

SACRAMENTO, CA TO WASHINGTON, DC

CAP
TO
CAP

EXECUTIVE SUMMARIES
MAY 3-7, 2025



PRESENTED BY



Sutter Health



2025 **EXECUTIVE SUMMARIES**

For over five decades, the Sacramento Metro Chamber has led the Capital Region’s largest and most influential federal advocacy effort—Cap-to-Cap. As the voice of business across six counties and twenty-two cities, the Metro Chamber convenes a powerful coalition of leaders each year to advance a unified regional agenda in Washington, D.C.

The Cap-to-Cap program embodies the Metro Chamber’s role as a catalyst for regional collaboration and economic progress. In 2025, our delegation of business leaders, elected officials, and policy experts will work across thirteen issue areas to advocate for federal policies that strengthen our economy, invest in our infrastructure, and improve quality of life across the Capital Region.

From **May 3–7, 2025**, the Cap-to-Cap delegation will meet directly with federal decision-makers to present bold, consensus-driven solutions to the most pressing issues facing our region. This report outlines those priorities—rooted in business leadership, shaped by cross-sector collaboration, and aimed at delivering lasting impact for generations to come.

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TEAMS

Air Quality	6
Business Climate	8
Civic Amenities.....	8
Community Resources	10
Flood Protection	11
Food & Agriculture.....	12
Healthcare	13
Land Use & Natural Resources	13
Public Safety.....	14
Transportation	16
Water Resources	18
Wildfire & Forest Health.....	18
Workforce Development & Education	18

2025 PRIORITY ISSUES

The Sacramento Metro Chamber leads with a collective voice that brings members together for businesses to prosper by providing the opportunity, service, and solutions for a thriving regional economy.

Advocating as one united region, with one collective voice, is essential as we work to secure the investments, policies, and partnerships needed to grow and create jobs, strengthen communities, and foster economic competition for the Capital Region.

As the leading advocate for business and economic prosperity in California’s Capital Region, the Sacramento Metropolitan Chamber of Commerce has identified three key areas of policy focus for 2025—each critical to the long-term vitality of our region:

- **Advancing and Strengthening Infrastructure Investments and Connecting Capital Communities**
- **Building the Capital Region’s Workforce**
- **Cutting Red Tape to Expedite Projects and Increase Economic Impact**

These three policy priorities were shaped through months of cross-sector collaboration with business leaders, policy experts, and public officials from across the six-county Capital Region. Each issue reflects the shared values of our community—connectivity, opportunity, and resilience—and addresses the structural barriers that limit our region’s economic potential. By focusing on actionable, consensus-driven solutions, the Sacramento Metro Chamber is advancing a regional vision rooted in growth and long-term prosperity.

These summaries serve as both a roadmap and a call to action—highlighting the investments, reforms, and partnerships needed to empower our workforce, modernize our infrastructure, and foster a more efficient, competitive economy. Together, we speak with one voice to advocate for the future of the Capital Region.

ADVANCING AND STRENGTHENING INFRASTRUCTURE INVESTMENTS AND CONNECTING CAPITAL COMMUNITIES

Vital transportation connections are critical for bringing communities together and moving goods and services on local roads and beyond. A robust transportation network, comprised of safe roads, transit, rail and runways, helps connect employers to workforce and food producers to global markets. Federal infrastructure investment is foundational to the Capital Region’s growth, competitiveness, and long-term resilience. As the capital of California, Sacramento is a center for innovation and a strategic hub for government, commerce, and transportation—making modern, efficient infrastructure essential.

Federal investments and partnerships in roads, bridges, public transit, airports, railroads, and broadband strengthen the flow of goods and services, reduce congestion, and enhance regional connectivity. In addition to moving people and production, critical investments in our infrastructure to strengthen water systems, levees, and energy infrastructure are also critical to preparing the region for impacts like flooding, drought, and wildfire. By prioritizing infrastructure, the Capital Region can drive economic development and job creation, increase resilience, and elevate quality of life for residents and businesses alike.



BUILDING THE CAPITAL REGION’S WORKFORCE

A ready workforce is vital to sustaining economic growth and business competitiveness across the Capital Region—particularly in critical sectors facing persistent talent shortages. Our six-county Capital Region depends on a well-balanced economy comprised of many industries, and a well-trained and growing workforce underpins innovation, investment, and community well-being. Yet key industries—including business services, precision manufacturing, working lands, research and development, public safety, healthcare, and skilled trades—are struggling to fill essential roles.

