

# Mack Road Moves

A Plan for Food and Public Safety through Community Economic Development



In Partnership with:



**HEALTH  
EDUCATION  
COUNCIL**

**Created by:**

Nicholas Murphy, Saman Salahuddin,  
Mariah Padilla, and Joseph Fletcher

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*Dr. Brazil,  
CRD 156*



# Mack Road Moves:

*A Plan for Food and Public Safety through  
Community Economic Development*



## What is this?

**Mack Road Moves** is a comprehensive and community-oriented economic development plan. The report aims to not only identify the current difficulties facing the community, but to provide robust, inclusive, and long-term community economic development strategies that will uplift the Mack Road neighborhood and its constituents.

## Our Goal...

for this inclusive economic development plan is to create a strong economic foundation for the Mack Road residents and to support the establishment of critical programs that will target food insecurity and community violence, two major concerns brought forth by community members and local residents.

## Our Vision...

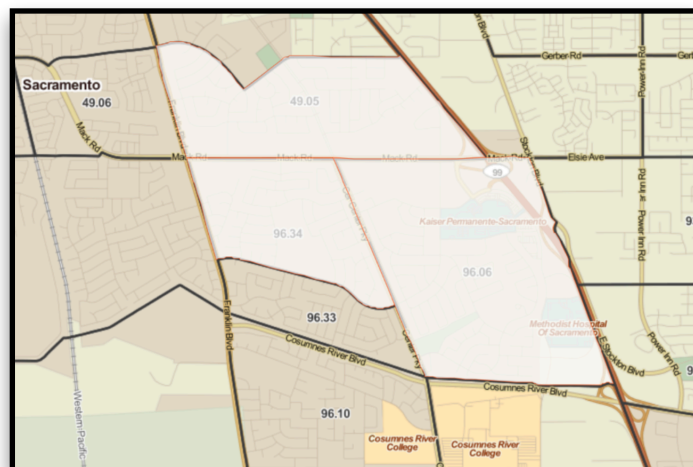
is to revitalize the Mack Road community and to provide a sense of safety and security for all residents by implementing equitable, community-centric, and asset based community economic development initiatives.

*Mack Road Moves* was researched and compiled by an interdisciplinary team of students from the University of California Davis in collaboration with the Health Education Council, a West Sacramento based non-profit working with the Mack Road community.

The analyses and recommendations highlighted in this report will serve as a critical stepping stone towards empowering the Mack Road community and its residents.

## Where is Mack Road?

Mack Road neighborhood is located within the Southern portion of the city of Sacramento between Franklin Blvd and CA Highway 99 next to Kaiser Permanente South Sacramento.



*Encompassed within the Mack Road community are three census tracts: 06067004905, 06067009634, 06067009606. Meadowview is 2.5 miles northwest of Mack Road and Midtown is about 10 miles north of Mack Road.*

Within this area of South Sacramento, there are prevalent geographic disparities which we have studied. Some of which include the lack of affordable housing, food insecurity, workforce precarity, and racial, ethnic, and economic inequality.

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## History and Background

The city of Sacramento is one of the most diverse cities in the nation. However, despite being home to a diverse population, it faces high levels of social and economic inequality due to historical discriminatory housing policies.

The high concentration of minority communities, specifically members of the Black and Hispanic population can be traced back to the racial covenants of the 1920's. These were legal contracts embedded within property deeds that stated that the property in question could not be owned or rented by non-White individuals. **Racial covenants** have been discovered in property deeds in housing developments throughout Sacramento with the introduction of predatory housing loan programs and state sanctioned housing discrimination, now known as redlining.\*

**Redlining** is the term given to the 1930's U.S. government's "racially discriminatory grading of neighborhoods' mortgage worthiness". Sacramento's West end, at the time a largely minority community, was given the lowest security score, a "D" or "low red," which resulted in banks not providing loans to people in this community.\*

*\*Kreutz and Cave, 2018*

The predominantly minority population of the West End could no longer afford to live in the area leading to a mass exodus into North and South Sacramento. With the neighborhood systematically cleared of its original inhabitants and plummeting property values, the area became the center of redevelopment.\* The long term impact of the racial covenants and redlining within Sacramento are evident in the racial disparities between East and South Sacramento, where Mack Road is located. †

Not only have the discriminatory housing practices of the 1920's and 1930's had lasting impacts on the demographic makeup of Sacramento, but it remains a major factor in the continued social and economic disparities facing the residents of the Mack Road community today.



*† Krieger et al., 2020,*

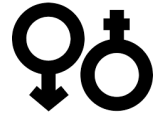
# Demographic Characteristics



20,042

Was the **Total Population** of Mack Road from 2015-19. This marks a 9% increase from the 2010-14 period. Mack Road comprises 1/3 of Sacramento's total population.

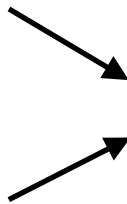
49.98%



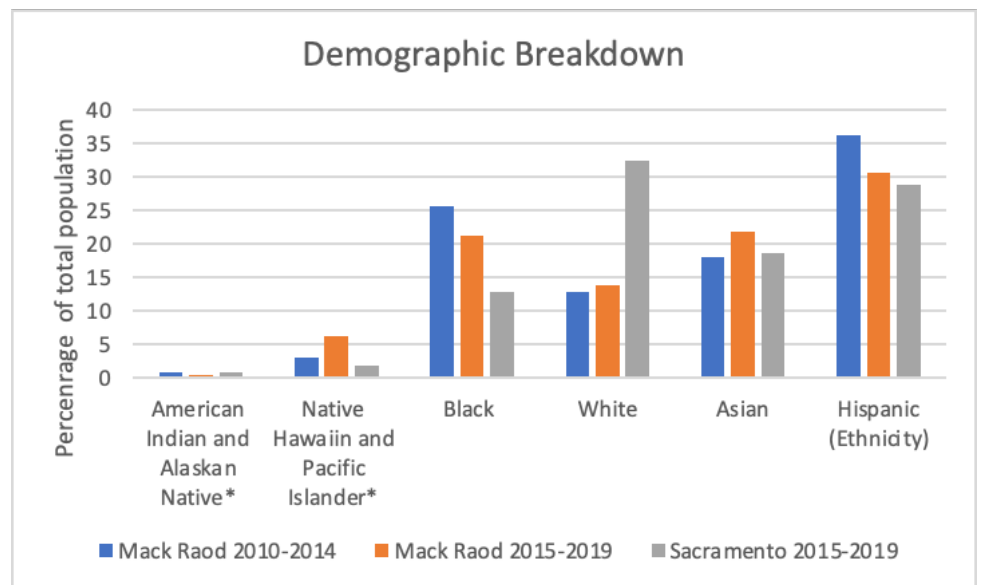
Of the total population of Mack Road in 2015-19 was female.

## The Race/Ethnicity Distribution of Mack Road

*For Mack Road, in between the two periods the percentage of Asians rose by 21.94%*



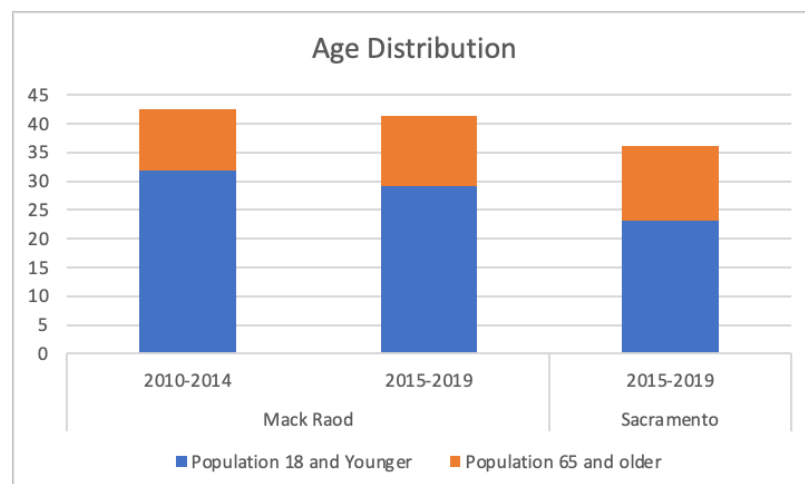
*From 2010-2014 and 2015-2019 the percentage of hispanics in*



Source: American Community Survey

## Comparing Mack Road to Sacramento

Comparing the race/ethnicity distributions to Sacramento we can see that Mack Road has a significantly lower percentage of Non-Hispanic Whites. Further, the City of Sacramento has a lower percentage of both Blacks and Asians.



***Mack Road has a younger demographic compared to Sacramento***



# Economic Characteristics

Mack Road Neighborhood



## Overview:

Between 2015-2019 the percentage of people living in the Mack Road Neighborhood that were in poverty was 21.8%, a rate 1.3 times higher than in Sacramento. Overall the Mack Road community experiences a disproportionate level of poverty, median household income, and educational attainment in comparison to the city of Sacramento.

## Key Points:

- Single adult families with children experience higher levels of poverty in comparison to the overall community.
- Median household income increased 65% between 2014-2019, from \$28,990 to \$44,397
- Bachelor's Degree attainment rate increased less than 1% between 2014 and 2019.
- COVID-19 increased economic disparity and hardship within the community.

## BETWEEN 2015-2019



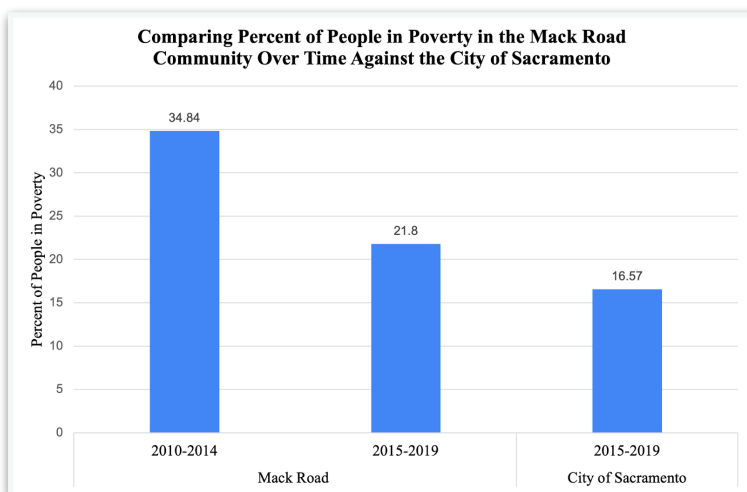
PERCENT OF PEOPLE IN POVERTY IN MACK ROAD WAS  
**1.31x** HIGHER THAN IN SACRAMENTO



SINGLE ADULT-LED FAMILIES WITH CHILDREN WERE  
**1.23x** MORE LIKELY TO LIVE IN POVERTY THAN A FAMILY OF SIMILAR ORGANIZATION IN SACRAMENTO



SACRAMENTO RESIDENTS WERE  
**46%** MORE LIKELY TO HOLD A BACHELOR'S DEGREE THAN A RESIDENT OF MACK ROAD



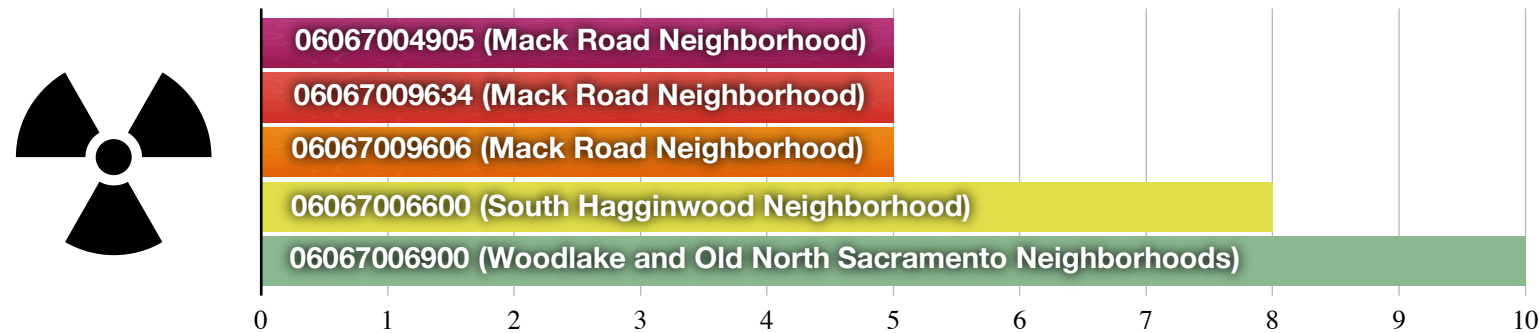
# Housing Characteristics

## Mack Road Neighborhood

### Key Points:

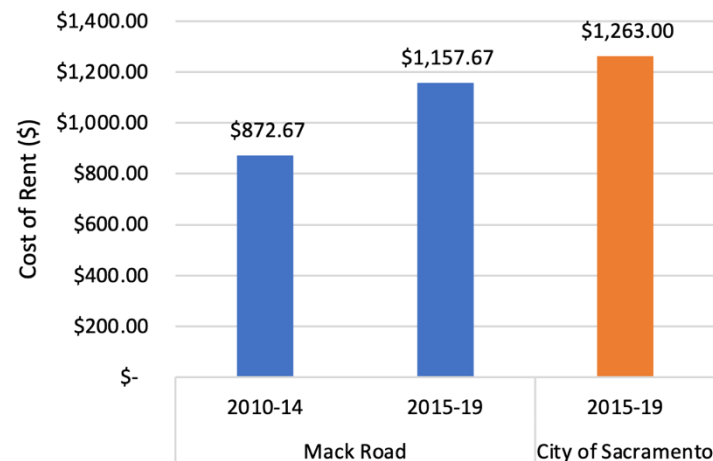
- As the population of Mack Road grows over the years, buyer demand will increase along with property values.
- In the Mack Road region, more than half of those renting in the neighborhood struggle with housing affordability (as of 2015-19).
- Seeing as lead-based paints were banned for residential use in 1978, housing in Mack Road has moderate lead exposure risks as most homes were built around 1982.
- Homeowners are significantly less cost burdened compared to renters in the Mack Road community.

