

SACRAMENTO, CA TO WASHINGTON, D.C.

CAP TO CAP

EXECUTIVE SUMMARIES

APRIL 18-22, 2026





2026 EXECUTIVE SUMMARIES

For 54 years, the Sacramento Metro Chamber has led the Capital Region’s collective voice in Washington, D.C. through the Cap-to-Cap program. What began as a regional advocacy effort has grown into one of the largest and most influential business led delegations in the country, bringing leaders from across six counties and twenty two cities together to advance a unified regional agenda.

In 2026, more than 450 regional leaders will participate in Cap-to-Cap, representing business, government, and community organizations from throughout the Capital Region. Through thirteen policy teams, the delegation works collaboratively to advance federal policies that strengthen economic competitiveness, invest in infrastructure, and expand opportunity for communities across the region.

The priorities outlined in this report reflect the shared voice of the Capital Region. They are developed through regional collaboration and presented directly to federal leaders on behalf of the businesses and communities we represent.

PROGRAM

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2026 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 federal investments, policy decisions, and strategic partnerships that will shape the next chapter of growth for the Capital Region and strengthen our position in a globally competitive economy.

As the leading advocate for business and economic prosperity in California's Capital Region, the Sacramento Metro Chamber has identified four key areas of policy focus for 2026 — each critical to accelerating economic growth, increasing competitiveness, and delivering long-term impact for our region:

- Innovation Ecosystem
- Government Efficiency & Effectiveness
- Strategic Infrastructure & Regional Connectivity
- Workforce Readiness & Industry Competitiveness

These policy priorities are the result of sustained, cross-sector collaboration among business leaders, policy experts, and public officials from across the six-county Capital Region.

Together, they reflect a clear and unified vision — one that prioritizes economic expansion, modernized systems, and a more resilient and inclusive regional economy.

The Sacramento Metro Chamber is advancing solutions that remove barriers to growth, unlock investment, and position the Capital Region as a leader in innovation, mobility, and workforce development. This work is grounded in consensus, driven by data, and focused on outcomes that deliver real results for businesses, workers, and communities.

These summaries serve as both a strategic roadmap and a call to action — outlining the federal priorities, investments, and reforms needed to strengthen our economy and expand opportunity across the Capital Region.

Together, we speak with one voice to advocate for the future of the Capital Region.



INNOVATION ECOSYSTEM

Position the Capital Region as a national leader in applied innovation by leveraging its research and technology assets - the region's universities, Aggie Square, Cal EPIC, and The Plant - to drive breakthroughs in biotechnology, agrifood tech, clean energy, water, and advanced manufacturing. Advance policies that expand federal and private co-agencies such as DOE, DOD, NIST, and NIH. Invests in hydrogen, biomass, and semiconductor innovation - paired with regulatory modernization efforts to accelerate commercialization, attract private investment, and grow high-wage jobs to sustain the Capital Region's innovation advantage.

Policy Actions:

- Expand federal R&D partnerships with DOE, DOD, NIST, and NIH to drive innovation in biotechnology, agrifood tech, clean energy, water, and advanced manufacturing.
- Leverage regional innovation clusters to accelerate commercialization in hydrogen, biomass, biomanufacturing, bioscience and semiconductor technologies.
- Support streamlined permitting initiatives to align environmental and innovation goals and speed technology deployment.

GOVERNMENT EFFICIENCY & EFFECTIVENESS

Advance regulatory reform and efficiency as a regional competitive advantage. Align CEQA and NEPA processes, streamlining cross-agency permitting, and reduce redundant reviews that delay private and public investment. Federal agencies should coordinate standards, strengthen permitting workforce capacity, and increase transparency in funding distribution. Regional pilot programs can demonstrate how innovation-driven governance accelerates infrastructure, housing, and clean tech projects while improving accountability.

Policy Actions:

- Align CEQA and NEPA processes to eliminate duplicative environmental reviews and reduce project delays.
- Establish cross-agency permitting standards to improve consistency and coordination across federal and state agencies.
- Address federal permitting backlogs through targeted workforce and resource investments to improve efficiency and predictability.

STRATEGIC INFRASTRUCTURE & REGIONAL CONNECTIVITY

Position the Capital Region as a national model for connected, competitive communities by treating infrastructure as the backbone of regional growth. Call on federal partners to align investment, streamline permitting, and provide funding certainty to accelerate delivery of priority broadband, water, energy, housing, and transportation projects. Leverage the region's geographic advantages and bipartisan collaboration to drive federal and private co-investment, connect urban, suburban, and rural economies, and create high-wage jobs that strengthen the Capital Region's resilience and sustain its leadership in inclusive, innovation-driven growth.