On-going labor shortages in tradable sectors not only strain economic growth but also threaten the region’s economic resilience. Addressing these gaps requires robust workforce development programs, strategic education partnerships, and targeted training initiatives. By investing in career pathways, civic amenities to enhance workplace retention, apprenticeships, and upskilling opportunities, the Capital Region can strengthen local industries, expand economic mobility, secure long-term regional prosperity, and increase global impact.

CUTTING RED TAPE TO EXPEDITE PROJECTS AND INCREASE ECONOMIC EFFICIENCIES

Outdated or overly complex regulations can add significant costs to development, stifle entrepreneurship, slow down project approval and construction, and create unnecessary barriers for businesses seeking to expand. Reform of onerous regulations is essential for ensuring a dynamic, safe, and competitive business environment in the Capital Region, where economic growth depends on efficiency and innovation.

By modernizing regulations, eliminating redundancies, and improving transparency and consistency, governments and regulatory bodies can foster a more predictable and business-friendly climate, encouraging long-term investments and strategic business planning. This is critical in the Capital Region, where attracting investment and supporting industries—from technology to manufacturing and services—is key to sustaining economic momentum. Effective and strategic regulatory reform not only enhances business confidence, but also strengthens the region’s ability to compete on a national and global scale.

2025 EXECUTIVE SUMMARIES

AIR QUALITY

ENSURING CLEAN AIR AND GROWTH FOR AMERICAN BUSINESSES

Clean air is good for people and for business! We urge Congress and our federal agency partners to (1) provide funding assistance for American businesses to upgrade equipment that costs less to run and complies with the Clean Air Act, (2) maintain funding for important Clean Air Act programs that protect public health, and (3) support adequate staffing levels at Federal agencies so that they can be responsive to industry and the needs of the Capital Region and state.

ACCELERATING ENERGY INDEPENDENCE AND RESILIENCE

The Capital Region is a leader in the deployment of technologies that support energy resilience, affordability, and clean air. The region is working to become a leader in manufacturing and development of these technologies through onshoring efforts and local entrepreneurship

opportunities that support domestic production. We are asking for continued support in providing incentives for businesses and residents to adopt these technologies and to support the Capital Region in becoming a research, development, and manufacturing hub for advanced energy technologies.

BIOMASS TO MARKET

Agricultural “waste” can be transformed into Biomass Energy 2.0 to support American energy security and resilience and help farmers. Annually, tens of thousands of tons of agricultural tree trimmings and crop residue are managed burned or chipped, producing air pollution and costing farmers. Instead, biomass utilization using non-combustion conversion technology transforms this “waste” into fuels for transportation and energy production. This shift creates economic opportunities for rural Californians while improving air quality. Supporting biomass energy turns waste into valuable new resources, benefiting both the environment and the economy.



SMUD is pleased to offset 1 tonne of carbon on behalf of each of the 450 Cap-to-Cap participants. This certifies that CO2 emissions equivalent to one round trip flight from Sacramento to Washington, DC were used to offset your travel.

Learn about our bold journey to eliminate 100% of greenhouse gas emissions from our electric generation by 2030. Visit [CleanPowerCity.org](https://www.CleanPowerCity.org).



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BUSINESS CLIMATE

ESSENTIAL POLICY PILLARS FOR DRIVING ECONOMIC DOMINANCE IN THE CAPITAL REGION

California’s powerhouse economy is an enabler of U.S. dominance. Its Capital Region currently leads the state in economic performance, transforming from government town to globally competitive technology leader. To continue this momentum, the Capital Region needs support along five policy pillars:

- Tax and trade policy that drives U.S. economic independence
- Industrial policy that enhances national and border security
- Regulatory relief to enable technological advancement
- Enhancing transformation in regional office markets
- Delivering manufacturing jobs to rural communities