### Relative Risk of Lead Exposure in Mack Road Compared to Surrounding Sacramento Neighborhoods by Census Tract, 2015-2019:



The model combines lead risk from housing and poverty and displays it on a graph in deciles from 10 where there is the greatest risk from these two factors to 1 where there is the lowest risk. Source: WSDOH, Vox Media, & PolicyMap

### Comparing Median Rent in the Mack Road Community Over Time Against the City of Sacramento



Source: American Community Survey



**Vacant Housing Units in the Mack Road Neighborhood from 2015-19**

**322**



**Median Year a Housing Unit was Built in the Mack Road Neighborhood as of 2015-19**

**1982**



**Median Home Value in the Mack Road Neighborhood Over Time**

**\$143,933**

2010-14

**\$243,500**

2015-19



# Industry and Business Characteristics

## What Job opportunities are in the neighborhood?



72%

**Health Care and Social Assistance** dominate the local job market due to Kaiser and Methodist Hospitals being located in the neighborhood.



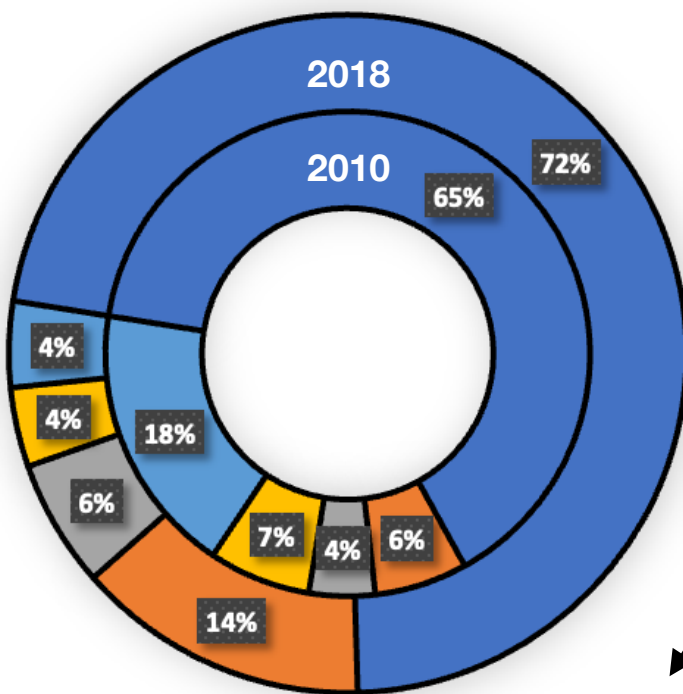
14%

**Retail Trade** is a “Star” Sector nearly tripling the number of jobs in this industry since 2010.

*These mark a trend of jobs moving to consumer based shopping.*

*Jobs in these sectors are lower paying with limited career mobility.*

**Mack Road Percent of Industry Job Share in 2010 and 2018**



Source: U.S. Census Bureau, OnTheMap



6%

**Accommodation and Food Services** is an emerging sector growing 13% faster than the City of Sacramento since 2010.



*Job Share for all other industries has dropped from 25% to 8%.*



4%

**Educational Services** is a transitioning sector which saw a 46% decline in job share between 2010 to 2018.



4%

**All Other Industry Sectors** are negligible in size. From 2010 to 2018 six industries nearly or completely disappeared, dropping as much as 85-100%. Arts and Public Administration are the only two industries that had significant growth and may warrant future development.

### Key Points:

- Workforce training and higher education are needed for residents to take advantage of high paying Health Care local jobs.
- There is a need for attracting business and developing entrepreneurship across a number of sectors to create more diverse career opportunities for residents.

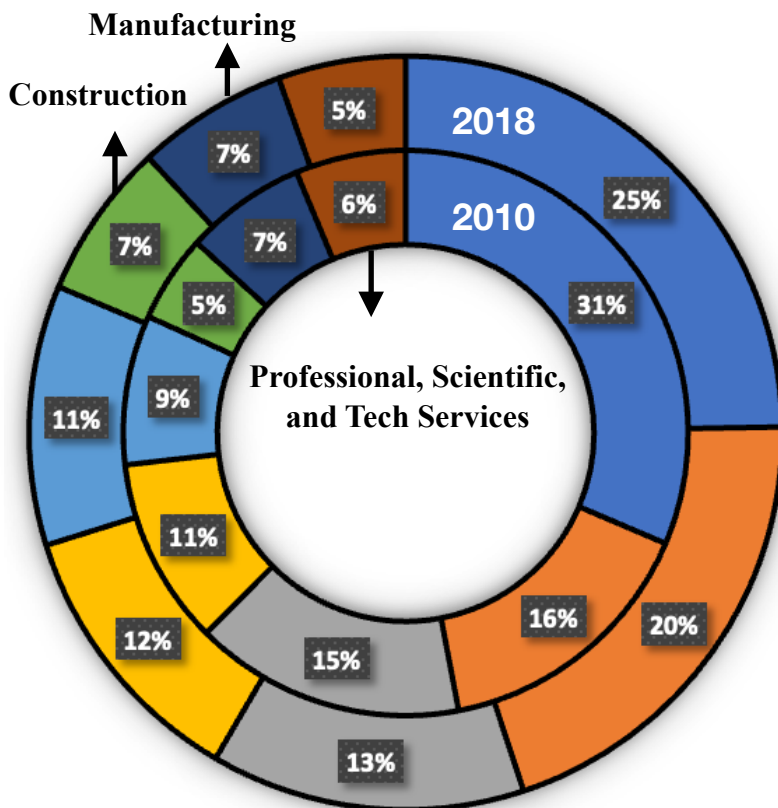
## What Jobs are Held by Mack Road Residents?



**25%**

**All Other Industry Sectors** make up the largest percentage of jobs for residents. This highlights the wide variety of employment held by residents.

### Mack Road Percent of Workforce Job Share in 2010 and 2018



Source: U.S. Census Bureau, OnTheMap



**11%**

**Administration & Support, Waste Management and Remediation.** This sector like construction, manufacturing and professional and tech services are negligible locally meaning many residents commute out of Mack Road for work.



**20%**

**Health Care and Social Assistance** makes up 20% of all jobs in Mack Road, but only 20% of residents are employed in this sector.



**13%**

**Retail Trade** makes up a proportional amount of job shares for both Residents and Industry in Mack Road.



**12%**

**Accommodation and Food Services** make up twice as much of the job share for residents than it does for the share of jobs in this sector locally.



*Despite the diversity of local jobs shrinking since 2010 residents remain employed in a wide variety of fields.*

### Key Points:

- More than 40% of Jobs held by residents are in blue collar or low wage sectors.
- Residents employed in many sectors must look outside of the Mack Road Area and commute for that work. This limits local economic activity as money from workers and business is being spent outside the community.



# Local Workers and Local Residents Job Share

## Characteristics Comparison

Mack Road Neighborhood

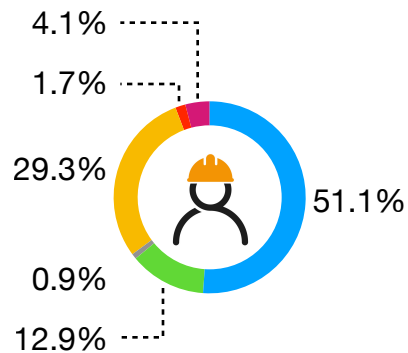


2018

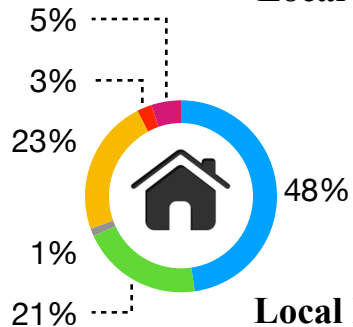
**Mack Road residents with jobs are more diverse compared to local workers in Mack Road and Sacramento as a whole.**

### Jobs Share by Race:

#### Mack Road

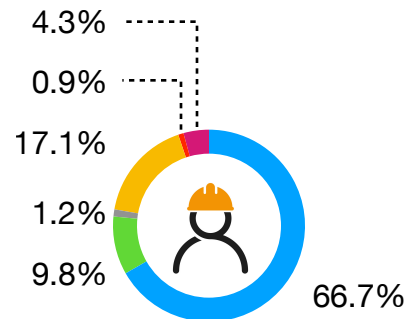


#### Local Worker

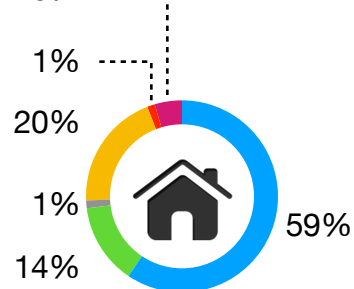


#### Local Resident

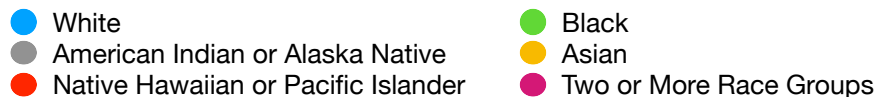
#### Sacramento



#### Local Worker

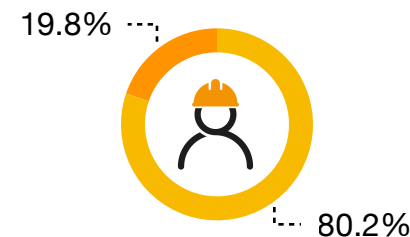


#### Local Resident

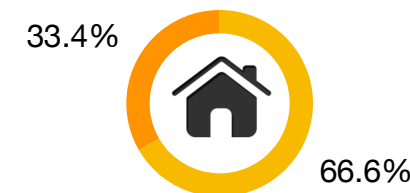


### Jobs by Ethnicity:

#### Mack Road

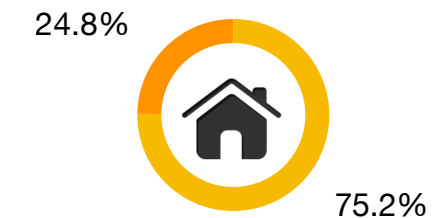
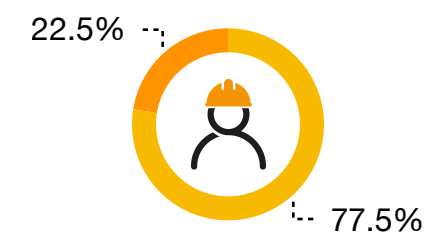


#### Local Worker

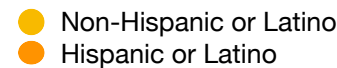


#### Local Resident

#### Sacramento



#### Local Resident



Source: U.S. Census Bureau, OnTheMap Application

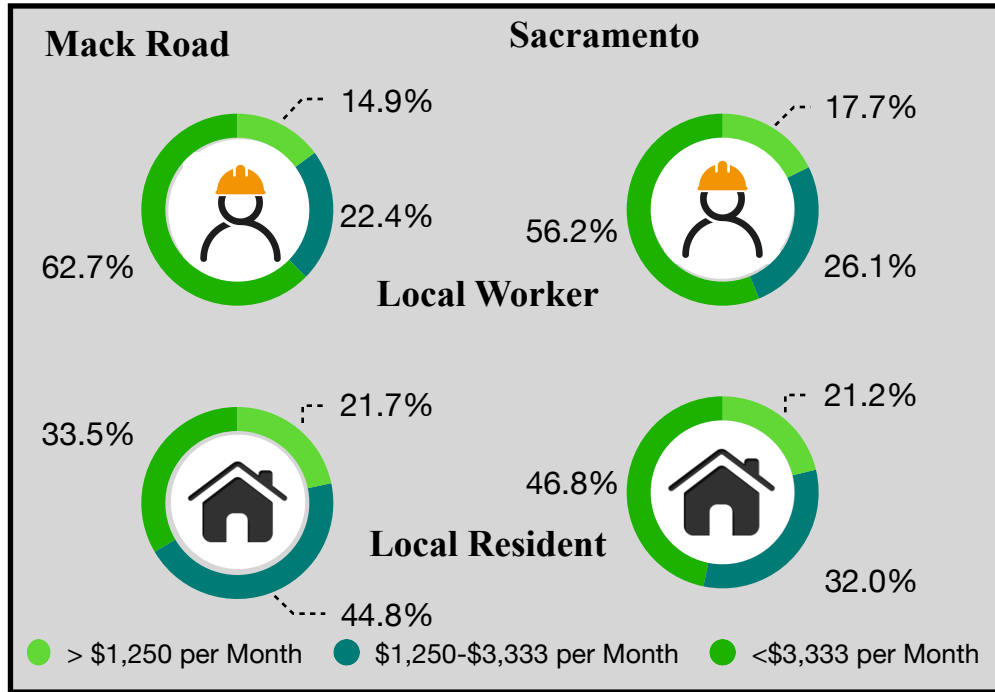
# Local Workers and Local Residents Job Share

