

Reference	Brief Summary	Conclusions
<a href="#">American Jobs Project. The California Offshore Wind Project: A Vision for Industry Growth. 2019.</a>	<ul style="list-style-type: none"> <li>Offshore wind can be California’s next legacy—a new industry, built from the ground up, that invites shared prosperity, spurs innovation, and respects our natural treasures.</li> <li>Although California typically leads on climate and renewable energy issues, we are late to the game on offshore wind.</li> <li>Offshore wind has already taken off in Europe, Asia, and now the United States. Governors from New York, Massachusetts, New Jersey, and others are competing for this new market—setting offshore wind targets, creating new programs, and recruiting firms to their state.</li> <li>California can still lead, especially in the deployment of floating offshore wind turbines on the Pacific Coast.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a California Offshore Wind Czar.</li> <li>Set a Market Acceleration Target and Establish a Comprehensive Approach to Offshore Wind Studies.</li> <li>Establish a Phased Approach to Offshore Wind Workforce Development.</li> <li>Align Innovation and Access to Capital Policies with Industry Needs.</li> <li>Upgrade Ports and Establish Port Innovation Districts.</li> <li>Promote community investment funds.</li> </ul> <p><i>*note: verbatim from source</i></p>
<a href="#">Association of Bay Area Governments, Metropolitan Transportation Commission. Regional Growth Strategies: Perspective Paper. Horizon, 2019.</a>	<ul style="list-style-type: none"> <li>In the Bay Area, rapidly escalating housing costs, long commutes and growing inequality have priced out many longtime residents, diminished migration by people seeking upward mobility and threatened one of the world’s most vibrant economies.</li> <li>This report introduces a suite of potential strategies for shaping the Bay Area’s future housing and job growth while creating a more affordable, connected, diverse and environmentally sustainable region.</li> <li>The strategies are intended to spur discussion about the Bay Area’s long- range regional growth framework, which for a decade has sought to focus development in transit-served Priority Development Areas (PDAs) nominated by cities and counties, and to protect open space, including Priority Conservation Areas (PCAs) nominated by local governments and open space districts.</li> </ul>	<ul style="list-style-type: none"> <li>Take into account the successes and shortcomings of the Bay Area’s current PDA-focused framework.</li> <li>Respond to the broader aspirations of Bay Area residents, as reflected in the Horizon Guiding Principles.</li> <li>Offer a viable path toward meeting the region’s full housing needs and greenhouse gas (GHG) emissions reduction targets.</li> </ul> <p><i>*note: verbatim from source</i></p>
<a href="#">Curren, Ryan, et al. "Equitable Development as a Tool to Advance Racial Equity." (2016).</a>	<ul style="list-style-type: none"> <li>Equitable development increases the capacity of POCs to strengthen their and their communities' future.</li> <li>A systematic approach can address two major obstacles: involuntary displacement (economic, cultural) and inequitable access to key determinants of well-being.</li> <li>Foundational equity elements are: "strong communities and people" and "great places with equitable access."</li> </ul>	<ul style="list-style-type: none"> <li>Advance economic opportunity.</li> <li>Prevent displacement.</li> <li>Preserve and expand affordable housing options.</li> <li>Understand and respond to local context.</li> <li>Promote broader mobility and connectivity.</li> <li>Practice meaningful community engagement.</li> <li>Develop healthy and safe communities.</li> <li>Promote environmental justice.</li> <li>Achieve full accessibility.</li> </ul> <p><i>* note: all verbatim from source</i></p>