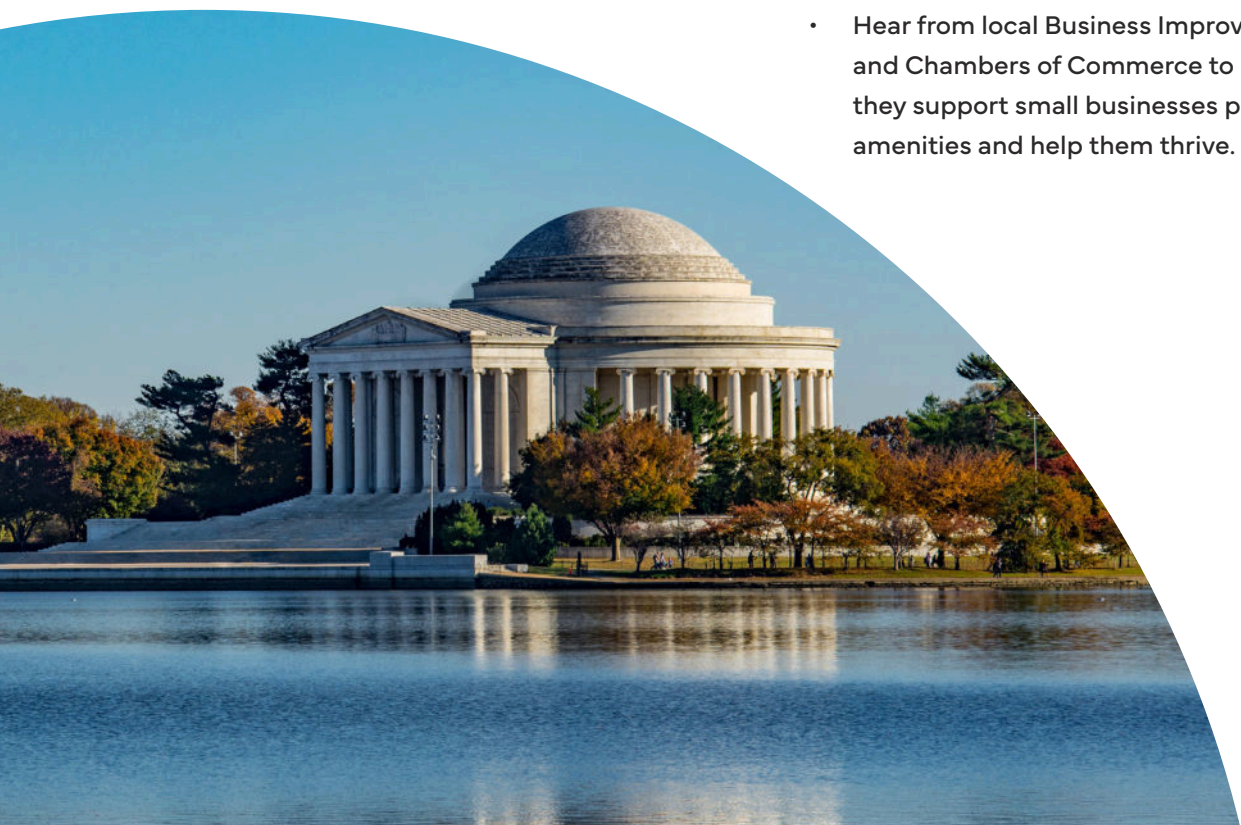
CIVIC AMENITIES

THE IMPACT AND INFLUENCE OF SMALL BUSINESS BASED CIVIC AMENITIES

A vibrant and diverse slate of civic amenities is vital for business to thrive in the Capital Region. Small businesses are the backbone of the economy, providing two out of three jobs, 44% of U.S. economic activity, and contributing to job creation, economic growth, and innovation. Small businesses provide the majority of civic amenities in the region, yet they face unique challenges, have different needs, and measure success differently.

Cap-to-Cap’s Civic Amenities Team will carry out a mini-study mission to:

- Visit small businesses in Washington D.C. that provide civic amenities to learn their strategies for success and how to address key challenges.
- Engage with Members of the House Committee on Small Business to learn what legislative agendas are in process to empower and assist small businesses.
- Meet with the Small Business Administration departments to learn about key areas of assistance and how they are accessed.
- Hear from local Business Improvement Districts and Chambers of Commerce to understand how they support small businesses providing civic amenities and help them thrive.



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COMMUNITY RESOURCES

SUPPORTING ECONOMIC STABILITY AND WORKFORCE HEALTH IN THE CAPITAL REGION

Existing federal programs, primarily through Housing and Urban Development (HUD), provide essential funding for housing and social services that support the region’s economic stability. The elimination of these programs could lead to increased homelessness, unemployment, and a deterioration of the local business climate, as a stable workforce relies on accessible housing and support systems. Housing voucher programs such as Housing Choice and Veterans Affairs Supportive Housing (VASH) assist over 10,000 low-income households, ensuring stable housing for workers and helping sustain the region’s overall economic health.