## Characteristics Comparison

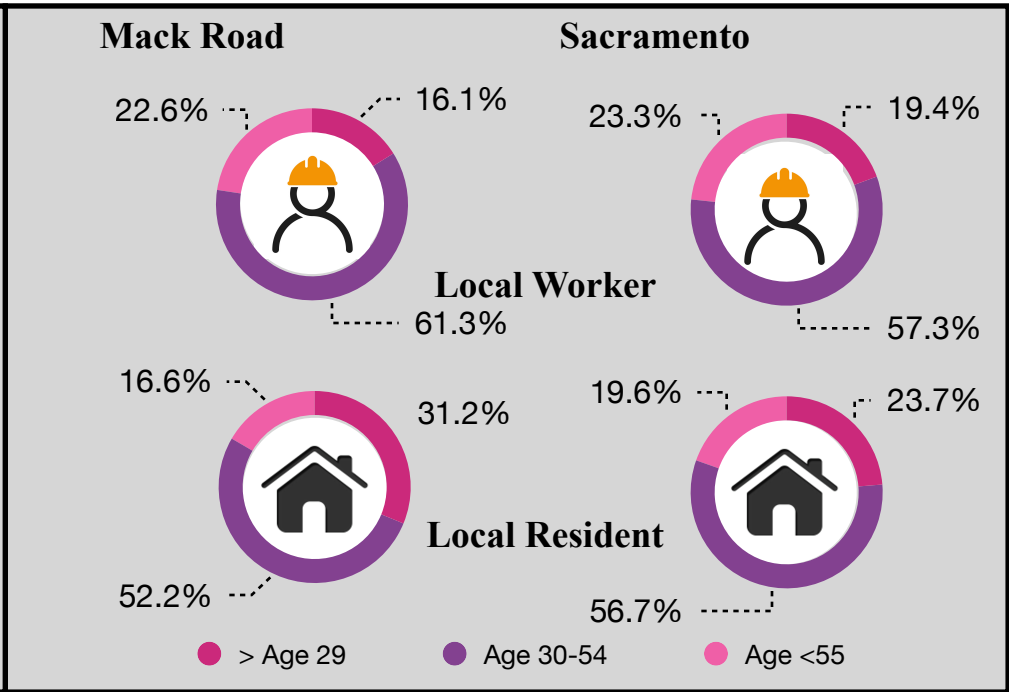
Mack Road Neighborhood



### Job Share by Earnings:



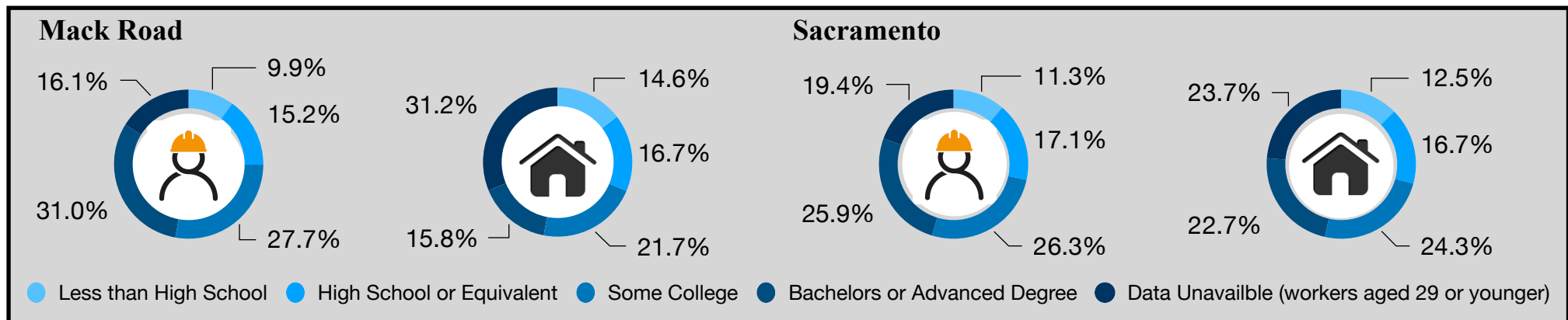
### Job Share by Age:



2018

**Mack Road residents with jobs are younger, less educated, and earn less than Mack Road workers.**

### Job Share by Education:



Source: U.S. Census Bureau, OnTheMap Application



# Safety and Violence

## Characteristics and Resources

### Mack Road Neighborhood

#### Overview:

The Mack Road Community has higher levels of poverty and lower educational attainment rates than the wider Sacramento region, leading to higher rates of crime and community violence. Mack Road also has a predominantly Black and Latino population contributing to a historical distrust of authority and police.

#### Sacramento Police Department 2021 Uniform Crime Reporting (UCR) Statistics

Offenses	January	February	March	Total
Murder	8	2	2	12
Rape	14	11	13	38
Robbery	81	64	63	208
Total Assault	547	521	583	1,651
Simple Assault	336	343	360	1,039
Aggravated Assault	211	178	223	612
Burglary	227	230	186	643
Larceny	753	778	834	2,365
Motor Vehicle Theft	317	233	245	795
Grand Total	1,947	1,839	1,926	5,712
Minus Simple Assaults	336	343	360	1,039
UCR Part 1 Total	1,611	1,496	1,566	4,673
Arson	17	10	22	49
Hate Crimes	0	1	3	4
ARRC	0	0	0	0

Source: FBI's Uniform Crime Report

#### Keystone Organizations:



- Residents from the focus group felt strongly this program helped to keep the neighborhood safe by offering outlets to local youth and positive resources for community members.

#### CRIMINAL JUSTICE ACADEMY

- The program is run by the Sacramento Police Department in conjunction with four different local high schools.
- This workforce development program prepares students for both college and careers.



- Dedicated to ending cyclical and retaliatory gun violence in American Urban neighborhoods.

- Provides arts and education programs to assist children and families with the skills, tools and opportunities to achieve and live productive and fulfilling lives.
- This program focuses on gang prevention, intervention, and interruption for at-risk youth.

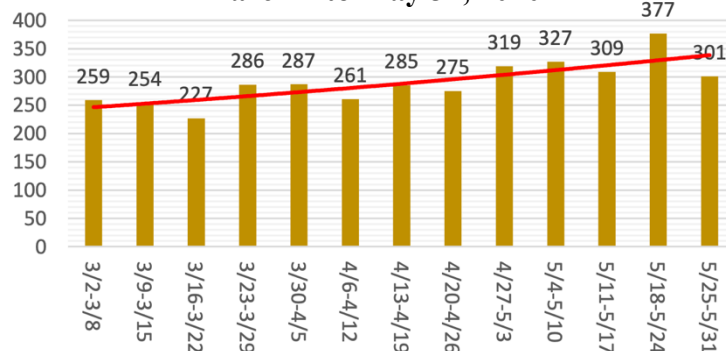
#### Sacramento Police Foundation – Criminal Justice Academy



*"We need police that care about people's lives and who know the situation before acting. We want to make it about us and the community."*

- HEC Focus Group Participant

#### Domestic Disturbance Weekly Calls from March 2 to May 31, 2020



Source: Sacramento Police Department Crime Analysis Unit

# Food Security

## Characteristics and Resources

Mack Road Neighborhood



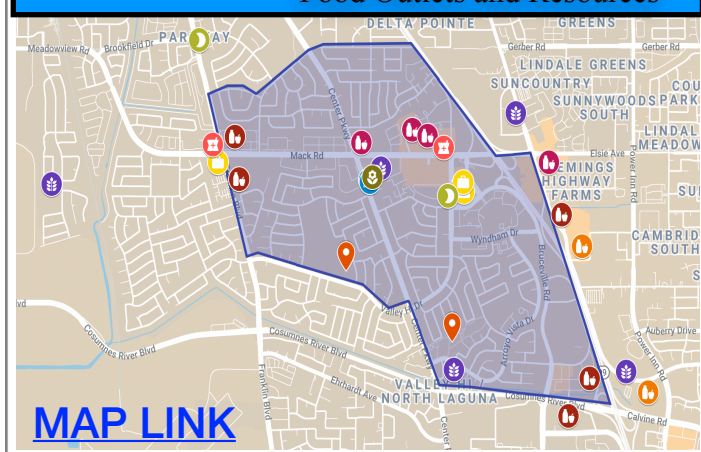
### Overview:

The Mack Road Neighborhood has a 5% higher poverty rate than the city of Sacramento leading to more mild to severe food insecurity and higher rate of residents dependent on public food programs.

### Key Points:

- Covid interrupted many of the food assistance services in the area.
- Only about half of food resource locations have fresh unprocessed foods.
- There is a community desire for more consistent and frequent access to affordable fresh food like the Valley-Mack Farmers Market.
- All food retail locations accept CalFresh.

### Asset Map: Google map of Food Outlets and Resources



*"Between food stamps and cash, I spend a lot. Maybe \$500-\$600 [a month]. My kids eat a lot. Sometimes I still don't even get all that I want."*

- HEC Focus Group Participant

### Types of Food Resources:



### Keystone Organizations:

<ul style="list-style-type: none"> <li>• Programs at Valley-Mack Farmers Market: <ul style="list-style-type: none"> <li>- CalFresh Application Assistance</li> <li>- Market Match of CalFresh funds.</li> </ul> </li> <li>• Micro-Enterprise and Incubator for local food industry entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Runs the Mack Road Community Center</li> <li>• Operates Valley-Mack Farmers Market</li> <li>• On-site Urban Farm</li> <li>• Summer Lunch program for Children 18 and under.</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood food distribution and access.</li> <li>• Food for Seniors</li> <li>• CalFresh and TEFAP resources.</li> <li>• Health and Nutrition Classes and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Neighborhood food distribution and access.</li> <li>• Health and Nutrition Classes</li> </ul>



# MACK ROAD MOVES:

## CED Strategies and Projects

### **Economic Development Strategy 1: Promote and Support the Expansion of Existing Community Activities and Events**

Based on the analysis of the current social and physical infrastructure of the Mack Road community, we believe that fostering inclusive and equitable community economic development must be rooted in an assets-based approach to community development, a process rooted in highlighting the strengths of the community in question rather than its weaknesses. We believe that it is crucial to build upon the existing assets of the community and to focus on increasing basic needs service before advocating for the introduction of workforce and entrepreneurial development. With this methodology in mind, we have identified the importance of supporting and capitalizing on the wide variety of community programs and initiatives already in place in the Mack Road community. The revitalization, expansion, and introduction of new community-oriented programs will benefit all Mack Road constituents due to increased access to food, the cultivation of a sense of community, and increased public safety. We have created a three-pronged strategy that will work to identify, expand, revive, and introduce events and programs into the community that will work to combat food insecurity, community violence, and prompt locality development.

#### Stage 1: Identify and expand existing food distribution programs and services to combat food insecurity.

The Mack Road community has several pre-existing food distribution and food security initiatives in place that have already been successful and well-integrated into the community. Coordinating and expanding the efforts of these institutions is imperative to building the strong foundation required to promote entrepreneurship, workforce development, and other crucial community economic development strategies. This section will provide an overview of the existing food security initiatives within the community and provide strategies designed to coordinate and expand the efforts of the following programs. Further information regarding specific programs can be found on our [Mack Road Area Asset Map](#).

**Central Downtown Food Basket** | Located in St. John's Lutheran Church, the Central Downtown Food Basket (CDFB) reliably provides healthy and fresh groceries to the food insecure at mobile sites throughout Sacramento (CDFB: Our Mission, n.d.).

**Daughters of Zion Enterpryze** | The Daughters of Zion (DOZ) Enterpryz supplies produce to food insecure individuals in Sacramento County and surrounding areas (Mega drive-through & Walk-Up Distributions, n.d.)

**Oak Park Sol Community Garden** | Oak Park Sol is a publicly accessible community garden. This garden grew out of a neighborhood desire to have a creative green space that could serve as a place to grow food, demonstrate sustainable practices, share knowledge, and build community

connectivity. In 2018 Oak Park Sol joined forces with longtime partner, Alchemist Community Development Corporation (Oak Park Sol community garden, n.d.)

**Phoenix Park and Providence Place Community Apartments** | Food distribution centers in partnership with Rose Family Community Empowerment Center and Sacramento Food Bank. (Resident Services, n.d.)

**River City Bank** | River City Food Bank's (RCFB) mission is to alleviate hunger in Sacramento County by providing healthy food and other assistance, offering referrals and promoting self-sufficiency through a variety of support services. RCFB's programs serve low-income families, children, seniors, individuals who are medically fragile, refugees/asylum-seekers, individuals experiencing homelessness, the working poor, and individuals with disabilities (About us-River City Food Bank, n.d.).

**Sacramento Food Bank and Family Services** | Sacramento Food Bank & Family Services (SFBFS) is committed to expanding access to fresh and healthier food choices through a network of many partner agencies, many in underserved areas of Sacramento County (Food- Sacramento Food Bank and Family Services, n.d.).

**WellSpace Health South Valley Community Health Center** | Food distribution center offering monthly food pantry and health services (Produce for all, n.d.). Offers services in English, Hmong, Nigerian, Pashto, Spanish, and Tagalog.

**Wellspring Women's Center** | Wellspring Women's Center is a neighborhood gathering place that provides meals and services to socially vulnerable women and their children. Women and children are eligible to attend and enjoy a healthy meal. Healthy food is made possible through partnerships with local farmer's markets, grants, and donations from individuals (Wellspring, n.d.)

**Alchemist Community Development Corporation** | Alchemist Community Development Corporation is a mission-driven organization that connects Sacramento area communities to land, food, and opportunity in order to build neighborhoods that are vibrant, equitable, healthy, and diverse. They are best known for improving access to nutritious foods through CalFresh, implementing community-supported public green spaces, and fostering economic self-sufficiency through business entrepreneurship (Alchemist CDC: A catalyst for change, n.d.).

