Alaskan native was 1%, Non-Hispanic Asian was 20.9%, Non-Hispanic native Hawaiian or Pacific Islander was 1.7%, and two or more race groups was 4.4%. This data shows that Non-Hispanic Whites dominated the workforce in Mack Road but there was a slight decrease of White workers from 2010-2018. However, there was an increase of workers who were Non-Hispanic American Indian or Alaskan Native, Non-Hispanic Asian, Non-Hispanic Native Hawaiian or Pacific Islander, and two or more race groups. Compared to the City of Sacramento in 2018, the data showed that the workers race was: 59.4% Non-Hispanic White, 13.6% Non-Hispanic Black, 1.3% Non-Hispanic American Indian or Alaskan Native, 19.8% Non-Hispanic Asian, 1.3% Non-Hispanic Native American or Pacific Islander, and 4.6% two or more race groups. This shows that the overall City of Sacramento is dominated by Non-Hispanic Whites in the workforce and there was a significant decrease of Non-Hispanic Blacks in the workforce in the City of Sacramento. Also, there is a decrease of Non-Hispanic Asian, Non-Hispanic Native Hawaiian or Pacific Islander,

and regarding two or more race groups in the City of Sacramento compared to Mack Road.

Regarding workers' ethnicity in the community of Mack Road, in 2018, the data shows there are 68.4% of workers were Not Hispanic or Latinx and 31.6% of workers are Hispanic or Latinx. In 2010, workers who were Not Hispanic or Latinx was 71.7% and 28.3% was Hispanic or Latinx. This data expresses a decrease of Not Hispanic or Latinx worker population from 2010 to 2018 and an increase of Hispanic and Latinx workers in the community of Mack Road. Regarding the City of Sacramento, in 2010, the data shows that 75.2% of the workforce is 75.2% Not Hispanic or Latinx and only 24.8% of workers are Hispanic or Latinx. The data shows that there are more Hispanic and Latinx workers in the community of Mack Road compared to the overall City of Sacramento.

Lastly, regarding earnings of employed residents in the community of Mack Road in 2018, workers earning \$1,250 per month or less is 25%, working earning \$1,251-\$3,333 per month is 39.7% and workers earning more than \$3,333 per month is 35.4%. In 2010, workers earning \$1,250 per month or less was 27.3%, workers earning \$1,251-\$3,333 per month was 44%, and workers making more than \$3,333 per month is 28.7%. From 2010 compared to 2018, there was a decrease in workers who made \$1,250 per month or less and workers who made \$1,251-\$3,333 per month, but there was an increase of workers who made more than \$3,333 per month for the community of Mack Road. In regard to the City of Sacramento, 21.2% of workers earned \$1,250 per month or less, 32.0% earned \$1,251- \$3,333 per month, and 46.8% of workers earned more than \$3,333 per month. This is a significant difference compared to the community of Mack Road, on average workers make more money in other regions of the city of Sacramento than a worker does in the community of Mack Road.