## INCLUSIVE ECONOMIC RECOVERY STRATEGY RESOURCES

*Literature Review – Sector-Based*

Reference	Brief Summary	Conclusions
<a href="#">Dua, Andre; Ellingrud, Kweilin; and Lazar, Michael. <i>Achieving an Inclusive US Economic Recovery</i>. McKinsey &amp; Company, 2021.</a>	<ul style="list-style-type: none"> <li>Nov 2020 CPS data suggests disproportionate impact on minorities, women, younger workers, those with lower educational attainment, low-wage workers.</li> </ul>	<ul style="list-style-type: none"> <li>Integrated services.</li> <li>Local job creation.</li> <li>Address disparities and unique barriers to employment.</li> <li>Inclusive set of targeted outcomes.</li> <li>Balance near-term interventions with reality of long-term outcomes.</li> </ul>
<a href="#">Institute for the Future (ITF) for the California Future of Work Commission. <i>A New Social Compact for Work and Workers</i>. CA Future of Work Commission, 2021.</a>	<ul style="list-style-type: none"> <li>Identified several four broad categories of challenges: inequity, economic mobility, and low-quality work; work-adjacent issues and quality of life; challenges in the future of work; exacerbated and highlighted by the COVID-19 crisis.</li> </ul>	<ul style="list-style-type: none"> <li>Social Compact core principles and values: equity, empowerment, harness full capabilities and collaboration, forward-looking, ambitious goals.</li> <li>Ensure there are jobs for everyone who wants to work.</li> <li>Eliminate working poverty.</li> <li>Create a 21st century worker benefits model and safety net.</li> <li>Raise the standard and share of quality jobs.</li> <li>Future-proof California with jobs and skills (to prepare for technology, climate, and other shocks).</li> </ul>
<a href="#">Koh, Harvey; King, Samantha; Irfan, Ahmed; Agarwal, Rishi; Dayal, Ashvin; Brown, Anna. <i>Shaping Inclusive Markets: How Funders and Intermediaries can Help Markets Move toward Greater Economic Inclusion</i>. FSG, 2020</a>	<ul style="list-style-type: none"> <li>Truly inclusive markets result in more broadly shared prosperity, particularly for those most vulnerable.</li> <li>Scaling a single innovation is not enough to shift the market.</li> <li>Innovations can occur in: business models/practices, formal regulations, informal societal norms.</li> <li>Work requires an iterative approach with continuous strategy refinement in response to increased system understanding (and as the system itself evolves).</li> </ul>	<ul style="list-style-type: none"> <li>Harnessing market system innovations: learn from the past journey of the system; envisage inclusion goals; surface potentialities; support innovators &amp; innovations.</li> <li>Organizational frameworks and systems that focus on continual learning.</li> <li>Carefully considering our own ability to anchor support to the market system</li> </ul> <p><i>*note: reorganized, but text verbatim from source</i></p>
<a href="#">Langston, Abbie; Treuhaft, Sarah; Scoggins Justin; Simon, Joel; Walsh, Matthew. <i>Race, Risk, and Workforce Equity in the Coronavirus Economy</i>. National Equity Atlas, 2020.</a>	<ul style="list-style-type: none"> <li>Job openings have fallen sharply.</li> <li>POCs are overrepresented in non-essential jobs.</li> <li>Jobs with highest risk of exposure will likely come back last.</li> <li>Essential jobs have not been as heavily impacted by slowing growth.</li> <li>Higher demand jobs in the downturn could be a pathway for economic security.</li> <li>Healthcare jobs openings have been relatively stable, but also is the industry with large gender and wage gaps.</li> <li>Metros with strong pre-pandemic economic diversity and growth experienced milder job-market impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Resources and support should go to populations most in need.</li> <li>Protect essential workers.</li> <li>Support dislocated workers.</li> <li>Anticipate and plan for a changed jobs and economic landscape.</li> </ul>

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### Literature Review – Sector-Based