Requested Actions:

- Retain funding for critical federal housing such as HOME Investment Partnerships Program, Continuum of Care (CoC), Housing Choice Vouchers (HCV), Veterans Affairs Supportive Housing (VASH), Public Housing, Family Unification Program (FUP), Foster Youth to Independence Initiative (FYI), Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and Temporary Assistance for Needy Families (TANF).
- Increase voucher assistance to eligible applicants.
- Remove administrative burdens on Continuums of Care (CoCs).

DRIVING ECONOMIC GROWTH THROUGH TAX PROVISIONS AND REFORMS

Maintaining and improving key tax provisions is essential for driving economic growth through new housing development and reducing child poverty. Reforming the Low-Income Housing Tax Credit could stimulate the construction of nearly 1 million affordable housing units over the next decade, directly benefiting the workforce and supporting business growth in the Capital Region. A critical component of this reform is preserving the tax-exempt status of private activity bonds (PABs), which provide vital financing for housing projects. Additionally, overhauling the Child Tax Credit would lift 400,000 children out of poverty, improving overall workforce stability and long-term economic productivity.

Requested Actions:

- Reintroduce and enact the provisions of the Tax Credit Improvement Act of 2024 to increase and expand the 9% Low-Income Housing Tax Credit (LIHTC), by 12.5% for three years and increase access to 4% LIHTC for two years by reducing the financing threshold from 50% to 30% for tax-exempt bonds.
- Retain tax exempt status of Municipal Bonds, Private Activity Bonds, and Build America Bonds.
- Expand the Child Tax Credit for 16 million low-income children by reintroducing the Tax Relief for American Families and Workers Act of 2024.

ENHANCING WORKFORCE PRODUCTIVITY THROUGH FINANCIAL SUPPORT AND STRATEGIC BENEFITS PROGRAMS

Smart design of public benefits programs can boost workforce productivity and improve long-term health and economic outcomes. Allowing individuals to participate in job training and financial education without risking the loss of critical support leads to better earnings potential and a more resilient, productive workforce. These reforms help employers retain workers and reduce turnover, strengthening local economies.

Requested Actions:

- Retain Medicaid 1115 and 1915(b) waivers and create a legislative pathway for permanence of these services under California Advancing and Innovating MediCal (CalAIM).
- Authorize federal agencies to establish flexible rules ensuring that participants receiving Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Social Security, or other benefits are not penalized for engaging in financial empowerment programs, allowing them to benefit from each program without facing a potential benefits cliff.

FLOOD PROTECTION

INFRASTRUCTURE INVESTMENTS TO REDUCE FLOOD RISK IN THE CAPITAL REGION

Continued support for federal investment is essential to reducing flood risk for urban centers and rural agricultural areas vital to the Capital Region, the nation’s economy, and food security. We are requesting support for FY 2026 appropriations to protect more than 2.5 million people within 50 communities and over \$250 billion in property.

MODERNIZE FEMA’S NATIONAL FLOOD INSURANCE PROGRAM FOR AGRICULTURE

The reauthorization of the National Flood Insurance Program (NFIP) should include provisions that ease requirements that do not align with agricultural operations.

Requested Actions:

- Allow umbrella policies where a farmer could bundle multiple low-value agricultural structures under a single policy.

- Allow limited construction of new agricultural structures in a floodplain when elevation or floodproofing are not practicable.

These are included in the House Financial Services Committee’s approved bill in the 117th Congress (H.R. 3167, sections 402 and 210).

PRESERVE FUNDING FOR THE NATIONAL WEATHER SERVICE’S WEATHER TRACKING PROGRAM, ESSENTIAL FOR EFFECTIVE FLOOD PROTECTION

Support continued funding for the workforce of the National Weather Service within the National Oceanic and Atmospheric Administration. These agencies play a critical role in monitoring, tracking and predicting severe weather. Cutting staff from these vital agencies will weaken our ability to timely predict extreme weather events and to move essential resources in place in advance of these events or to initiate life-saving evacuations. While many of the functions of the Federal Government can be operated by the States at significant cost savings, weather crosses state lines and effective predicting requires a scale that can only be provided at a national level.