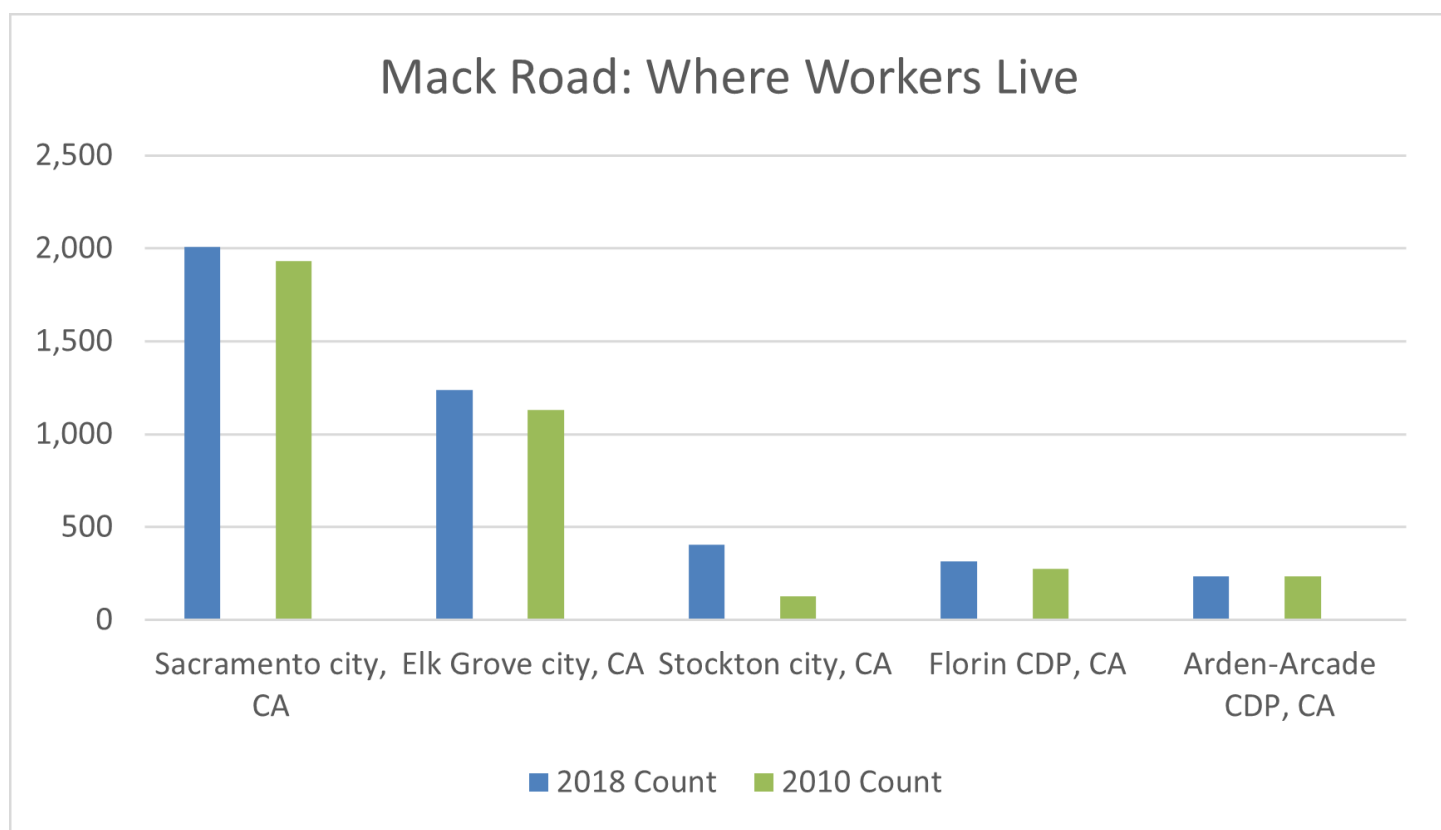
Commuting Patterns

10. Present in a single table or chart the percent of employed residents by commuting distance in 2010 for your community and 2018 for your community and its city.