Policy Actions:

- Secure BIL and IRA funding to expand broadband, modernize transportation systems, and strengthen the regional power grid.
- Increase federal investment in water systems through the Army Corps of Engineers and Bureau of Reclamation to enhance flood and drought resilience.
- Advance regional transportation and housing projects through DOT and HUD programs that improve connectivity, affordability, and economic growth.

WORKFORCE READINESS & INDUSTRY COMPETITIVENESS

Make workforce pipelines and training the cornerstone of regional economic competitiveness through public-private partnerships. The Metro Chamber supports targeted federal investments in precision manufacturing, biotechnology, working lands, and business services to drive quality jobs and shared prosperity. Expanding apprenticeships, career-connected learning, and digital skills training will prepare workers for careers in clean energy, AI, healthcare and infrastructure. Removing barriers such as childcare, housing, transportation, and educator shortages is essential to building a modern, inclusive workforce that sustains the Capital Region's growth.

Policy Actions:

- Increase federal investment in regional workforce pipelines through DOL, EDA, and ED programs aligned with key industry sectors.
- Expand federally supported apprenticeships and career-connected learning in clean energy, AI, and infrastructure careers.
- Advance federal policies that improve access to childcare, housing, and transportation to strengthen workforce participation and economic mobility.



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 54th 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.



STRONGER COMMUNITIES START WITH PARTNERSHIP

Each year, the Sacramento Metro Chamber's Cap-to-Cap program brings together regional leaders, policymakers, and advocates to represent Sacramento in Washington, D.C. and advance the priorities shaping our region's future.

Delta Print Group is proud to support this effort as a Cap-to-Cap sponsor and even prouder to see our owner, Kasey Cotulla, contributing to the conversation as a featured speaker.

Through collaboration, advocacy, and shared leadership, Cap-to-Cap strengthens the partnerships that help our communities grow and thrive together.

PRINT POWERED BY PARTNERSHIP.

Kasey Cotulla | Vice Chair
Delta Print Group | Owner



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2026 EXECUTIVE SUMMARIES

BUSINESS CLIMATE

Accelerating Innovation Commercialization Through Federal R&D Investment and Entrepreneurial Workforce Development

Our region's R&D assets—UC Davis, Sacramento State, Aggie Square, Cal EPIC, The Plant, & HMCI—position us as a national leader in biotech, agrifoodtech, cleantech, and semiconductors/AI. However, translating research into scalable ventures requires expanded federal R&D partnerships (DOE, DOD, NIST, NIH), sustained SBIR/STTR funding for early-stage commercialization, and workforce programs integrating entrepreneurial training. We request federal policies that increase R&D investment, ensure SBIR/STTR program continuity, embed entrepreneurship in workforce development, and expand childcare/healthcare access for the innovation economy.

CIVIC AMENITIES

Better Together: How Civic Amenities Collaborate, Co-Locate, Connect, and Build Community

The Team will explore how civic amenities partner strategically – with one another and with public, private and nonprofit sectors – to drive economic activity, enhance neighborhoods, deliver shared value and benefit, and create a vibrant place to work and live, each in ways no single institution could achieve alone. Through behind-the-scenes tours, a dynamic panel and policy briefing, and thoughtful conversations, we will explore how select civic amenities in the DC area connect, collaborate, expand, build community, and create synergies.



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COMMUNITY RESOURCES

Fiscal Year 2027 Appropriations for the Capital Region

Existing federal programs 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.

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.

Housing for the 21st Century Act (H.R. 6644) and Road to Housing Act (S.2651) Final Bill Compromise

A stable housing supply is essential to business growth, workforce reliability, and regional competitiveness. Congress should retain key provisions of the Housing for the 21st Century Act (H.R. 6644) and the Road to Housing Act (S. 2651) and incorporate the Build Hubs Act (H.R. 7062) into the final compromise bill. These reforms would streamline environmental reviews, modernize housing programs, and leverage federal lending authority to produce up to 100,000 transit-oriented homes while accelerating infrastructure delivery and strengthening long-term regional resilience.



EDUCATION & EMPLOYMENT

From Regional Employment Needs to Education Investment

Education and employment are connective tissue between federal investment and real-world outcomes. Workforce demands require short-term training, apprenticeships, certificates, and degrees to support a thriving infrastructure. When education is aligned with industry demand, innovation scales faster, businesses grow, and residents gain access to family-sustaining careers. When out of alignment, labor shortages delay projects, innovation stalls, and economic opportunity remains uneven.