FOOD & AGRICULTURE

A RESILIENT FOOD AND AG SYSTEM: FARM BILL 2025

The Capital Region is a global leader in high-value, high-quality agricultural crops, products, and technologies. The passage of the 2025 Farm Bill is crucial for supporting our farmers, ranchers, food producers, and the communities that sustain this economy. Key priorities include maintaining current levels of Supplemental Nutrition Assistance Program (SNAP) benefits to ensure food and nutrition security while generating over one billion dollars in revenue for our farmers. Additionally, sustaining funding for local food system programs—such as farm-to-school initiatives, support for new farmers, food banks, conservation efforts, and trade—is essential to the continued growth and resilience of our agricultural economy.

FOOD SYSTEM INNOVATIONS

The Capital Region serves as a hub for innovation, fostering strategic partnerships that enhance local food systems. Key advancements include institutional procurement programs that bolster the local economy, pioneering “food as medicine” initiatives that improve community health, infrastructure such as food hubs that connect farmers to new market channels, and innovative agricultural practices and technologies that promote environmental sustainability and cost efficiency. These interconnected efforts cultivate a resilient food ecosystem, driving economic growth and public well-being while positioning the Capital Region as a leader in food system transformation.



HEALTHCARE

PROTECT THE CAPITAL REGION'S HEALTHCARE ECOSYSTEM

Hospitals, health systems, community health centers, physicians, and other healthcare providers have always been on the frontline caring for patients. Financial pressures, workforce challenges, and provider burnout have had a profound impact on the ability to serve community members. Congress must better acknowledge these challenges and offer stronger support to the healthcare system by reversing cuts to Medicaid and Medicare, restoring payments to providers, and maintaining tax credits, workforce initiatives, and other programs that assist patients.

LAND USE AND NATURAL RESOURCES

STREAMLINE DEVELOPMENT PERMITS AND INCREASE EFFICIENCY

The Capital Region faces challenges in obtaining permits for housing, infrastructure, and flood protection projects, many of which require federal approval. The different processes across agencies lead to inefficiencies and delays. To address this, improved coordination between federal agencies, such as the U.S. Army Corps of Engineers and the U.S. Fish and Wildlife Service, is essential. Streamlining and standardizing procedures, shortening approval timelines, simplifying requirements, and eliminating unnecessary procedures would provide developers and local governments with more certainty and ensure timely project completion.



WE BELIEVE IN REGIONAL PROSPERITY

Kaiser Permanente recognizes that health happens all around us. That's why we're proud to sponsor Sacramento Metro Chamber's 53rd Annual Capitol-to-Capitol Program. We share a commitment to making our communities healthier places to live, work, learn, and play.

To learn more about how to thrive at Cap-to-Cap, and to register for our Thrive Bike Tour, scan the QR code or visit kpssc.org/cap-to-cap.



PUBLIC SAFETY

EMERGING TECHNOLOGIES AND PUBLIC SAFETY

Advancing policies and federal programs that enhance first responder safety through emerging technologies is vital for thriving communities. We urge federal partners to fund these innovations and support AI-driven growth. Establishing federal AI guidelines ensures ethical, transparent use, fostering trust while mitigating risks. Investing in these advancements strengthens business resilience, public confidence, and regional economic growth.

Requested Actions:

- Advocate for advanced technology for first responders, responsible integration of AI, Unmanned Aircraft Systems technology and airspace management, cybersecurity, and technology to enhance community safety

FIRST RESPONDER HEALTH AND WELLNESS

Protecting first responders' health is vital to community safety and business resiliency. Daily exposure to trauma, stress, and hazardous substances affects their mental and physical well-being. Federal support is essential to fund programs that enhance their safety, mental health, and resilience. Investing in these efforts ensures first responders remain ready to protect lives and property while safeguarding their own well-being. Most importantly, it helps them return home safely to their loved ones after serving our communities.

Requested Actions:

- The Public Safety team urges the federal government to prioritize funding and legislative measures that address the physical safety, mental health, and emotional resilience of first responders.

- We urge support for the Helping Emergency Responders Overcome (HERO) Act, increased funding for the Law Enforcement Mental Health and Wellness Act and enhanced federal agency coordination to develop and implement best practices.

REGIONAL FEDERAL PROGRAMS

The safety and resilience of our communities and businesses depend on strong federal programs and federal-state-local partnerships to train, equip, and educate public safety personnel, ensuring they can protect citizens and sustain a stable economic environment.