It is evident that within Mack Road there are a variety of food distribution and food security programs in place. In order to more effectively serve the Mack Road community, these diverse food organizations should work collectively to market their services, operate more frequently, and reach more of the population. In order to reach more community members, these food distribution organizations should take steps to operate not only at their select sites but at community events, such as the Valley-Mack Farmers Market and Saturday Night Lights. Operating during community events will allow food distributors to increase community awareness of programs, cultivate relationships, and destigmatize food insecurity. Strategies that the Mack Road food distribution and security programs can take in order to create a more unified front is to establish a collective governing body. This multi-institutional team would consist of

representatives from each member organization who would advocate for the needs of that organization and also share the resources at their respective organization's disposal. The team would also work to coordinate food distribution events; thus, allowing the events to be more engaging for community members, consistent, and accessible. In addition to forming a multi-institutional organizational team, it would be critical to create avenues in which information regarding distribution dates and services can be equitably distributed amongst the Mack Road residents. This could be in the form of a community website with information on all the different organizations, a community newsletter, mass text reminders, and/or reminders through third-party channels, such as local schools and religious institutions.

Stage 2: Identify, revitalize, and activate community spaces by providing spaces of communal gathering to promote community safety.

The expansion of food distribution services in the Mack Road community must be coupled with the revitalization of community spaces and the provision of events for community members to gather and interact. Providing outlets for community engagement and interaction will foster a sense of community and thus combat the prevalence of community violence. Throughout this report, we focused on two main communal events: the Valley-Mack Farmers Market and the Summer Night Lights program.

The Valley-Mack Farmers Market was established in 2018 and is an ongoing partnership between the Alchemist Community Development Corporation and the Mack Road community. The market currently operates every Friday from 9:30 am-1:30 pm in the front parking lot of Furniture USA serving as a place of community gathering and an avenue for residents to gain access to nutritious food. In the community focus group conducted by the Health Education Council community members expressed the desire to have more frequent farmers markets, not simply for food access, but because they served as a source of excitement and hope for the community. Moreover, members of the focus group also expressed that in order for farmers markets to better serve their community it would be beneficial to have them at both a consistent and centralized location, such as at the Mack Road Valley Hi community center.

Similarly, the Summer Nights Light Program is a Summer event series in the Mack Road community hosted by the Mack Road Partnership that has been met with much acclaim and community support. The event lasts for about 10-14 weeks throughout the Summer and typically runs three to four times a week (Sacramento Summer Night Lights, n.d). The event is essentially a violence reduction program being that it offers community youth and adults free access to food, activities, and educational and resource workshops (Sacramento Summer Night Lights, n.d). Moreover, the event also allows community members to interact with the local police in a positive setting, working to dismantle the historic distrust between the two communities and reducing community violence (Sacramento Summer Night Lights, n.d).

It is evident that both the Valley-Mack Farmers Market and the Summer Nights Light Program are invaluable assets to the community and that the revitalization of community space is a strategic method in which to cultivate community safety. With this in mind, we propose that the locality increase the frequency of the farmers market and extend the Summer Nights Light Program into a year-round event. This is a more long-term project that will require increased funding and stakeholder coordination and cooperation.

Looking outwards from these two existing successful initiatives, the community also has the opportunity to activate community spaces by highlighting the cultural roots of the



community. This cultural initiative can be spearheaded by community members and the various local nonprofit and organization stakeholders. The community can showcase the cultural roots of their predominantly Black and Hispanic population by creating murals, hosting cultural nights at the community center, and creating community forums where community members can share their stories and experiences.

By aiming towards increasing the longevity of the pre-existing community events the community will begin to foster a greater sense of community pride and will be able to connect more with their neighborhood. These events will also provide an engaging, safe, and inviting space for community members that will allow them to view their community in a new light. Moreover, providing community members with the opportunity to learn about and showcase their culture within the public sphere will also allow community members to celebrate their resiliency and strength amidst the very racialized history of their neighborhood.

### Step 3: Introduce new and innovative programs that meet community needs and continue to grow with the community: Every Day Mack Road Moves!

The final step in our three-pronged approach dedicated towards encouraging the promotion and expansion of existing community activities and events is to build off of the current programs and introduce new programs to meet the needs of the dynamic population. The guiding framework and end goal for this final step in the community program enhancement initiative is to establish “Every Day Mack Road Moves!” an initiative which aims to have community events every day of the week. Some days of the week will be filled with the pre-existing community events that we planned to expand as discussed in the earlier steps, namely the Valley-Mack Farmers Market and the Summer Nights Light program. Ideally, the Valley-Mack Farmers Market would expand to possibly three or more days a week and the Summer Nights Light Program would evolve into a year-round program held on Friday and Saturday afternoons and nights. Possible new events that could be integrated into the everyday fabric of community life are: Kids Homework Nights, Community Conversations and Potluck, Community Gardening days, Holistic Health with the Health Education Council, and other health-related events hosted in conjunction with Kaiser Permanente South Sacramento. The implementation of these programs would be spearheaded by both community members and local community organizations.

### **Economic Development Strategy 2: Integration of alternatives to public safety through community led initiatives and workforce development.**

Our vision for Mack Road would leverage current local resources and expand current programs in order to create low hanging fruit opportunities that can then pave the way for larger projects. There is a need to focus on the environment, the places and spaces where people live, work, and play. The environment shapes the health of the surrounding Mack Road community in more ways than one would expect. For example, local decisions can influence the degree to which health-promoting resources are available to community residents. Our decisions and

investments also influence why some neighborhoods have parks for example and others do not or why in some places we see more fast-food outlets than grocery stores.

When we talk about community safety, this is a problem that stems from a lack of investment. We want to invest more funds into services that prevent crime (such as Advance Peace, Teen Hubs, and Summer Night Lights) as well as parks and recreation. Investing in other services will have a positive impact on community safety compared to increased police presence. This is because police tend to work retroactively, responding to crimes after they have occurred. Creating community safe spaces is a better way of trying to prevent crime because it does not include over-policing or uncalled for traffic stops that oftentimes are predatory. With this in mind, the recent conversation around allocating extra dollars to the Sacramento Police Department's budget proves troublesome because there is a high level of distrust within the community. One HEC focus group participant mentioned the harassment of young black men by police and said "we're afraid of them." A mother added on to this conversation saying "I used to feel safer. They used to use tasers and pepper spray way more than their bullets. Now it's the other way around." A New York University study shows that in a typical city of over 100,000 residents, for every 10 additional organizations that are formed to address violence and build stronger communities there is a "9 percent reduction in the murder rate, a 6 percent reduction in the violent crime rate, and a 4 percent reduction in the property crime rate" (Sharkey et al., 2017). Therefore, in looking for options to tackle the causes of crime rather than the symptoms the first response should be to help those who are struggling the most, not to criminalize or control them. This can only be done, however, if there is a steady investment in social services and resources that community members need. Because we live in a society that perpetually punishes violent behavior within a vacuum, nothing is done whatsoever to address the environmental, social, economic, and political conditions that may have contributed to said violent behavior.

In talking about accountability, the Criminal Justice Academy is a program run by the Sacramento Police Department that participates with four different local high schools (Grant Union High, John F. Kennedy High, C.K. McClatchy High, and Hiram W. Johnson High). Each month students receive college mentorships and are taught with a curriculum focused on law enforcement. We believe that if students choose to participate in Criminal Justice Academy courses, the curriculum should address and condemn the use of excessive force and instead push for more equitable outcomes, especially in Black and Brown communities. The public needs to be able to hold the upcoming generations of law enforcement accountable.

The institutions currently in place are clearly not working for residents, and until law enforcement can be held accountable, communities must find their own way of healing. This healing takes place by creating ways for people to live and flourish. One of these groups includes Advance Peace which aims to end community violence and uplift communities. This is done by providing mentors and resources to at-risk individuals dealing with gun violence who now have access to obtaining their GED, rehabilitation, and parenting classes. These opportunities can truly change the direction of people's lives. Community-based pop-ups are another resource

launched as a pilot program to “keep kids in historically under-served, low-income neighborhoods safe, engaged and out of trouble on Friday or Saturday nights” (Habegger, 2019). These gathering spaces are called “Teen Hubs,” and in the summer especially, serve as substitutions for what would usually be after-school programs. The mentoring efforts that take place during these pop-ups are heavily backed by Mayor Darrell Steinberg, so we do not find it too far off to say we would like to see similar pop-ups throughout the Mack Road community.

### **Economic Development Strategy 3: Create a springboard opportunity for launching new community based groups.**

With the expansion of basic needs programs and steps to keep the community safe, we envisioned that this would lead to the rise of community leaders and new ideas. With this in mind, we felt that there was a strong need for the introduction of a one-stop-shop dedicated to providing the resources and information needed to enact possible ideas brought forth by community members. In order to reach more community members and foster long-term initiatives, we believe that this one-stop-shop should be housed within the existing Mack Road Valley Hi Community Center. This “shop” is less of a shop in the conventional sense, and more of a center in which community members have the opportunity to speak to community experts who embody the qualities of a teacher. The hypothetical teacher being MR. VOSS (Mack Road Valley One Stop Shop). With the one-stop-shop serving as the birthplace of community ideas and initiatives, we envision that our “MR.VOSS” figure would then have the potential to become a community symbol and icon who endorses new ideas. Services available could include: a directory of community organizations, a list of community resources and social services, and a list of local business owners and community leaders (program leaders/coordinators, religious leaders, police, schools, etc). Our intentions would be to have MR.VOSS staffed by community members who are well-versed in the resources that Mack Road has to offer. To encourage community participation and build financial stability, community staff members would be provided a bi-weekly stipend of \$100.00. By being primarily led by members of the community MR.VOSS would then have the capacity to allocate financial resources and offer project grants for community-initiated projects in their early stages of development. The MR.VOSS center does not only provide community members with access to information but also offers shared workspaces and tools, such as computer access. Computers would not only be available for project planning, but also for students who otherwise would not have consistent and reliable access to the internet outside of school.

The success of programs similar to MR.VOSS can be seen in Community Link, a Sacramento-based program which “works to help people turn ideas into action through information, planning, civic engagement, and advocacy for human needs (Community Link, n.d.). The values and mission of Community Link heavily align with what we have envisioned



MR. VOSS to represent. Community Link serves as both a tangible and successful representation of our community economic development strategy and shows that our plan is feasible, executable, and a valuable addition to the Mack Road community. Referral services are a major service provided by Community Link that we hope to replicate in the MR. VOSS center. Despite the fact that Community Link was created to serve greater Sacramento it still acts as a testimony to the importance of providing spaces and resources for community members to generate the programs they desire.

Previously, HEC has partnered with South Sacramento HEAL Zone to organize opportunities that have provided the community with spaces to congregate and interact. More specifically, HEC worked with HEAL Zone to revitalize Valley Hi Park, transforming a once underutilized park area into a prosperous and inviting site for community members to enjoy. What was undertaken in this redevelopment included “cooking classes, farm stands, aerobics, and a summer basketball league” which helped to revitalize the energy of the park (Heal Zone, n.d.). This was an inspiring success story that came to fruition through strong community partnerships and commitment. This specific movement framed around park safety highlighted the idea that positive community economic development must be personable and address the needs of all members in the locality. With this example in mind, the role that MR. VOSS plays in transforming visions into reality could begin with members of the public who feel inclined to host events or programs but do not know where to start. The center would serve as a centralized resource hub staffed with locally-based outreach providers who are well acquainted with the Mack Road community.

#### **Economic Development Strategy 4: Looking Ahead- Long Term Strategies to Revive and Uplift Mack Road**

We recognize that before proposing any additional economic development strategies, we must first address the biggest daily challenges for Mack Road residents including safety and food insecurity. Hence, the first part of our CED strategy has focused on initiatives that will improve these areas of concern and will build social capacity within the community.

However, moving forward we also wanted to provide recommendations for the future prosperity of the community. These recommendations are part of our long-term strategy for Mack Road’s revival and continued success. Here we focus on two big areas of improvement, entrepreneurship/small business growth, and higher educational attainment.

##### Stage 1: Encourage Entrepreneurship

Our analysis of the business environment of Mack Road revealed that the majority of businesses in the community are large-scale businesses with 500 or more employees. In fact, in Mack Road, 82% of the businesses had 500 or more employees compared to only 46% in the city

of Sacramento. This indicates to us that there is a lack of support for small businesses within the community. Furthermore, it shows that the employers having the biggest influence on the community are big businesses.

For our long-term plan for the Mack Road community, we aim to encourage small business growth. The reason being that small businesses have been found to have a greater impact on the local economy than larger businesses of scale. Studies have shown that small businesses recirculate a larger share of their revenue within the local economy compared to larger businesses. Furthermore, small businesses also have a greater impact on jobs and have been known to be an engine for job growth. Small businesses help the overall local community by hiring more local talent, supporting other small businesses in the area, and recirculating money within the local economy.

Additionally, by supporting and reviving small businesses, we can support various types of industry sectors. Our analysis of the business characteristics of Mack Road revealed that almost every other industry besides Health Care and Social Assistance, Retail trade, and Accommodation, and Food Services was playing a negligible role in the job breakdown of the community. Further, we noticed that outside of Health Care and Social Assistance there was a distinct lack of career opportunities and higher-paying fields. Below we will discuss a strategy to increase small business growth within the Mack Road Community and encourage industry growth.