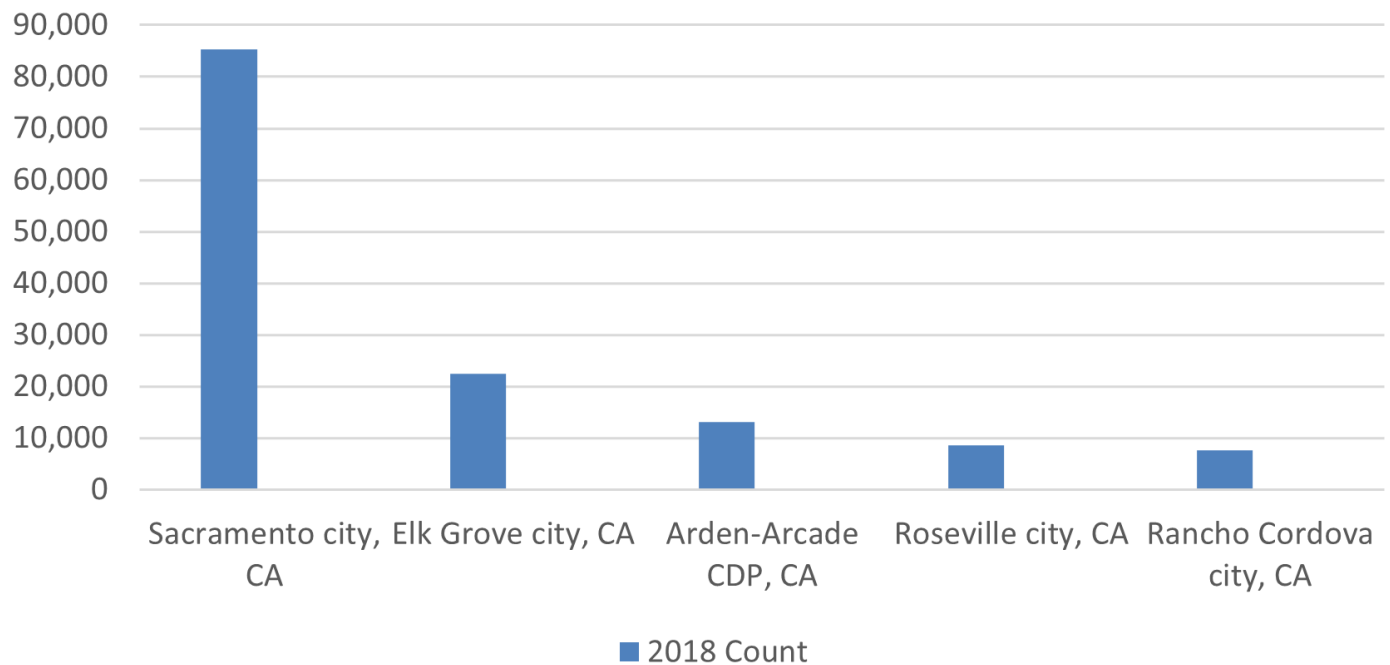
Percent of Employed Residents in Mack Road by Commuting Distance

	2010 Mack Road	2018 Mack Road	2018 Sacramento
less than 10 miles	49.6	50.7	55.6
10 to 24 miles	19.0	21.6	18.7
25 to 50 miles	6.9	6.5	5.4
Greater than 50 miles	24.4	21.1	20.3

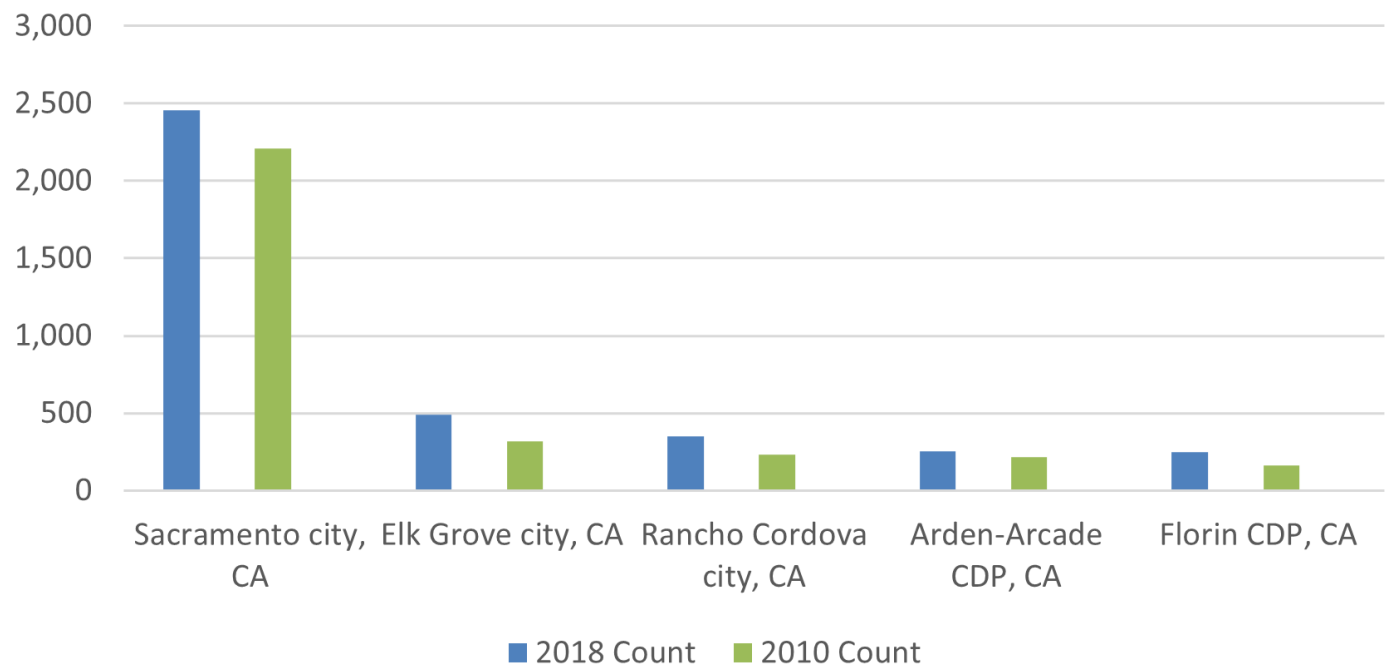
11. Run a Destination analysis. Present in tables and/or charts the top 5 places (Cities, CDPs, etc.) where local job employees come from and employed residents commute to for work in 2010 for your community and 2018 for your community and its city. Exclude "All other locations". Briefly summarize your results from (10) and (11).