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<a href="#">Liu, Amy; Berube, Alan; and Parilla, Joseph. Rebuild Better: A Framework to Support an Equitable Recovery from COVID-19. Brookings, 2020.</a>	<ul style="list-style-type: none"> <li>• Recovery from great recession exacerbated racial disparities.</li> <li>• Black workers took longer than others to regain lost ground on employment and earnings.</li> <li>• Even by 2019, Black and Latino homeownership rates remained below their 2006 levels, and roughly 50% lower for white households.</li> <li>• These outcomes reflect long-standing status-quo economic development approaches that prioritize short-term job creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Set goals to increase prosperity and racial equity; adopt a framework to achieve these goals.</li> <li>• Build new institutional capacity.</li> </ul>
<a href="#">Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS). Pathways for Economic Resiliency: 2021-2026. December 2020.</a>	<ul style="list-style-type: none"> <li>• Although at the beginning of 2020 the LA regional economy was experiencing a long expansionary period, there were many underlying issues (e.g., homelessness, income inequality, racial inequities).</li> <li>• Aid from the County and partners should focus on those hit hardest by the pandemic, specifically those who have the fewest resources to fall back on (e.g., workers with at most a HS degree, often Black or Hispanic, typically young &lt;35, small businesses, often non-white businesses, and in services).</li> </ul>	<ul style="list-style-type: none"> <li>• Training for high growth industries.</li> <li>• Placing dislocated workers in high growth industries.</li> <li>• Increase opportunities for employees.</li> <li>• COVID-19 safety (e.g., expand educational awareness campaign, expand access to PPE, help small businesses secure PPE).</li> <li>• Business reopening assistance.</li> <li>• Land use optimization.</li> <li>• Digital divide (e.g., subsidies for internet access, streamline permitting process for developing) broadband infrastructure.</li> <li>• Childcare (e.g., utilize voucher programs to expand childcare access, provide additional funding for childcare-related wraparound services).</li> </ul>
<a href="#">PolicyLink, ERI, and Burning Glass Technologies. Advancing Workforce Equity in Boston: A Blueprint for Action. PolicyLink and USC Equity Research Institute, 2021.</a>	<ul style="list-style-type: none"> <li>• The Advancing Workforce Equity project supports regional workforce partners to develop explicit, data-driven equity strategies.</li> <li>• This report focuses on the Boston area.</li> <li>• The report identifies the key drivers of inequity, and prioritize actionable strategies to advance equity through policy efforts, programs, and investments.</li> </ul>	<p><i>*note: mostly copied verbatim from source</i></p> <ul style="list-style-type: none"> <li>• Use sector-based workforce development strategies to build pathways for workers of color into good jobs.</li> <li>• Leverage the development boom and sectoral growth to increase union participation, expand apprenticeship programs, and secure public financing for social programs.</li> <li>• Mediate the relationship between educational institutions and employers to transition from degree-based hiring to skills-based hiring.</li> <li>• Improve job quality through systems-changing public and private sector employment policies.</li> <li>• Make racial equity a priority, and develop systems to track and measure progress and ensure accountability.</li> </ul> <p><i>*note: verbatim from source</i></p>

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<a href="#">PolicyLink, ERI, and Burning Glass Technologies. Advancing Workforce Equity in Chicago: A Blueprint for Action. PolicyLink and USC Equity Research Institute, 2021.</a>	<ul style="list-style-type: none"> <li>• The Advancing Workforce Equity project supports regional workforce partners to develop explicit, data-driven equity strategies.</li> <li>• This report focuses on the Chicago area.</li> <li>• The report identifies the key drivers of inequity and prioritize actionable strategies to advance equity through policy efforts, programs, and investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Elevate and amplify worker voice and worker power.</li> <li>• Use sector-based workforce development strategies to build pathways into good jobs for workers of color.</li> <li>• Improve job quality and economic security for workers of color.</li> <li>• Develop strategies to close racial gaps in the social determinants of work.</li> </ul>
<a href="#">PolicyLink, ERI, and Burning Glass Technologies. Advancing Workforce Equity in Dallas and Collin Counties: A Blueprint for Action. PolicyLink and USC Equity Research Institute, 2021.</a>	<ul style="list-style-type: none"> <li>• The Advancing Workforce Equity project supports regional workforce partners to develop explicit, data-driven equity strategies.</li> <li>• This report focuses on the Dallas and Collin counties region.</li> <li>• The report identifies the key drivers of inequity, and prioritize actionable strategies to advance equity through policy efforts, programs, and investments.</li> </ul>	<p><i>*note: verbatim from source</i></p> <ul style="list-style-type: none"> <li>• Increase the number of good jobs available to frontline workers of color.</li> <li>• Increase the number of workers of color in pre-apprenticeships and apprenticeships so that they have pipelines to occupations in industries where they are underrepresented.</li> <li>• Use skills-based hiring, retention, and advancement strategies to reduce occupational segregation fueled by hiring bias and degree inflation.</li> <li>• Invest in community-based digital literacy, adult literacy, and integrated learning programs to remove barriers to entry and advancement in the labor market.</li> <li>• Increase investment in wraparound supports like accessible childcare, affordable housing, and efficient transportation options to facilitate labor-market advancement and educational attainment for workers of color.</li> <li>• Disaggregate participant outcomes from education and workforce programs by race to identify the workforce development interventions that help workers of color succeed in the labor market.</li> <li>• Align workforce development initiatives and worker rights projects to improve workers' basic protections and increase opportunities for advancement available.</li> <li>• Strengthen coordination between the workforce development and housing systems to reduce the housing burden for workers of color and to ensure they can access opportunity jobs.</li> </ul> <p><i>*note: verbatim from source</i></p>