Requested Actions:

- Fully fund key initiatives, including the Building Resilient Infrastructure and Communities Grant Program, Assistance to Firefighter Grant programs, Community Oriented Policing programs, the Regional Catastrophic Preparedness Grant Program, the State Homeland Security Grant Program, and critical programs such as Urban Ares Security Initiative (UASI) and Federal Emergency Management Agency (FEMA) Urban Search and Rescue.
- We urge federal support for developing the future public safety workforce by funding academy training, in-service programs, and community-based initiatives like Mobile Integrated Health Units. Additionally, we request increased investment in de-escalation training and workforce development programs, including opportunities to help military veterans transition into public safety roles, ensuring agencies can meet growing demands and enhance community preparedness and response.

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TRANSPORTATION

FEDERAL INVESTMENT TO BUILD AND MAINTAIN A SAFE, EQUITABLE, AND RESILIENT TRANSPORTATION SYSTEM

A thriving economy depends on strong regional connections, providing mobility options for the workforce and residents. Reliable federal investment in transportation infrastructure is crucial for economic prosperity and quality of life in the Capital Region. Consistent funding prevents project delays, rising costs, and setbacks for communities. We urge Congress and the administration to support a well-funded, multi-year transportation bill prioritizing maintenance, safety, transit operations, and economic development. We urge the administration and Congress to support a well-funded, multi-year surface transportation reauthorization bill that prioritizes investment in maintenance of existing infrastructure, safety projects across all modes, and transit operations; ensures dedicated funding for smaller communities; and expands resources for economic development projects.

Reliable transportation is especially vital for job access, economic competitiveness, and supply chain efficiency. Rural communities face significant gaps in transit options, making it difficult to reach

employment, healthcare, and education. Agriculture, forestry, and tourism industries also rely on safe transportation networks, but aging infrastructure and disaster risks strain these essential corridors. We urge increased federal investment in rural transportation infrastructure to improve mobility, safety (including evacuation preparedness), and freight corridors while providing targeted incentives to leverage state and local funding for modernization.

HELP AIRPORTS FLOURISH AS REGIONAL ECONOMIC ENGINES

Airports power regional economies—but outdated policies and chronic underinvestment threaten their potential. We urge Congress to strengthen airport funding tools, including fully funding Airport Improvement Program (AIP), modernizing Passenger Facility Charges (PFCs), and preserving tax-exempt financing. Policymakers must also prohibit unfunded federal mandates, exempt airports from Per- and Polyfluoroalkyl Substances-related liability, and restore Transportation Security Administration’s (TSA) screening responsibilities. Finally, regulatory reforms—such as streamlining National Environmental Policy Act (NEPA) and Federal Aviation Administration (FAA) approvals—are essential to accelerate infrastructure projects and fuel long-term growth across the Capital Region and beyond.

Supporting healthier communities

As Sacramento’s #1 hospital, UC Davis Medical Center is proud to partner with The Sacramento Metropolitan Chamber of Commerce to continue building vibrant communities while creating a stronger and healthier region.