Strengthening opportunity, supporting employers, and securing the conditions for long-term economic resilience begin with aligned federal workforce and education investments.



GROWING THE REGION'S FUTURE

Sacramento State is the regional economic engine, preparing students to lead in the workforce and industries of the future.

As the capital's university in the world's fourth-largest economy, we are proud to connect education, innovation and public service while driving opportunity for our region, state, and nation.



ENERGY & INNOVATION

Powering America's Economy Forward – Unleashing American AI and Advanced Technology Vehicle Innovation

Heavy-duty vehicles — the semi-trucks, tractors, and excavators powering our economy — are no longer just machines; they are mobile data centers. Heavy-duty vehicles with AI and autonomous systems can cut costs and grow business, but their higher acquisition costs are a barrier to widespread adoption, particularly for small businesses. Federal incentives are the catalyst needed to move this technology from the R&D lab to the assembly line, putting American innovation to work in our fields and on our highways.

Accelerating American Energy Independence

It is vital for America that policies create domestic supply chains for critical minerals, accelerate energy generation and transmission, and support innovation engines for reliable and resilient energy. The Capital Region has established innovation accelerators and energy projects that produce cheaper energy compared to national averages, provide greater reliability for future growth planning, and lead R&D of modern energy technologies. We urge Congress and Federal partners to advocate for policies that promote sourcing and production of energy technologies in America.

Biomass Energy 2.0 – Strengthening American Farmers While Building Profitable Energy Markets

Agricultural “waste” can be transformed into Biomass Energy 2.0 to support American energy security and resilience. 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, helping farmers and benefiting both the environment and the economy.

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We're pleased to offset 1 tonne of carbon on behalf of each of the 450 Cap-to-Cap participants. This certifies that we purchased CO₂ emissions equivalent to one round trip flight from Sacramento to Washington, DC 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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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 flood security. We are requesting support for FY 2027 appropriations to protect more than 2.3 million people within 50 communities and over \$250 billion in property.

Modernize FEMA's National Flood Insurance Program for Farmers

Include provisions in the reauthorization of the National Flood Insurance Program which ease those requirements that do not make sense when applied to agriculture:

- Allow limited construction of new agricultural structures in a floodplain when elevation or floodproofing are not practicable; and
- Allow farmers to bundle multiple low-value agricultural structures under a single umbrella policy.

These provisions are included in the H.R. 5961, *Flood Insurance for Farmers Act of 2025*, introduced to the Committee on Financial Services in November 2025.

Water Resources Development Act of 2026

Maintaining Congress's biennial authorization of the U.S. Army Corps of Engineers is critical to ensuring stable, predictable progress on flood risk reduction throughout the Capital Region. The proposals under consideration for 2026 would significantly accelerate project delivery by expanding opportunities for non-federal partners to lead project planning, construction, and financing. These provisions also strengthen federal performance by directing evaluations of environmental compliance processes, and real estate requirements – key factors that influence the speed and success of project implementation.



FOOD & AGRICULTURE

Local Food Purchase Assistance Programs: Strengthening American Agriculture and Community Health

USDA's Local Food Purchase Assistance (LFPA) and Local Food for Schools (LFS) programs represent strategic federal investments that strengthen American agriculture, support regional economies, and improve public health outcomes. They create stable market demand for America's small and mid-sized operations while providing schools, food banks, and early childcare centers with access to fresh, nutritious, locally produced foods. These organizations operators are preparing for major changes that focus on wholesome food and limit ultra-processed foods. LFPA and LFS programs directly support this transition by providing funding and infrastructure necessary for local procurement.

A Resilient Food and Ag System: Farm Bill 2026

Farm Bill passage is vitally important for our farmers, ranchers, food producers, grocers and communities. Changes in Food Nutrition programs will have major negative impacts on the regional economy and will increase hunger, along with administrative burdens on local governments and strains on the emergency food system.

Priorities include restoring funding for the Supplemental Nutrition Assistance Program (SNAP); delaying SNAP administrative cost shifts to states; providing flexibility and clarity for dealing with complicated new regulations, including work requirements; and championing local food purchasing and infrastructure funding.