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<a href="#">PolicyLink, ERI, and Burning Glass Technologies. Advancing Workforce Equity in Seattle: A Blueprint for Action. PolicyLink and USC Equity Research Institute, 2021.</a>	<ul style="list-style-type: none"> <li>• The Advancing Workforce Equity project supports regional workforce partners to develop explicit, data-driven equity strategies.</li> <li>• This report focuses on the Seattle area.</li> <li>• The report identifies the key drivers of inequity, and prioritize actionable strategies to advance equity through policy efforts, programs, and investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with employers and industry to implement equitable recovery commitments.</li> <li>• Develop systems to measure and track equity metrics as the economy recovers.</li> <li>• Invest in community-based research and collaboration to remove structural barriers to work.</li> <li>• Build meaningful and sustainable community influence and power in the workforce development system.</li> <li>• Advance sector-based strategies and partnerships that prioritize opportunity sectors in the region.</li> <li>• Co-create and co-invest in equitable, high-demand career pathways.</li> </ul>
<a href="#">PolicyLink, ERI, and Burning Glass Technologies. Advancing Workforce Equity in the Bay Area: A Blueprint for Action. PolicyLink and USC Equity Research Institute, 2021.</a>	<ul style="list-style-type: none"> <li>• The Advancing Workforce Equity project supports regional workforce partners to develop explicit, data-driven equity strategies.</li> <li>• This report focuses on the Boston area.</li> <li>• The report identifies the key drivers of inequity, and prioritize actionable strategies to advance equity through policy efforts, programs, and investments.</li> </ul>	<p><i>*note: verbatim from source</i></p> <ul style="list-style-type: none"> <li>• Create a health and wellness scorecard.</li> <li>• Establish a worker bill of rights.</li> <li>• Invest in community-centered economic planning.</li> <li>• Strengthen the social safety net and worker benefits.</li> <li>• Design workforce training programs to empower workers.</li> <li>• Redistribute funder power.</li> </ul>
<a href="#">Race and the Work of the Future: Advancing Workforce Equity in the United States. PolicyLink and USC Equity Research Institute, 2020.</a>	<ul style="list-style-type: none"> <li>• Nation is one generation away from being no longer majority white.</li> <li>• Although the nation has grown more diverse, inequities persist and have deepened, the racial wealth gap has increased, gender pay gaps are persistent, and one in three were economically insecure before the economic recession caused by the COVID pandemic.</li> <li>• Workforce equity is crucial to building an equitable economy.</li> </ul>	<p><i>*note: verbatim from source</i></p> <ul style="list-style-type: none"> <li>• Make racial equity a priority - and develop systems to track and measure progress.</li> <li>• Ensure people of color and low-income residents are prepared to enter and succeed in the labor market.</li> <li>• Dismantle barriers and develop targeted strategies to connect people of color to quality employment opportunities.</li> <li>• Invest in innovative training and credentialing models.</li> <li>• Design programs and partnerships to address inequities in the social determinants of work.</li> <li>• Engage employers to commit systems change in employment practices and culture.</li> <li>• Proactively implement automation resiliency approaches that prioritize vulnerable workers.</li> <li>• Ensure high standards of job quality for all workers.</li> </ul> <p><i>*note: verbatim from source</i></p>