#### *Strategy 1a: Facilitate relationships between Mack Road residents and local financial institutions*

One way to encourage small business growth is by connecting small business owners and entrepreneurs to capital and business-building resources. A strategy that we use to do this is to support crowdfunding campaigns that create mechanisms for entrepreneurs to source capital from investors (Powe, 2020). Another way that we can encourage small business growth is by working directly to improve the relationship between local financial institutions and Mack Road residents. This could be done by conducting monthly training with local banks and residents (Powe, 2020). The goal of these training sessions will be to develop strong ties, mutual trust, and increased access between the Mack Road community and the financial institutions giving out business loans. Historically, one of the biggest barriers for low-income entrepreneurs to advance was lack of access to capital- this initiative aims to change that. Furthermore, we could work closely with the Mack Road Partnership to pursue this initiative since they already have relationships with Mack Road businesses.

#### Stage 2: Workforce Development

When conducting our analysis of the businesses and workforce characteristics of the Mack Road community our team noticed a few key areas of improvement. Firstly, when analyzing data about jobs, we found that the majority of local jobs required educational

attainment of a bachelor's degree or an advanced degree (31% in 2018). This number is higher compared to the larger city of Sacramento, in which only 25 percent (in 2018) of jobs required educational attainment of a bachelor's degree or an advanced degree. Furthermore, our analysis revealed that during the same time the educational services industry saw a 45.6 percent decline in industry share from 2010 to 2018. This signaled to us that even though the majority of local jobs in Mack Road required high levels of education, access to education within Mack Road was declining. Moreover, since the educational services industry has seen a downward trend, access to and quality of education within Mack Road may continue to decline in the future.

Our long-term vision for Mack Road aims to promote a high level of education within the community and aims to support a pipeline for residents to obtain high educational attainment jobs available in the area. Through higher education, Mack Road will benefit with higher individual income, a better educated and skilled workforce, and a higher contribution towards taxes (Committee for Economic Development, 2015 ). Below we have proposed 2 strategies to achieve this vision.

*Strategy 2a: Partner with Communes River College to develop a comprehensive workforce training program.*

We propose to work closely with the Communes River Community College, a community college bordering the Mack Road community, in developing a workforce development program catered for Mack Road residents. The community college can function as a key vehicle in advancing workforce development in a few key ways. Firstly, we would work with the Communes River College to develop a workforce training initiative. The initiative would initially be focused on guiding participants to growing or mature industry sectors within Mack Road. Since the Healthcare and Social Assistance Sector is by far the largest industry sector in Mack Road, a successful workforce training initiative would prepare students with skills needed for that industry.

Secondly, we propose to work with the community college to develop a program that teaches hard/technical skills that can be applied to either the healthcare industry or to the retail industry, a star industry sector in Mack Road. Examples of hard skills include data analysis, computer programming, and healthcare-related certifications.

Thirdly, we want to work closely with the Commune River Community College to support workforce development for small businesses. Small businesses within Mack Road that need their employees to learn certain skills or need assistance with employee training could turn to the Communes River Community College workforce development initiative for help. An example of a community college leading a workforce development program can be found in Southern California at the Rancho Santiago Community College District (RSCD). At RSCD small businesses can seek help with employee skills assessment, employee training, or outplacement assistance (RSCD, n.d). Furthermore, at RSCD, they also train employees in key areas such as. All together working closely with commune river college to give Mack Road residents useful skills.



*Strategy 2b: Partner with ProjectAttain and Thousand Sacramento to increase educational attainment.*

Currently, there are a few non-profit organizations working to increase educational attainment in the Sacramento area. One such non-profit organization called, ProjectAttain, aims to increase educational attainment of working-age adults in the Sacramento region to 60 percent by 2050. Increasing educational attainment has been shown to increase wages, improve quality of life and completely alter the career trajectories of individuals. ProjectAttain has numerous projects at play in the Sacramento area, including one that supports adult learners in completing their bachelor's degree at Sacramento State (Project Attain, n.d).

We propose working closely with ProjectAttain to set up programs at the high school level that encourage students considering dropping out to complete their high school diploma. Further, ProjectAttain could be used as a tool to encourage high school students to either enter the college system or to pursue a technical education. ProjectAttain also offers certificate programs that could position students and adult learners for careers in two of Mack Road's biggest industries, Retail, and Healthcare.

Another organization that is doing work related to improving educational attainment is called a Thousand Strong. Thousand Strong is a workforce development organization that was developed by the Mayor of Sacramento and is focused on uplifting the youth (City of Sacramento, n.d). They offer high school students the opportunity to participate in 3 types of different internship experiences that are developed to help them land a job. Since this program is already in place by the city of Sacramento and is being supported by the Sacramento City School District, we believe that this program can serve as an important tool for workforce development in Mack Road. By marketing and bringing awareness about this program at the high school level we can get more participation from Mack Road youth. Furthermore, we suggest an initiative that would encourage Mack Road employers to sign up for Thousand Strong. Employers within this program get funding to hire youth interns. This would create a positive chain because once local businesses start hiring local youth and give them exposure to the workforce we can create a funnel of talent within Mack Road.

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## **Assessment 1**

### **Assessing Community Demographic, Economic and Housing Conditions**

Nicholas Murphy, Saman Salahuddin, Mariah Padilla, Joseph Fletcher

Dr. Brazil

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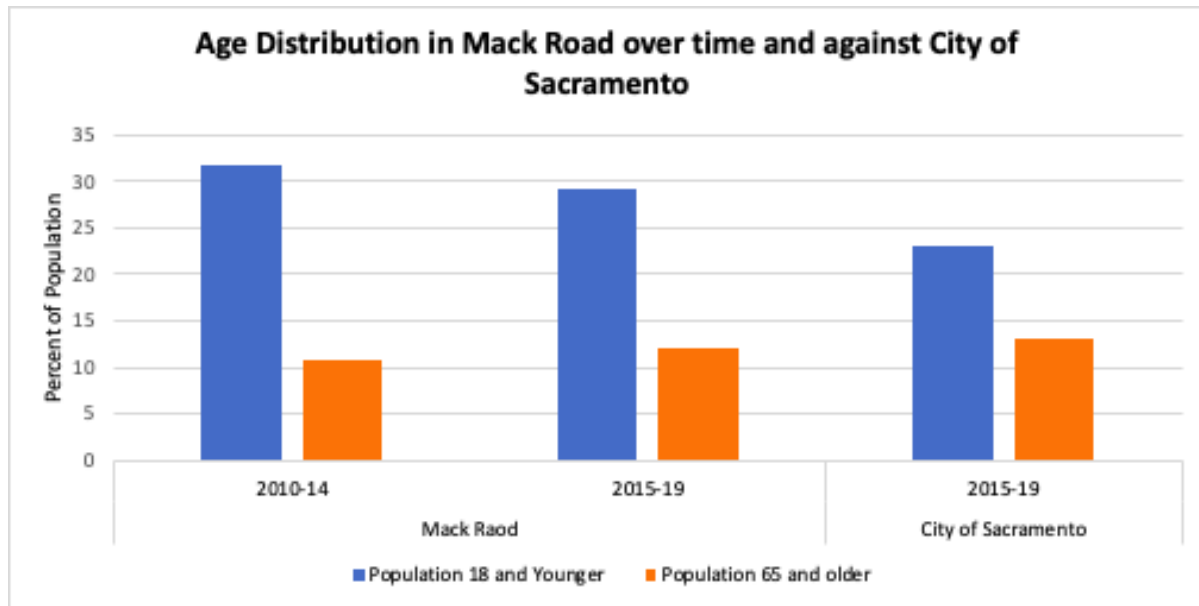
## Part I. Demographics

Total Population, Percent Race/Ethnicity and Age Composition for Mack Road and City of Sacramento

	<b>Mack Road</b>		<b>City of Sacramento</b>
	<b>2010-14</b>	<b>2015-19</b>	<b>2015-19</b>
<b>Total Population</b>	18,403	20,042	500,930
<b>% Female</b>	53.85	49.98	51.05
<b>Age</b>			
<b>Population 18 and Younger</b>	31.79	29.23	23.1
<b>Population 65 and older</b>	10.76	12.12	13.1
<b>Percent race/ethnicity</b>			
<b>American Indian and Alaskan Native*</b>	0.81	0.44	0.73
<b>Native Hawaiiin and Pacific Islander*</b>	3.05	6.15	1.74
<b>Black</b>	25.71	21.13	12.74
<b>White</b>	12.88	13.8	32.43
<b>Asian</b>	17.95	21.89	18.59
<b>Hispanic (Ethnicity)</b>	36.19	30.68	28.86

Source: American Community Survey

\*% Determined by total racial population  
both Hispanic and Non-Hispanic



### Summary and Analysis:

In the chart above I have presented the demographic analysis of the Mack Road community of South Sacramento. In this paragraph, I will provide a short analysis of the results.

From 2010-14 the overall estimated population of the Mack Road community was 18,403. From 2015-19 the population grew to a total of 20,024. The total population of the Mack Road community saw a 9% increase between the two time periods. For comparison, the overall total population of the City of Sacramento from 2015-19 was 500,930. The Mack Road community accounts for 25% of the City of Sacramento's total population.

The total population of the Mack Road community from 2010-14 was 53.85% female. In 2015-19 the percentage of females decreased to 49.98%. On the other hand, the percentage of females in the City of Sacramento for 2015-19 was 51.05%. I choose to include percent females in the population as my fourth demographic statistics because the sex breakdown of a community influences the type of services required. For example, communities with a high female population are more likely to require services such as planned parenthood clinics and childcare services.

In the Mack Road community, the percentage of individuals under 18 years of age was 31.79% from 2010-14 and 29.23% from 2015-2019. Comparatively, in the City of Sacramento, the percentage of individuals under 18 years of age was 23.1% from 2015-19. Moreover, in the Mack Road community the percentage of individuals above 65 years of age from 2010-14 was 10.76% and from 2015-19 was 12.12%. For the City of Sacramento, the percentage of individuals above 65 years of age was 13.1%. The Mack Road community has a younger

demographic compared to the City of Sacramento. The City of Sacramento has a lower percentage of individuals under 18 and a higher percentage of individuals above 65 years of age.

The race/ethnicity distribution in the Mack Road community from 2010-14 is as follows; 25.71% Non-Hispanic Black, 13.8 percent Non-Hispanic White, 17.95% Non-Hispanic Asian, and 36.19% Hispanic. From 2015-2019 the race/ethnicity distribution for Mack Road is; 21.13% Non-Hispanic Black, 12.88 percent Non-Hispanic White, 21.89% Non-Hispanic Asian, and 30.68% Hispanic. In between the two time periods, the percentage of Asian's rose by 21.94% and the percentage of Hispanics fell by 15.22%. Comparing the race/ethnicity distributions to Sacramento we can see that Mack Road has a significantly lower percentage of Non-Hispanic Whites. Further, the City of Sacramento has a lower percentage of both Blacks and Asians.

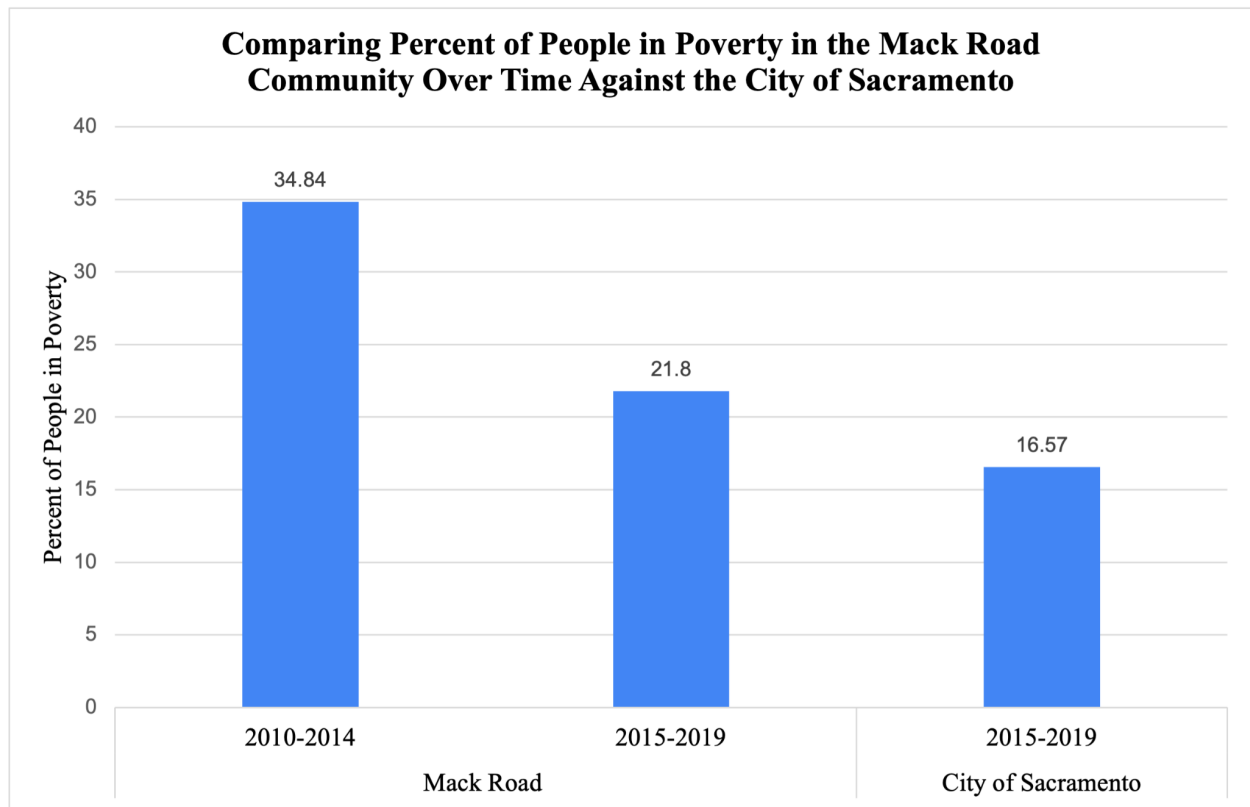
## Part II. Economics

Percent of People in Poverty, Median Household Income, Percent of Population with at least a Bachelor's Degree, and Percent of All Families with One Adult and Children who Live in Poverty in the Mack Road Community, 2010-14 and 2015-19, and City of Sacramento, 2015-19.