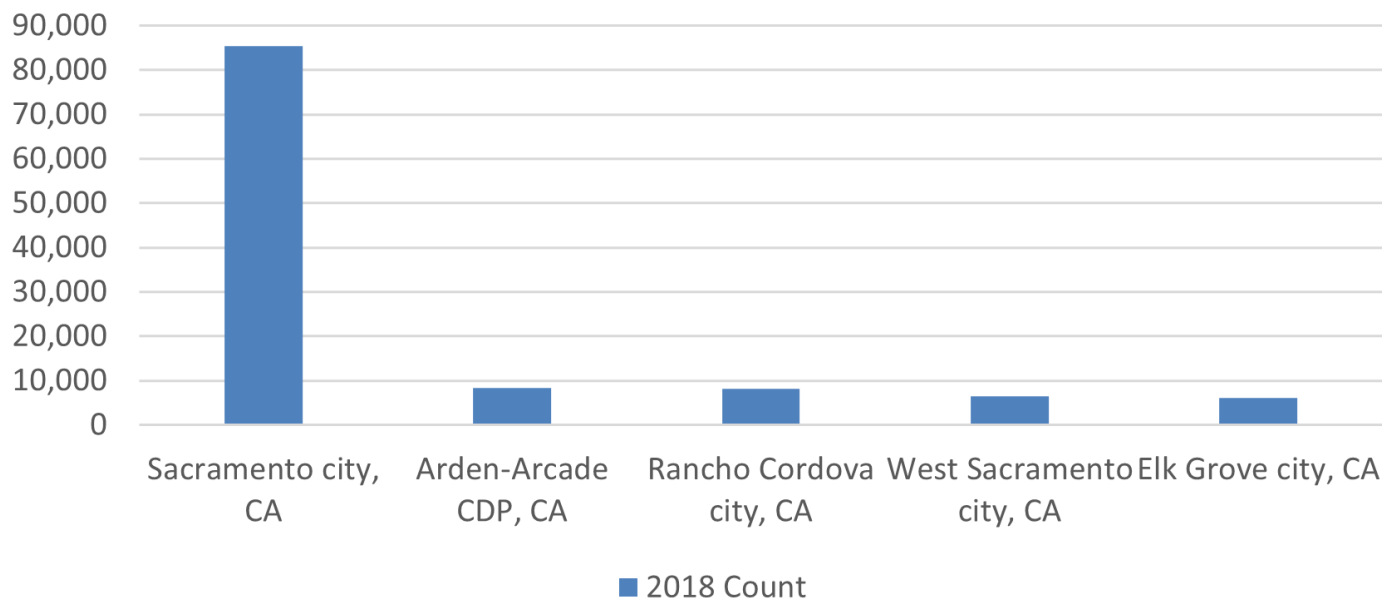
City of Sacramento: Where Workers Live



Mack Road: Where Workers are Employed



City of Sacramento's: Where Workers are Employed



Based on the destination analysis of Mack Road, the top 5 places in 2018 and 2010 where local job employees come from were Sacramento City, Elk Grove, Rancho Cordova, Arden-Arcade CDP, and Florin CDP. Comparing the work analysis of 2018 to 2010 there is an increase of local job employees in 2018 compared to 2010. For example there is a significant increase in 2018 where local job employees came from Sacramento City. In 2010 the count was at 2,207 and increased in 2018 at 2,457. The top 5 places in 2018 and 2010 where employed residents commute to for work were Sacramento City, Elk Grove, Stockton, Florin CDP, and Arden-Arcade CDP. Similar to the work destination analysis, the home analysis between 2018 and 2010 shows an increase in residents commuting for work. For example there is a significant increase of residents commuting from Stockton where in 2010 the count was at 126 and in 2018 it increased to 404.

Comparing Mack Road's destination analysis about where workers are employed to the city of Sacramento's destination analysis has different top 5 places of where workers are employed. The City of Sacramento and Mack Road's have a common top city which is Sacramento City. However, the city of Sacramento had different cities and CDPs compared to Mack Road. The other top 4 places of the city of Sacramento are Arden-Arcade Area, Rancho Cordova City, West Sacramento City, and Elk Grove City. Mack Road and the City of Sacramento do have other common cities shared between each other such as Elk Grove, Arden-Arcade, and Rancho Cordova City, but have different place values. For example, Mack Road's second top

city that workers are employed is Elk Grove and the City of Sacramento's second top city is Arden-Arcade.

Comparing Mack Road's destination analysis about where workers live compared to the City of Sacramento also has a common top city which is Sacramento City, however both areas had different top places. Mack Road's other top 4 places are Elk Grove, Stockton, Florin, and Arden-Arcade Area and the City of Sacramento's other top 4 places are Elk Grove, Arden-Arcade area, Roseville, and Rancho Cordova City. Although both Mack Road and the City of Sacramento have common cities, they do have differing place values. For example the third top city for Mack Road is Stockton and the City of Sacramento's top third city is the Arden-Arcade area.