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<a href="#">Southern California Association of Regional Governments (SCAG). Plan Performance: Economic and Job Creation Analysis – Technical Report. 2020.</a>	<ul style="list-style-type: none"> <li>The economic and job creation analysis estimates the economic impact of the 2020 Regional Transportation Plan and Sustainable Communities Strategies (2020 RTP/SCS, Connect SoCal) at the regional and county levels.</li> <li>Connect SoCal impacts the economy 1) by creating jobs through transportation expenditure of direct investment in construction, maintenance and operation and 2) by making our region a more attractive place to live and to do business through enhancing network efficiency.</li> <li>The contribution of Connect SoCal to GHG emission reduction and climate risk mitigation could bring economic benefits by avoiding future costs and smoother transition to a low-carbon economy. Such efforts to meet GHG emissions targets will serve to mitigate the risks posed by a rapidly warming globe and furthering both economic vitality and sustainability of the region.</li> </ul>	<ul style="list-style-type: none"> <li>Provide jobs for persons in highway and rail construction, operation and maintenance.</li> <li>Boost the economic competitiveness of the SCAG region by making it a more attractive place to do business.</li> <li>The economic analysis shows that across SCAG's six-county region, an annual average of more than 168,400 jobs will be generated by the construction, maintenance and operations expenditures that are specified in Connect SoCal program and the indirect and induced jobs that flow from those expenditures. When investments are made in the transportation system, the economic benefits go far beyond the jobs created by building it, operating it and maintaining it.</li> <li>Projects that reduce congestion may help firms produce at lower costs, or allow those firms to reach larger markets or hire more capable employees. An economy with a well-functioning transportation system can be a more attractive place for firms to do business, enhancing the economic competitiveness of the SCAG region.</li> </ul> <p><i>*note: verbatim from source</i></p>
<a href="#">Southern California Association of Regional Governments (SCAG). Regional Briefing Book. December 2020.</a>	<ul style="list-style-type: none"> <li>Represents a first step toward a more comprehensive framework for an inclusive economic recovery.</li> <li>Acknowledges the need for broader approaches that address social, economic, and environmental factors that influence the economy.</li> <li>Provides data on the current economic state of the SCAG region and a future outlook.</li> </ul>	<ul style="list-style-type: none"> <li>SCAG will engage with regional partners across the business, philanthropic, community and economic development sectors, as well as the municipalities it represents, to craft a more focused set of policy recommendations for inclusive economic recovery.</li> <li>This will include best practices and policy and programmatic concepts, a resource hub for information, and a state and federal legislative strategy in support of a robust, inclusive, and equitable economic recovery strategy</li> <li>No specific recommendations in this report, only data.</li> </ul> <p><i>*note: verbatim from source</i></p>