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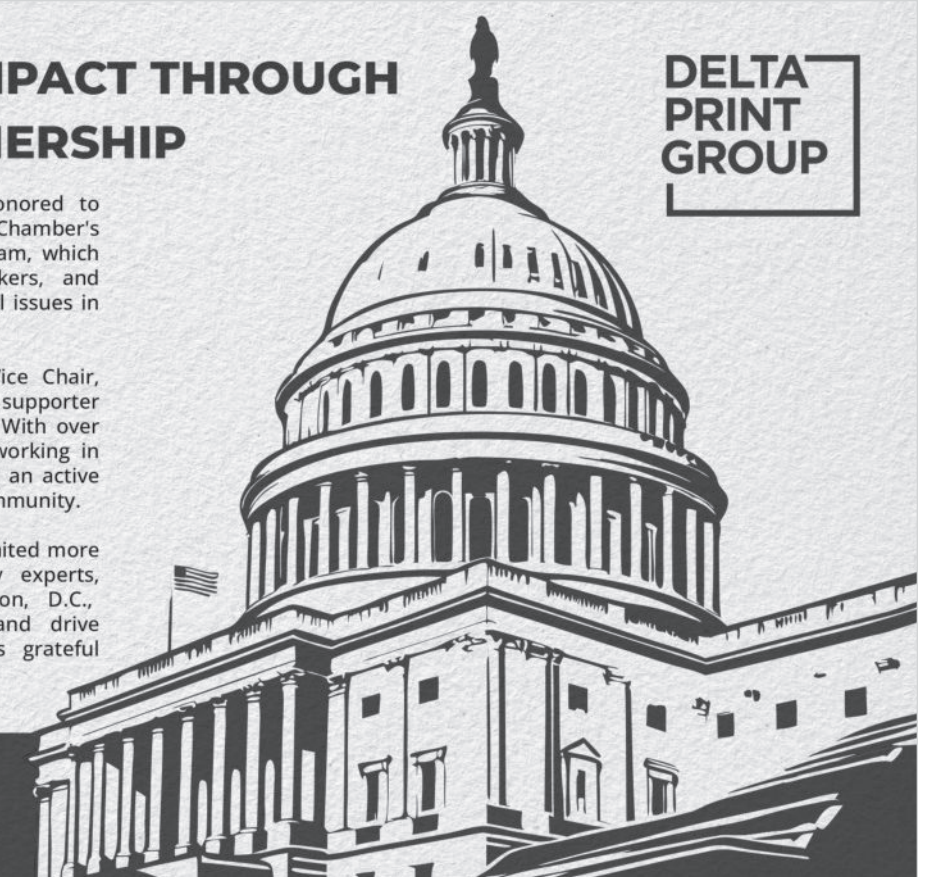
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At Delta Print Group, we are honored to support the Sacramento Metro Chamber’s Capitol-to-Capitol (Cap-to-Cap) program, which unites business leaders, policymakers, and advocates to address critical regional issues in Washington, D.C.

Our owner and Metro Chamber Vice Chair, Kasey Cotulla, has been a dedicated supporter of the Metro Chamber for decades. With over 40 years of experience living and working in Sacramento, he takes pride in being an active business leader committed to the community.

For over 50 years, Cap-to-Cap has united more than 400 business leaders, policy experts, and elected officials in Washington, D.C., to champion regional priorities and drive real change. Delta Print Group is grateful to be a sponsor.

Kasey Cotulla | Vice Chair
Delta Print Group | CEO



WATER RESOURCES

WATER SUPPLY RELIABILITY

In the past five years, we have faced extreme droughts and record-breaking rainfall events driven by atmospheric rivers. To adapt to this climate variability, we must focus on capturing, storing, and efficiently managing water, regardless of precipitation type. Water leaders, suppliers, and engineers are proposing a set of projects and policies that will enhance water resilience through sustainable management. When implemented together, these projects will improve water supply reliability, support the environment, reduce flood risks, benefit agriculture, and boost economic growth across the Capital Region.

WILDFIRE & FOREST HEALTH

RESPONSE, RECOVERY, RESILIENCE

The Wildfire and Forest Health Team urges its federal partners to adopt a comprehensive approach to wildfire response, recovery, and resilience; emphasizing immediate actions that enhance emergency response, support affected communities and expedite economic recovery throughout the Capital Region. Simultaneously, it advocates for proactive forest management strategies, including prescribed fire and other landscape treatments. By integrating short-term crisis management with long-term resilience planning, we can reduce wildfire severity, protect communities, and promote sustainable land stewardship in the face of escalating wildfire risks.

WORKFORCE & EDUCATION

IMPROVE LITERACY

Spanning six counties and an expansive landscape, the Capital Region is one of California’s most multicultural, multilingual areas—where over 15% of households speak a language other than English. With high school graduation rates averaging 86% and climbing and recent increases in college enrollment at institutions like Sacramento State, it’s imperative to build upon this momentum. Literacy serves as the foundation—a vital cornerstone for a flexible, future-ready workforce. To ensure learners are prepared to succeed, we must make investments that are sustainable alongside a united commitment among parents, educators, and employers.

WORKFORCE AND POST-SECONDARY EDUCATION

The Capital Region—home to 2.5 million people—thrives on industries like healthcare, agriculture, government, education, precision manufacturing and technology. To sustain economic momentum, we must invest in education as a key driver of workforce development. Aligned, responsive systems ensure smooth transitions through education, training, and employment and as workforce needs evolve, education must adapt to equip learners with relevant skills. Removing barriers and aligning goals between workforce and education creates flexible, inclusive learning models that serve students, jobseekers, and employers across our diverse and growing region.

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