	Mack Road		City of Sacramento
	2010-2014	2015-2019	2015-2019
<b>Percent of People in Poverty</b>	34.84	21.80	16.57
<b>Median Household Income</b>	\$28,990.00	\$44,397.00	\$62,335.00
<b>Percent of Population with at least a Bachelor's Degree</b>	9.25	9.94	21.20
<b>Percent of All Families w/ One Adult and Children Who Live in Poverty</b>	56.40	36.17	29.46

Source: American Community Survey





### Summary and Analysis:

The chart and graph provide a visual representation of the economic condition of the Mack Road community over time in comparison to the economic state of the city of Sacramento. In this analysis, I will provide an overview and discussion of the data results. Throughout 2010-2014 about one-third of the general Mack Road population lived in poverty. It is important to note that the percentage of families with one adult and children was much higher than the general poverty rate for the overall community. At 56.4%, the percentage of poverty for families with one adult and children was approximately 1.6 times higher than the average poverty rate for the general Mack Road community. The difference in poverty rates must be understood within the context of household structure. It is reasonable to deduce that a single parent or guardian household with one or more children would be more likely to live in poverty, experience food insecurity, and be more vulnerable to an economic shock. Moreover, during this time period the median household income was \$28,990.00. The overall low median household income of the Mack Road community seems to indicate that the majority of the population is experiencing economic hardship and distress. Another major indicator of the economic and social state of the community is the average education attainment level of the population. In 2010-2014 the percentage of the population with at least a Bachelor's degree was extremely low at 9.25%. The

low educational attainment levels of the Mack Road community likely contribute to the state of economic distress and inequality experienced by the residents of the neighborhood.

Between 2015-2019 the percentage of people in poverty in Mack Road was 21.8%. This represents an overall decrease of more than 10% in the overall poverty level in the community. Not only was there a significant decrease in the overall level of poverty in Mack Road, but the level of poverty specifically for single adult families with children decreased approximately 20%, going from 56.4% in 2010-2014 to 36.17% in 2015-2019. In addition to a dramatic decrease in poverty within the community during this time period, the Mack Road community also experienced a large upward trend in respect to the median household income. In the five-year time frame, the median household income of the Mack Road community increased by approximately 65% from \$28,990 to \$44,397. The upward trend in community income is coupled by a slight increase in the level of the population who hold at least a Bachelor's degree. However, unlike the income and poverty brackets, the educational attainment level only increased by a little less than one percent. This would seem to suggest that education remains a large obstacle for the Mack Road community and serves as a large barrier to upward mobility.

In comparison to the city of Sacramento, the Mack Road community experiences a disproportionate level of poverty, median household income, and educational attainment. The large disparity between the two communities is evident at both data collection time points; however, this analysis will only examine the communities during the 2015-2019 period. The percent of people in poverty in the Mack Road community is 1.31 times higher than the poverty rate in the Sacramento area. In a similar fashion, single adult-led families with children living in Mack Road are about 1.23 times more likely to live in poverty than a family of similar organization living within the city of Sacramento. Additionally, the great disparity between the two localities is especially evident in the differences in median household income and educational attainment levels. Residents of the city of Sacramento are roughly 46% more likely to have attained a Bachelor's degree in comparison to residents of the Mack Road community. This great educational disparity probably contributes to the household income divide with Sacramento city residents having a median household income almost twice as much as the average Mack Road community resident.

In conclusion, while there have been significant improvements over time within the Mack Road community in terms of the poverty level, educational attainment, and median household income there still exists a great regional disparity. The economic upturn within the Mack Road community is not enough for the community to be economically comparable to the city of Sacramento. The comparative analysis of the two regions provides insight into the economic state of the community and will serve as the basis for the determination of effective policies and programs designed to empower the Mack Road community.

### Part III: Economic conditions by race and ethnicity.

#### Percentage of Population in Poverty by Race and Ethnicity in the Mack Road Community

	Mack Road		City of Sacramento
	2010-2014	2015-2019	2015-2019
<b>Latino (Ethnicity)</b>	43.07	29.05	19.43
<b>Native Hawaiin and Pacific Islander*</b>	47.95	27.82	16.55
<b>White</b>	36.84	26.85	14.42
<b>Black</b>	30.61	22.36	21.27
<b>Asian</b>	33.75	15.75	16.83
<b>American Indian and Alaskan Native*</b>	32.89	0.00	25.65

Source: American Community Survey

\*% Determined by total racial population both Hispanic and Non-Hispanic

#### Summary and Analysis:

The Latino, Native Hawaiin and Pacific Islander, and White populations have the highest rates of poverty by population when compared to other all races and ethnicities between 2015-2019. The ranges in poverty are close among all groups with the exception of Asian and American Indian and Alaskan Native. This would seem to indicate that the factors contributing to poverty in the neighborhood are shared across most residents.

The percentages of poverty in the Mack Road area is down by at least 10% points from 5 years ago across all groups, with the exception of Black residence which decreased the least at 8.1%. The change to 0% for American Indians and Alaskans Natives can be explained by its small and shrinking total population and might not be statistically representative. Of note, is the large decrease of 20.13% for Native Hawaiin and Pacific Islanders, though a comparatively smaller population group, it has grown significantly from 2010-2014, indicating an influx of residents not in poverty.

Though poverty rates are improving over time for all groups, when compared to the City of Sacramento you see a large disparity in poverty for Latino, Native Hawaiin and Pacific Islander, and White populations. The Asian and Black poverty rates now nearly match those of the City of Sacramento.

**Conclusion:** The poverty rates across all races and ethnicities are improving but still fall behind the rates for Sacramento. Latino, Native Hawaiin, and Pacific Islander, and Asian groups have seen the most decreases. However, the Latino ethnicity still has the highest poverty rates. African

American's though improved have seen the least benefit from the improved economic status of the neighborhood.

### Next Steps:

I would be interested to identify the source of the decreased poverty rates between 2010-2014 and 2015-2019. I would look at the influx of new residents to see their poverty rates by race and ethnicity, I would look at each Census Tract to see if there was a major change in one tract from another to identify a locality that might be having an effect. I wonder if this could be a result of a delayed effect from the expansion to the Kaiser Permanente South Campus that opened in 2009.

Robinson K. Kaiser Eyes Huge South Sac Expansion. Sacramento Business Journal.  
<https://www.bizjournals.com/sacramento/stories/2004/11/22/story1.html> Published: Nov. 21st 2004.

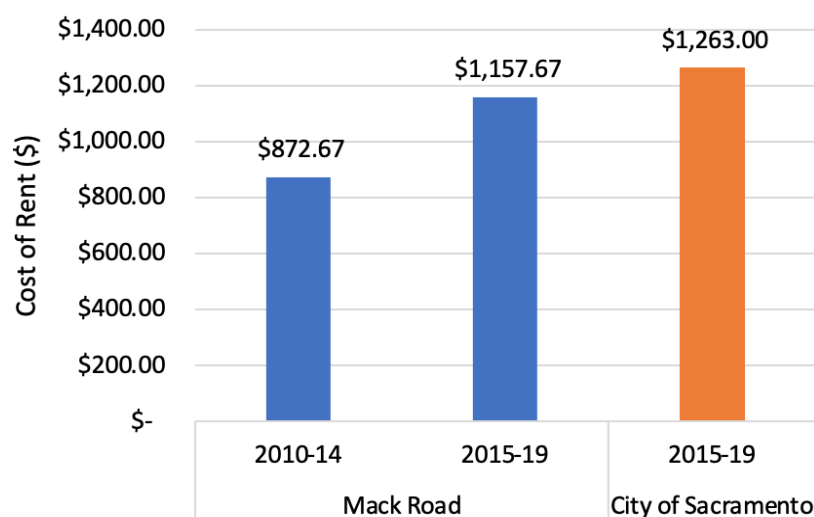
### Part IV:

Median Rent, Median Home Value, and Percent of Cost Burdened Homeowners in the Mack Road Community, 2010-14 and 2015-19, and City of Sacramento, 2015-19

	Mack Road		City of Sacramento
	2010-14	2015-19	2015-19
Median Rent	\$ 872.67	\$ 1,157.67	\$ 1,263.00
Median Home Value	\$ 143,933.33	\$ 243,500.00	\$ 336,900.00
% Cost Burdened Homeowners	39.81	33.39	26.61
% Cost Burdened Renters	70.74	65.66	50.41

Source: American Community Survey

Comparing Median Rent in the Mack Road Community Over Time Against the City of Sacramento





**Summary and Analysis:**

The provided table above is a representation of housing conditions within the community of Mack Road as well as the surrounding Sacramento area as a whole. If we take a closer look at the statistics of the Mack Road community over the years, we can see a 32% increase in median rent from the 2010-14 census (\$872.67) compared to that of the 2015-19 census (\$1,157.67). This is a \$285 difference, which is more than likely a direct consequence of the median home value also increasing throughout the years. From 2010-14 the median home value for Mack Road was \$143,933, which shot up 69% to \$243,500 during 2015-19. In relating this information to that of Saman's in Part I, we know that the population of Mack Road is growing over the years, and this growth increases buyer demand, which ultimately increases property values.

What I find interesting is that the percent of cost-burdened homeowners and renters in Mack Road declined from 2010-14 to 2015-19 even though both the median rent and the median home value grew. The Mack Road region experienced a decrease from 39.81% (2010-14) to 33.39% (2015-19) of cost-burdened homeowners as well as a decrease in the percentage of cost-burdened renters from 70.74% (2010-14) to 65.66% (2015-19). Looking at the "City of Sacramento" data from 2015-19, both the percent of cost-burdened homeowners (26.61%) and renters (50.41%) is less than that of Mack Road's data from the same census year 2015-19. I chose the percentage of cost-burdened renters as my additional characteristic because I thought that the stark difference across the board in the percentage of cost-burdened homeowners and renters was an important one. 70.74 percent of cost-burdened renters in the Mack Road region means that almost  $\frac{3}{4}$  of the whole area is struggling with housing affordability. However, for the same census (2010-14), there was a 30.93% difference (70.74%-39.81%) in the cost burden between homeowners and renters located in the Mack Road area.

As seen in the bar chart above I compared the median rent of Mack Road for both census tract years to just the 2015-19 census tract for the city of Sacramento. What you can see is that there is a general upward trend in the cost of rent. Looking at 2015-19 specifically, there is a \$105.33 (\$1,263-\$1,157.67) dollar difference between the Mack Road median rent and the median rent for the city of Sacramento. The data is not so similar when looking at the median home value from 2015-19 for the city of Sacramento compared to Mack Road, where there is a 38% difference in median home value between the two. The median home value in Sacramento city being \$336,900.

## **Overall Summary:**

In terms of demographic characteristics, the Mack Road community located in South Sacramento differs from the overall City of Sacramento in a few key ways. Firstly, from 2015-19 23.1% of the City of Sacramento's population was under the age of 18 while 29.23% of Mack Road was under the age of 18. Secondly, the racial/ethnic composition of the two regions differs greatly from one another. Blacks, Asians, and Hispanics make up a greater percentage of the total population for Mack Road compared to the City of Sacramento. On the other hand, the City of Sacramento has a higher percentage of White individuals compared to Mack Road. In terms of economics, a strength that a community economic development plan can capitalize upon is the upward trend in the median household income. The rise in income represents a sign of social mobility and economic growth, both of which are crucial to economic development. However, it is important to recognize that the overall poverty rate is still well above the levels observed in Sacramento. Moreover, any proposed community economic development plan for the Mack Road community must commit to establishing strong workforce development programs and educational pipelines in order to provide new opportunities to this community which has historically struggled with educational attainment. Additionally, attention should be given to the success the growing Asian community in the area has had in decreasing the rate of poverty to below the city-wide levels to see if those conditions can be replicated for other groups. Specific attention should be given to the Latino and black demographics. The Latino though seeing the largest fall in poverty rates still has the highest percentage of poverty overall. The black residents despite having a lower rate of poverty compared to other groups saw the least decrease in poverty over time, that combined with the overall high rate of poverty amongst black populations across Sacramento and a high percentage of the overall Mack Road population should be at the center of any future development efforts. In terms of housing, there is an obvious benefit to becoming a homeowner as opposed to renting. When we talk about homeownership, access to loans is a big deal. This being said, there is a blatant need for programs and or organizations (possibly a CDC) that would allow individuals of lower economic means to qualify for the types of loans needed to put them in a position to become homeowners. Having more access to capital and being able to say that you own your house can be the single most revolutionary thing to happen to an individual. This is because there is a sense of belonging as opposed to being moved from place to place and more of a pathway to prosperity seeing as owning a home allows you to build more capital in assets. What sticks out like a sore thumb—numbers-wise—is the percentage of cost-burdened renters in the Mack Road community. While there are already tenant protection laws in the city of Sacramento, a way to assess this weakness in the community would be to implement stricter rent control.