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<a href="#">Southern California Association of Regional Governments (SCAG). <u>Southern California Economic Recovery and Job Creation Strategy. 2011.</u></a>	<ul style="list-style-type: none"> <li>• The Southern California Economic Recovery and Job Creation Strategy concentrates on expanding the region’s economic base to increase the flow of funds driving the area’s economy.</li> <li>• The report is based upon the region’s job creation needs given its unique competitive advantages and demographics.</li> <li>• Several sectors emerge as crucial: international trade and logistics, film and related sectors, high tech and traditional manufacturing, construction, health care, and leisure industries. The aim is to create conditions encouraging job creation in these sectors in the immediate, short and longer terms as well as preserving the businesses in the region.</li> <li>• Essential to the strategy is the notion that stronger economic growth will help every community.</li> </ul>	<ul style="list-style-type: none"> <li>• Oppose new legislation that negatively impacts jobs in the private sector.</li> <li>• Support legislation that allows agencies, cities, and counties the flexibility to finance early delivery of projects and at the same time create jobs.</li> <li>• Eliminate or reduce regulations that inhibit expedited project delivery.</li> <li>• State accepting federal NEPA environmental delegation to save agency review time; improve efficiency of environmental reviews and reduce time by collapsing reviewing agencies environmental approval from NEPA approval and also again at permitting approval; encourage environmental review through electronic means; encourage DOT to shorten FTIP project amendment approval process; expand authority to agencies to allow pre-award of contracts that are currently permitted by FTA to FHWA projects).</li> </ul>
<i>*note: verbatim from source</i>		
<a href="#">Terplan, E. <u>Economic prosperity strategy: Improving economic opportunity for the bay area’s low-and moderate-wage workers. Tech. Rep., San Francisco Bay Area Planning and Urban Research Association (SPUR), 2014.</u></a>	<ul style="list-style-type: none"> <li>• Lower wage workers face significant barriers to higher-wage employment.</li> <li>• Middle-wage jobs are declining as a share of total employment.</li> <li>• Jobs at the lower end of the wage scale are likely to grow over time, and workers typically remain in these jobs for their entire career.</li> </ul>	<ul style="list-style-type: none"> <li>• Helping lower-wage workers seek middle-wage employment.</li> <li>• Focusing on the number of jobs that pay middle wages.</li> <li>• Improving the quality of jobs for current and future lower-wage workers.</li> </ul>
<a href="#">The California Workforce Development Board (CWDB). <u>Putting California on the High Road: A Jobs Climate Action Plan for 2030. Governor’s Office of Planning and Research, 2020.</u></a>	<ul style="list-style-type: none"> <li>• Labor should be considered an investment rather than a cost - and investments in growing, diversifying, and upskilling California’s workforce can positively affect returns on climate mitigation efforts.</li> <li>• California can achieve greater social equity in labor market outcomes for disadvantaged workers and communities when policymakers pay attention to job quality.</li> <li>• Deliberative policy interventions are necessary in order to advance job quality and social equity</li> </ul>	<ul style="list-style-type: none"> <li>• Demand-side: standards (e.g., wage, skill, responsible employer), project labor agreements, community workforce agreements, inclusive policies (e.g., procurement, contracts, grants), inclusive hiring, retention, labor law enforcement.</li> <li>• Supply-side: inclusion/career pathways, education and training (new, incumbent, upskilling/skill upgrading).</li> <li>• Protecting workers and their communities: new opportunities for workers (e.g., explore alternatives to immediate plant closures), identification of priority transition assistance (e.g., sector vulnerability assessment).</li> </ul>
<i>*note: verbatim from source</i>		
<a href="#">Treuhaft, Sarah, Justin Scoggins, and Jennifer Tran. <u>"The equity solution: Racial inclusion is key to growing a strong new economy." Policy Link Report (2014).</u></a>	<ul style="list-style-type: none"> <li>• Equitable economic development that dismantles barriers and expands opportunities for low-income people and communities of color is good for the economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Community wealth generation.</li> <li>• Connecting the local to the global.</li> <li>• Investment from within and outside communities.</li> <li>• Quality jobs for those without secondary education.</li> <li>• Building wealth for lower-income residents and historically disenfranchised communities.</li> <li>• Public accountability and transparency.</li> </ul>



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Reference	Brief Summary	Conclusions
<a href="#">Wheeler, Tom. Connecting the Unconnected in Rural America. Brookings, 2021.</a>	<ul style="list-style-type: none"><li>• Due to the the COVID-19 pandemic, majority of Americans believe that the internet is "essential."</li><li>• Two-part broadband challenge: accessibility (e.g., no network), and adoption (unable to afford a network).</li></ul>	<ul style="list-style-type: none"><li>• Need to redefine network speed definition for "broadband" to address that as broadband speeds go up, coverage calculations decrease.</li><li>• Coverage is reported by the broadband industry, but this ends up being too broad, and inevitably leads to access under-counting and thus under-reporting.</li><li>• Rural Digital Opportunity Funds (RDOF; rename of the reverse auction of the Obama-era Connect America Fund (CAF-II auction)) were not completely spent; Biden administration may have up to \$11B (\$7B to allocate and a residual \$4.4B previously identified for the next round of funding).</li></ul>

*For more Inclusive Economic Recovery Strategy-related resources, please visit [scag.ca.gov/IERS](https://scag.ca.gov/IERS).*