In regards to commuting patterns, residents of Mack Roads experienced a decrease in employment in areas further away from the community. Just over 1 in 5 residents, however, still commute over 50 miles to work. This distance ensures that any expenses such as gas or lunch will not be bought in Mack Road. This rate of 21.1% is close to Sacramento's rate of 20.3%, suggesting that all of Sacramento would benefit from more local employment opportunities. A community economic development plan can further the growth of employment opportunities within the Mack Roads area, which will directly affect the economic prosperity and overall quality of life for Mack Roads residents.

Overall Summary

12. Based on your analyses, summarize in one paragraph your community's strengths and weaknesses. In other words, what kinds of assets (strengths) can a community economic development plan tap into and what kinds of challenges (weaknesses) does a community economic development plan need to address or be sensitive to.

In terms of businesses located in Mack Road, healthcare and social assistance is the largest industry sector in the community that provided 7346 jobs in 2018. This number of jobs is a strength for Mack Road. Only 1511 residents of Mack Road, however, worked in the healthcare sector in 2018, suggesting that 80% of workers commuted from other neighborhoods and therefore are not paying rent/ mortgages on housing in the community. 62.7% of workers in Mack Road made more than \$3,333 per month in 2018, however the majority of those workers are not residents as only 35.4% of residents made that amount per month. Mack Road saw growth in both retail, and accommodation and food services, which can presumably be attributed to catering needs of workers in the healthcare sector. Both sectors indicate that the majority of workers in these fields also are residents of Mack Road. A challenge that the community of Mack Road faces is that the resident workforce is not as prosperous and resourceful as the overall City of Sacramento. The residents of Mack Road as a whole have less educational attainment, have a higher amount of underprivileged groups in the community, and earn less than the average amount of people in the broader Sacramento Area. A community economic strategy could focus on entrepreneurship in the food and accommodation sector and retail sector, as many of those businesses employ local residents, and also focus on educational initiatives to increase workforce development for the healthcare sector. Mack Road could also encourage high paid healthcare workers to live in the area through housing, attractions, parks, and other amenities.