## **Assessment 2**

### **Business Characteristics, Workforce Characteristics, and Commuting Patterns of the Mack Road Neighborhood**

Nicholas Murphy, Saman Salahuddin, Mariah Padilla, Joseph Fletcher

Dr. Brazil

CRD 156

6 May 2021

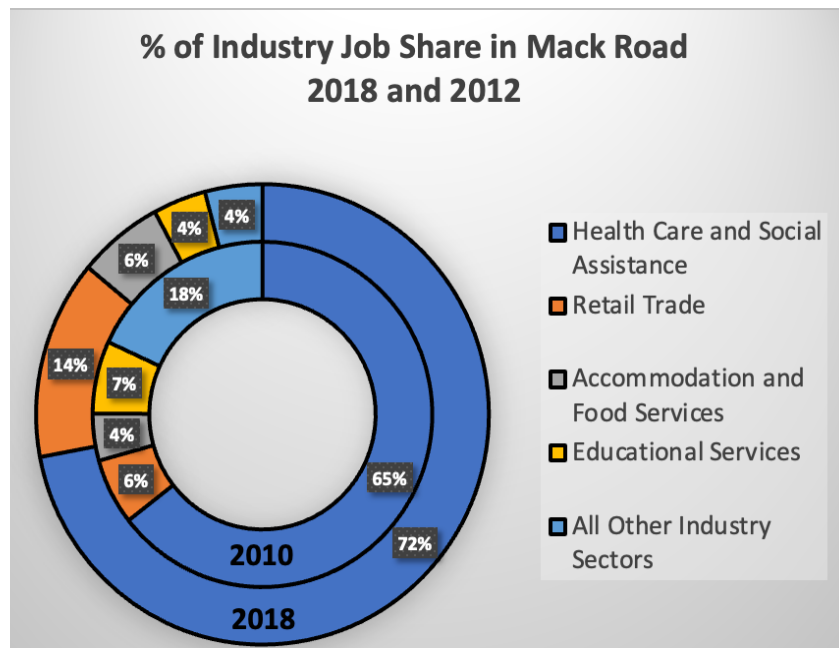
## Part 1: Business Characteristics

Percentage of Local Jobs in Mack Road by Industry for 2018 and 2010.

Jobs by NAICS Industry Sector	Job Share	
	2018	2010
Agriculture, Forestry, Fishing and Hunting	0.0%	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%
Utilities	0.0%	0.1%
Construction	0.1%	0.1%
Manufacturing	0.1%	8.0%
Wholesale Trade	0.1%	0.1%
Retail Trade	14.0%	6.2%
Transportation and Warehousing	0.1%	0.1%
Information	0.0%	0.6%
Finance and Insurance	0.5%	0.4%
Real Estate and Rental and Leasing	0.5%	1.0%
Professional, Scientific, and Technical Services	0.3%	0.7%
Management of Companies and Enterprises	0.0%	0.1%
Administration & Support, Waste Management and Remediation	0.4%	1.8%
Educational Services	3.8%	6.8%
Health Care and Social Assistance	72.1%	64.4%
Arts, Entertainment, and Recreation	0.2%	0.0%
Accommodation and Food Services	6.1%	4.4%
Other Services (excluding Public Administration)	1.0%	4.6%
Public Administration	0.8%	0.5%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment

Statistics (Beginning of  
Quarter Employment, 2nd  
Quarter of 2002-2018)



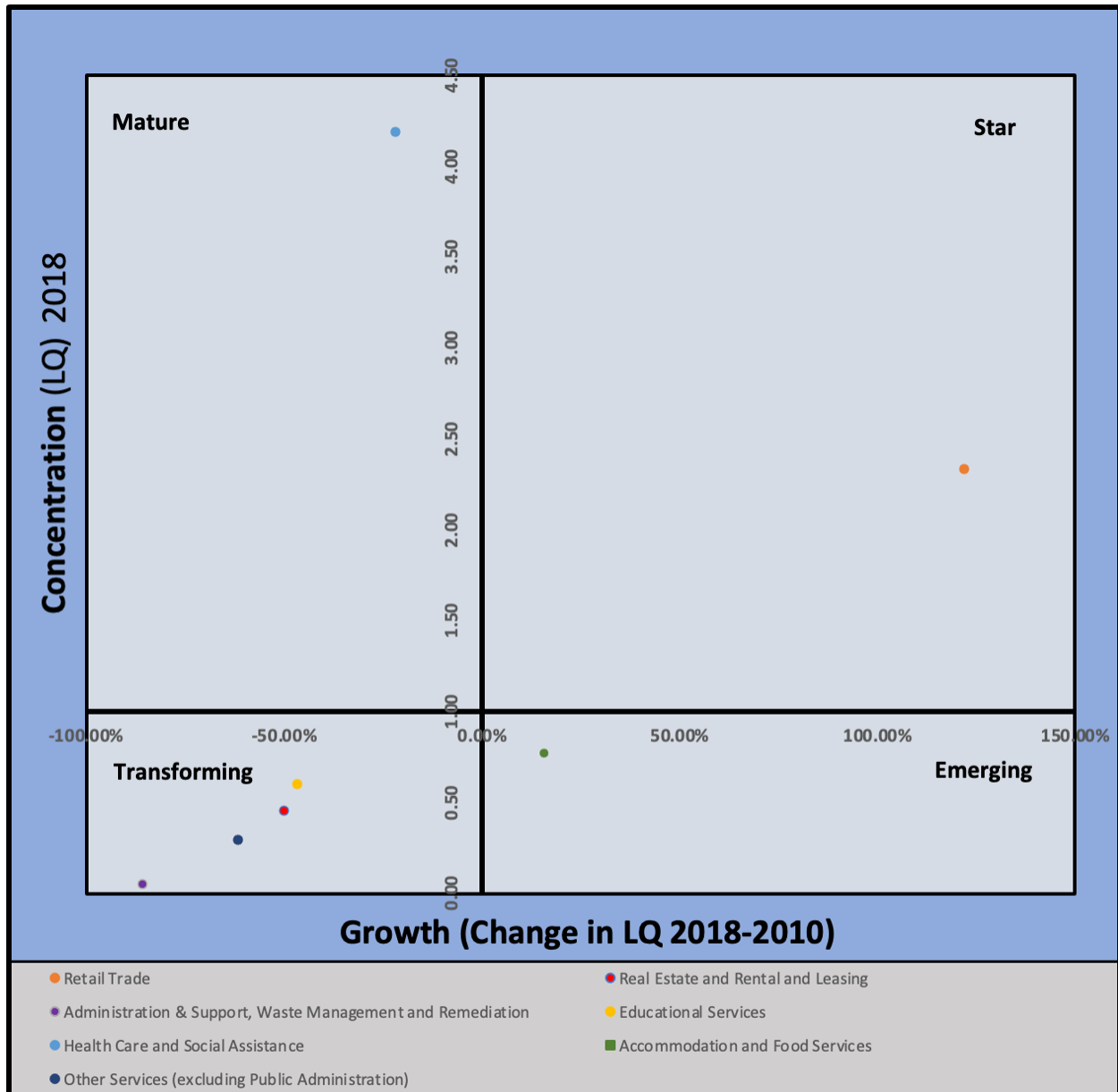
**Location Quotient and Growth (By Percentage of Change) of Mack Road Compared to Sacramento by Industry for 2018 and 2010.**

<b>Jobs by NAICS Industry Sector</b>	<b>LQ</b>	<b>LQ</b>	<b>%LQ Change</b>	<b>Type</b>
	<b>2018</b>	<b>2010</b>	<b>2018-2010</b>	<b>2018-2010</b>
Agriculture, Forestry, Fishing and Hunting	0.00	0.00	0%	Negligible
Mining, Quarrying, and Oil and Gas Extraction	0.00	2.80	-100.0%	Negligible
Utilities	0.00	0.06	-100.0%	Negligible
Construction	0.03	0.04	-16.8%	Negligible
Manufacturing	0.04	2.86	-98.7%	Negligible
Wholesale Trade	0.02	0.03	-33.7%	Negligible
Retail Trade	2.32	1.06	118.9%	Star
Transportation and Warehousing	0.03	0.05	-36.4%	Negligible
Information	0.00	0.32	-100.0%	Negligible
Finance and Insurance	0.26	0.21	21.0%	Negligible
Real Estate and Rental and Leasing	0.45	0.92	-51.0%	Transforming
Professional, Scientific, and Technical Services	0.05	0.13	-64.3%	Negligible
Management of Companies and Enterprises	0.00	0.07	-100.0%	Negligible
Administration & Support, Waste Management and Remediation	0.05	0.37	-86.8%	Transforming
Educational Services	0.61	1.12	-45.8%	Transforming
Health Care and Social Assistance	4.18	5.38	-22.3%	Mature
Arts, Entertainment, and Recreation	0.15	0.03	373.7%	Negligible
Accommodation and Food Services	0.76	0.67	13.9%	Emerging
Other Services (excluding Public Administration)	0.29	0.77	-62.5%	Transforming
Public Administration	0.03	0.01	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)*



## Mack Road 2018 LQ and Percentage of LQ Change between 2018 and 2010.



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

### Analysis:

Health Care and Social Assistance make up the overwhelming majority of The Mack Road community's job shares at 72%. Despite increasing its job shares by 7% from 2010 to 2015, its overall LQ change during that same time period is at -22.3%, indicating that its rate of growth as an industry is lagging behind the rate of growth in Sacramento as a whole. Clearly, because it's such an important industry that is growing, it's important to support specialized job training in this field in order for residents to find work locally.

The next highest, and only star rated industry in Mack Road is Retail Trade, seeing a big jump in job share growing to 8% and nearly tripling the number of jobs in this sector. This combined with the emerging Accommodations and Food Service marks a shift in the type of jobs activities moving to consumer-based shopping. Though more local employment is good, these are typically lower wage and with fewer opportunities for career growth and expansion.

At the same time, you are seeing a huge drop in job share in the majority of other industries. In some cases, like Manufacturing, Mining, Information, Utilities, Management of Companies and Enterprises, and Administration & Support, the industry has either nearly or completely disappeared, dropping as much as 85-100%. The current transitioning and negligible industries taken together made 25% of job share in 2010 now only constitute 8%. This marks a distinct lack of career opportunities and higher-paying fields outside of HealthCare and Social Assistance.

Major investment and support should be given to targeted members of this group. Arts and Public Administration may be of interest as the only two of the negligible industries that saw significant growth. Another industry of note which had a relatively high job share in 2010 is the transforming Educational Services which saw a sharp decline of 45.8%. An assessment of local workforce skills could assist in identifying specific industries to try to attract or create through encouraging local entrepreneurship through training and access to capital.

### Educational Attainment, Age, Race and Ethnicity of Local Jobs in 2010 and 2018 for Mack Road and Sacramento

	Share of Total Jobs			
	Mack Road		Sacramento	
Jobs by Education	2010	2018	2010	2018
Less than high school	8.30%	9.90%	9.30%	11.30%
High school or equivalent, no college	13.50%	15.20%	16.70%	17.10%
Some college or Associate degree	29.70%	27.70%	27.40%	26.30%
Bachelor's degree or advanced degree	32.80%	31.00%	27.00%	25.90%
Educational attainment not available (workers aged 29 or younger)	15.80%	16.10%	19.70%	19.40%
Jobs by Age				
Age 29 or younger	15.80%	16.10%	19.70%	19.40%
Age 30 to 54	61.90%	61.30%	60.20%	57.30%
Age 55 or older	22.30%	22.60%	20.10%	23.30%
Jobs by Race				
White Alone	58.80%	51.10%	70.90%	66.80%
Black or African American Alone	11.70%	12.90%	8.90%	9.80%
American Indian or Alaska Native Alone	1.00%	0.90%	1.10%	1.20%
Asian Alone	24.20%	29.30%	15.40%	17.10%
Native Hawaiian or Other Pacific Islander Alone	1.10%	1.70%	0.60%	0.90%
Two or More Race Groups	3.30%	4.10%	3.00%	4.30%
Jobs by Ethnicity				
Not Hispanic or Latino	83.20%	80.20%	82.10%	77.50%
Hispanic or Latino	16.80%	19.80%	17.90%	22.50%

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

### Earnings in 2010 and 2018 for Mack Road and Sacramento

	Share of Total Jobs			
	Mack Road		Sacramento	
Jobs by Earnings	2010	2018	2010	2018
\$1,250 per month or less	16.00%	14.90%	18.00%	17.70%
\$1,251 to \$3,333 per month	21.70%	22.40%	30.00%	26.10%
More than \$3,333 per month	62.20%	62.70%	52.00%	56.20%

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

**Percent of Local Jobs by Business Firm Age in 2017 for Mack Road and Sacramento**

	<b>Percent of local jobs by business firm age in 2017</b>	
<b>Firm Age</b>	<b>Mack Road</b>	<b>Sacramento</b>
0-1 Years	2.0%	4.3%
2-3 Years	1.7%	5.3%
4-5 Years	1.2%	4.7%
6-10 Years	3.2%	8.7%
11+ Years	91.9%	77.0%

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

**Percent of Local Jobs by Business Firm Size in 2017 for Mack Road and Sacramento**

	<b>Percent of local jobs by business firm size in 2017</b>	
<b>Firm Size</b>	<b>Mack Road</b>	<b>Sacramento</b>
0-19 Employees	10.2%	21.4%
20-49 Employees	3.6%	9.9%
50-249 Employees	2.5%	16.2%
250-499 Employees	1.5%	5.7%
500+ Employees	82.2%	46.8%

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

## Part 2: Resident Workforce Characteristics

### Percent of Employed Residents by Industry Sector in the Mack Road Community, 2010 & 2018, and in the City of Sacramento, 2018.