Strengthening Agriculture Through Workforce Stability

Sustaining agriculture as a regional economic engine depends on a stable, skilled, and lawfully authorized workforce. The Agricultural Workforce Modernization Act (AWMA) offers a pragmatic, bipartisan solution to longstanding agricultural labor challenges, including the establishment of a lawful right-to-work system for the existing workforce through Certified Agricultural Worker (CAW) status. This stability is essential for year-round operations such as vineyards, orchards, dairies, and diversified farms that dominate the region, paired with workforce development. Congress should prioritize passage of the AWMA with strong lawful right-to-work provisions and sustain funding for agriculture-specific training and apprenticeship programs.

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HEALTHCARE

Strengthen and Preserve 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, barriers to program enrollment, and workforce challenges have had a profound impact on the ability to serve community members. Congress must acknowledge these challenges and offer strong support to the healthcare system by streamlining program enrollment, appropriately funding Medicaid and Medicare, restoring payments to providers, and restoring tax credits, workforce initiatives, and other programs that assist patients.

LAND USE & NATURAL RESOURCES

Modernizing Federal Permitting to Accelerate Housing Supply and Economic Growth

Outdated federal permitting processes delay housing and infrastructure, increasing costs and limiting economic growth. The SPEED Act would modernize environmental review under the National Environmental Policy Act by establishing clearer timelines and reducing litigation delays. The PERMIT Act would streamline permitting under the Clean Water Act by clarifying jurisdiction and improving predictability. Advancing both bills would reduce regulatory delays, lower development costs, accelerate housing production, and strengthen economic competitiveness—priorities aligned with the federal advocacy efforts of the Capital Region.



PUBLIC SAFETY

Strengthening Public Safety Through Efficient and Effective Government

Effective public safety depends on efficient, well-coordinated government at every level. Reliable partnerships, sustainable funding, and seamless collaboration among federal, state, and local agencies are essential to maintaining readiness, modernizing critical infrastructure, and delivering timely emergency services in our communities. By aligning policy, investment, and operational capacity, we can strengthen public safety systems, improve community outcomes, and ensure resilience in the face of evolving risks.

Innovation Ecosystem and Impact on Public Safety

The Capital Region's innovation ecosystem is strengthened by integrating emerging technologies that enhance public safety, community trust, and economic vitality. Federal investment in ethical AI, advanced data systems, cybersecurity, unmanned technologies, and advancements in lithium-ion battery safety, storage, and lifecycle management supports safer, more resilient communities while enabling applied innovation across sectors. By aligning public safety modernization with regional research assets and federal R&D partnerships, the region accelerates technology deployment, supports commercialization, and reinforces its position as a national leader in responsible, innovation-driven growth.

Strengthening Public Safety Through Workforce Readiness & Industry Competitiveness

Strengthening workforce readiness in public safety is essential to the Capital Region's competitiveness and community safety. Targeted federal investments in training pipelines and career-connected learning will ensure agencies can recruit, develop, and retain highly skilled personnel. Expanding interagency collaboration, modernizing training facilities, and integrating emerging technologies, such as data analytics, AI tools, and advanced communications systems, will enhance operational capability and attract top talent. Investments in leadership development, wellness, and specialized technical training will further build a resilient, future-ready public safety workforce.

TRANSPORTATION

Federal Investment to Build and Maintain A Safe, Efficient and Resilient Transportation System

As the Capitol region continues to be a place for families to move and grow, and for businesses to invest, mobility-related challenges persist with increasing safety concerns and inadequate infrastructure investments. The reauthorization of federal transportation funding is critical to our region's ability to progress and balance the urban and rural needs – funding certainty through programs that give precedence to safety and fix-it-first, and strategic investments that make travel for people and goods faster and more reliable, are top priorities.

Aviation

Airports power regional economies, but growing demand, outdated funding policies, and chronic underinvestment threaten their ability to keep pace. We urge Congress to strengthen airport funding tools by fully funding AIP, modernizing the PFC program, and preserving tax-exempt financing. Policymakers must also prohibit unfunded federal mandates, exempt airports from PFAS-related liability, restore TSA's screening responsibilities, and fully fund critical security programs, including the National Explosives Detection Canine Team Program. Finally, regulatory reforms, such as streamlining NEPA and accelerating FAA approvals, are essential to deliver infrastructure projects efficiently and sustain long-term growth across the Capital Region and beyond.



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 and Resilience

The impacts of catastrophic wildfires threaten our region's economy, environment, and the health of our communities. The Wildfire and Forest Health Team advocates for a comprehensive approach to wildfire response, recovery, and resilience that advances the recommendations of the Wildland Fire Mitigation and Management Commission. We urge our federal partners to support legislation and policies that strengthen response capabilities, expedite economic recovery in affected communities, reduce barriers to recovery work, and promote proactive forest management strategies through local collaboration.



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