	Mack Road		City of Sacramento
	2010	2018	2018
Agriculture, Forestry, Fishing and Hunting	1.7%	1.3%	1.00%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.1%	0.00%
Utilities	0.4%	0.6%	0.80%
Construction	3.7%	5.4%	4.90%
Manufacturing	4.9%	5.0%	4.10%
Wholesale Trade	3.0%	3.3%	3.20%
Retail Trade	11.3%	11.0%	8.70%
Transportation and Warehousing	3.7%	4.4%	3.60%
Information	1.7%	1.3%	1.60%
Finance and Insurance	3.3%	2.5%	3.00%
Real Estate and Rental and Leasing	1.2%	1.1%	1.40%
Professional, Scientific, and Technical Services	4.7%	4.4%	5.90%
Management of Companies and Enterprises	1.6%	1.5%	1.40%
Administration & Support, Waste Management and Remediation	6.3%	9.0%	7.30%
Educational Services	8.3%	5.8%	8.40%
Health Care and Social Assistance	12.7%	20.2%	16.70%
Arts, Entertainment, and Recreation	1.7%	1.5%	1.80%
Accommodation and Food Services	8.9%	10.5%	9.80%
Other Services (excluding Public Administration)	8.4%	3.3%	3.50%
Public Administration	12.2%	7.7%	12.80%

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

#### Analysis:

Health Care and Social Assistance rank the highest in percent of employed residents compared to all other industry sectors shown above. This holds true for not only Mack Road (2010 and 2018) but for the city of Sacramento (2018) as well. The statistics for the percent of employed residents in the Health Care and Social Assistance sector for Mack Road read 15.3% in 2010 and 19.9% in 2018. This marks a 30% increase in employees between 2010 and 2018 for the Mack Road community. In comparing these

numbers to the city of Sacramento, there is a 3.2% difference in the same industry (19.9%-16.7%) between Mack Road and the city of Sacramento. It is worth noting that this is most likely due to the high concentration and prevalence of hospitals in the Mack Road community. According to PolicyMap, there are three hospitals within the community: Sierra Vista Hospital, Inc, Kaiser Permanente South Sacramento Medical Center, and The Methodist Hospital Of Sacramento. This is no surprise then when compared to the data in part 1 which states that in 2018, 72.1% of jobs in the Mack Road community fell under the Health Care and Social Assistance industry. As for industries that lack employees, the Mining, Quarrying, and Oil and Gas Extraction industry had zero presence in the city of Sacramento and Mack Road, except for 2018 (0.10%), which is still an extremely small number. What else proves interesting is the fact that there are no residents employed under the Public Administration sector for both years in the Mack Road community. This is in contrast to 12.8% of employed residents working for Public Administration in the city of Sacramento (2018), which ranks as Sacramento's second most employed sector.

**Jobs by Worker Educational Attainment in the Mack Road Community, 2010 & 2018,  
and the City of Sacramento, 2018.**

Jobs by Worker Educational Attainment	Mack Road				City of Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
Less than high school	881	13.8%	1,076	14.4%	26,853	12.50%
High school or equivalent, no college	1,053	16.4%	1,291	17.3%	35,935	16.70%
Some college or Associate degree	1,495	23.4%	1,722	23.1%	52,270	24.30%
Bachelor's degree or advanced degree	1,135	17.7%	1,327	17.8%	48,762	22.70%
Educational attainment not available (workers aged 29 or younger)	1,838	28.7%	2,046	27.4%	51,025	23.70%

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

**Jobs by Worker Age in the Mack Road Community, 2010 & 2018, and the City of  
Sacramento, 2018.**

Jobs by Worker Age	Mack Road				City of Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
Age 29 or younger	1,838	28.7%	2,046	27.4%	51,025	23.70%
Age 30 to 54	3,538	55.3%	4,060	54.4%	121,740	56.70%
Age 55 or older	1,026	16.0%	1,356	18.2%	42,080	19.60%



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

**Jobs by Worker Race in the Mack Road Community, 2010 & 2018, and the City of Sacramento, 2018.**

Jobs by Worker Race	Mack Road				City of Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
White Alone	3,173	49.6%	3,448	46.2%	127,655	59.40%
Black or African American Alone	1,440	22.5%	1,663	22.3%	29,159	13.60%
American Indian or Alaska Native Alone	65	1.0%	90	1.2%	2,824	1.30%
Asian Alone	1,338	20.9%	1,713	23.0%	42,482	19.80%
Native Hawaiian or Other Pacific Islander Alone	107	1.7%	190	2.5%	2,736	1.30%
Two or More Race Groups	279	4.4%	358	4.8%	9,989	4.60%

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

**Jobs by Worker Ethnicity in the Mack Road Community, 2010 & 2018, and the City of Sacramento, 2018.**

Jobs by Worker Ethnicity	Mack Road				City of Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
Not Hispanic or Latino	4,588	71.7%	5,107	68.4%	161,617	75.20%
Hispanic or Latino	1,814	28.3%	2,355	31.6%	53,228	24.80%

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

**Jobs by Earnings in the Mack Road Community, 2010 & 2018, and the City of Sacramento, 2018.**

Jobs by Earnings	Mack Road				City of Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	1,750	27.3%	1,864	25.0%	45,456	21.20%
\$1,251 to \$3,333 per month	2,815	44.0%	2,960	39.7%	68,754	32.00%
More than \$3,333 per month	1,837	28.7%	2,638	35.4%	100,635	46.80%

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

### Analysis:

In looking at jobs by worker educational attainment in Mack Road, the only two levels of education that rose over the eight-year period (2010-2018) include “high school or equivalent, no college” (15.4% to 16.7%, an 8.4 percent increase) and “some college or Associate degree” (20.3% to 21.7%, a 6.9 percent increase). These numbers are quite small compared to the 24.3% share of workers in the city of Sacramento who hold some college or associate degree, as well as the 22.7% who hold a Bachelor’s degree or advanced degree. As for jobs by worker age, those aged 30 to 54 make up the majority of the workforce in both Mack Road (53% in 2010 and 52.2% in 2018) and the city of Sacramento (56.7%). One might be surprised to see a 22% increase in jobs for those 55 or older in the Mack Road community from 2010 to 2018 versus a 6.6% decrease in jobs for those 29 or younger. With respect to race, most jobs in both the Mack Road community and the city of Sacramento are occupied by White individuals, with the second most being Asian individuals, and the third being Black or African Americans. For jobs by worker ethnicity, more than half of all jobs are filled by non-Hispanic or Latinos for both Mack Road and the city of Sacramento. For those of Hispanic or Latino ethnicity, there is a larger share of jobs in the Mack Road community (31.2% in 2010 and 33.4% in 2018) as opposed to the city of Sacramento (24.8%). Lastly, for jobs by earnings, there is a very promising jump in jobs that earn more than \$3,333 per month from 2010 to 2018 in the Mack Road community. In 2010, Mack Road started off with a 25.5% share of jobs earning more than \$3,333 per month, which then increased to 33.5% in 2018, a 31.4% increase to be exact. Sacramento also appears to have a generous amount of jobs that earn more than \$3,333 per month, with a 46.8% share in 2018.

## Part 3: Commuting Patterns

### Percent of Employed Residents by Commuting Distance in the Mack Road Community, 2010 & 2018, and in the City of Sacramento, 2018

Job Counts in Work Blocks By Distance Only	Mack Road				Sacramento	
	2010		2018		2018	
	Count	Share	Count	Share	Count	Share
<b>Total All Jobs</b>	6,402	100.00%	7,462	100.00%	214,845	100.00%
<b>Less than 10 miles</b>	3,177	49.60%	3,783	50.70%	119,372	55.60%
<b>10 to 24 miles</b>	1,219	19.00%	1,614	21.60%	40,198	18.70%
<b>25 to 50 miles</b>	443	6.90%	488	6.50%	11,586	5.40%
<b>Greater than 50 miles</b>	1,563	24.40%	1,577	21.10%	43,689	20.30%

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

**Top Five Places Where Local Job Employees from the Mack Road Community Come From, 2010 & 2018**

<b>Mack Road</b>				
<b>Job Counts by Places (Cities, CDP's, etc.) Where Workers are Employed - All Jobs</b>	<b>2010</b>		<b>2018</b>	
	<b>Count</b>	<b>Share</b>	<b>Count</b>	<b>Share</b>
Sacramento city, CA	2,207	34.5%	2,457	32.9%
Elk Grove city, CA	316	4.9%	490	6.6%
Rancho Cordova city, CA	233	3.6%	351	4.7%
Arden-Arcade CDP, CA	216	3.4%	255	3.4%
Florin CDP, CA	161	2.5%	246	3.3%

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

**Top Five Places Where Local Job Employees from the City of Sacramento Come From, 2018**

<b>Sacramento</b>		
<b>Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs</b>	<b>2018</b>	
	<b>Count</b>	<b>Share</b>
Sacramento city, CA	85,316	39.7%
Arden-Arcade CDP, CA	8,302	3.9%
Rancho Cordova city, CA	8,104	3.8%
West Sacramento city, CA	6,524	3.0%
Elk Grove city, CA	6,079	2.8%

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

**Top Five Places (Cities, CDPs, etc.) Where Employed Residents Commute to for Work  
from the Mack Road Community, 2010 & 2018**

<b>Mack Road</b>				
<b>Job Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs</b>	<b>2010</b>		<b>2018</b>	
	<b>Count</b>	<b>Share</b>	<b>Count</b>	<b>Share</b>
Sacramento city, CA	1,930	20.8%	2,010	19.7%
Elk Grove city, CA	1,130	12.2%	1,240	12.2%
Stockton city, CA	126	1.4%	404	4.0%
Florin CDP, CA	275	3.0%	315	3.1%
Arden-Arcade CDP, CA	236	2.5%	237	2.3%

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

**Top Five Places (Cities, CDPs, etc.) Where Employed Residents Commute to for Work  
from the City of Sacramento, 2018**

<b>Sacramento</b>		
<b>Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs</b>	<b>2018</b>	
	<b>Count</b>	<b>Share</b>
Sacramento city, CA	85,316	26.8%
Elk Grove city, CA	22,507	7.1%
Arden-Arcade CDP, CA	13,159	4.1%
Roseville city, CA	8,598	2.7%
Rancho Cordova city, CA	7,592	2.4%

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

**Analysis:**

Above is a tabular representation of the residential employment rates and commute information from both the Mack Road Community and the City of Sacramento from 2010 and

2018. Based on our study of the percent of employed residents by commuting distance in the Mack Road Community, from 2010 and 2018, and the City of Sacramento, in 2018, it is evident that there is a large employment disparity between the two localities. The total jobs held by Mack Road Community members increased between 2010 and 2018; however, Mack Road employment rates were far behind Sacramento employment rates in 2018, with Mack Road with 7,462 total jobs and Sacramento with 214,845 total jobs. It is important to note that consistently throughout time, the majority of Mack Road's employed residents work within ten miles of the community. The local nature of employment is a critical asset to the community and shows that there is great potential for economic growth and community development.

In addition to disproportionate levels of employment between the two localities, it is also crucial to note that based on an analysis of the commute patterns of both Mack Road Community members and City of Sacramento residents many people are traveling to and from Sacramento as part of their daily routine. This shows that Sacramento not only has a higher amount of employed individuals, but it also serves as an economical hub for the surrounding communities.

## **Final Summary:**

The Mack Road neighborhood is overwhelmingly dependent on the Healthcare and Social Service industry (72.1% of Job Share) for well-paying jobs in the area. Supporting opportunities for workforce education and training here is of obvious importance. However, the majority of growing jobs are in low-paying and limited advancement fields of Retail and Accommodations, and Food Services. Almost all other industries are in sharp decline since 2010. Significant investment is needed through fostering local entrepreneurship in order to grow other industries and give residents access to a more diverse and better paying job base with career mobility. A majority of the jobs in the Mack Road community are consolidated among firms aged 11 years or older and with 500 or more employees. This indicates that compared to the City of Sacramento, there are fewer opportunities to work at smaller businesses in Mack Road. An effective community development plan for Mack Road will have to support small businesses, thereby increasing employment opportunities. Furthermore, compared to Sacramento, Mack Road has a higher share of jobs that earn more than \$3300 per month and a lower share of jobs that earn less than \$1250 per month. This suggests that the majority of the jobs in Mack Road are consolidated among higher-paying fields/ vocations. While it is a positive indicator that higher-paying jobs make up the largest job share in Mack Road, it is important to consider that higher-paying jobs have greater barriers to employment. For Mack Road residents that do not have the necessary qualifications needed for higher-paying fields/vocations, a lack of lower-paying jobs may lead to unemployment. The Mack Road neighborhood is not only facing a decline in the majority of its industries, but it is evident that there exists a large employment gap between the community and its city counterpart, the city of Sacramento. The Mack Road neighborhood has seen a slight increase in the total employment rate; however, the community is still far behind the employment levels seen in Sacramento. The large gap in the number of

employed residents between Mack Road and the City of Sacramento offers insight into the factors contributing to the current state of the Mack Road Community. While the community's overall employment rates are consistently low, it is important to note that many of the employed residents work within ten miles of the community and many residents commute to and from the City of Sacramento on a regular basis. A community economic development plan would be able to capitalize upon the local nature of employment and the Mack Road community's economic ties with the City of Sacramento. Local employment is a great asset to community economic development initiatives because it is an opportunity to generate local wealth, create local businesses, and support local community improvement initiatives. On the other hand, a challenge a community economic development plan would have to account for is the very slow employment rate growth in Mack Road. The slow growth serves as an indicator for the overall health of the community; thus, it is reasonable to assume that due to the low growth rate, the Mack Road community is experiencing economic and social distress.