



La Jolla Band of Luiseño Indians Comprehensive Economic Development Strategy (CEDS)



Tribal Council

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Approved CEDS - Sept 27, 2023

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Mr. Webb,

The EDA Los Angeles Field Office has received, reviewed and approved your most recent EDA-funded Comprehensive Economic Development Strategy (CEDS).

Please note that your Reservation is expected to prepare a full revision of this CEDS at least once every five years. In the interim the CEDS is expected to be updated annually in order to keep the document current and relevant, if needed. The EDA staff is available, ready and willing to assist with these matters if requested.

We commend your organization for its good efforts, and we look forward to working with you as you continue to address the economic development planning and implementation needs of your tribe.
Wilfred Marshall, 3102616005



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I. Summary

Background

The La Jolla Band of Luiseno Indians has long been a part of San Diego County history and experienced numerous changes over the years. The Tribe has watched the economy grow and fluctuate throughout all parts of our traditional territory. As we write this CEDS document, we recognize the various types of enterprises which are sustaining the Tribe as well as the communities around us. The Tribe has been successful at building business highlighting the natural beauty of the land, and people enjoy visiting for this reason. La Jolla has worked hard to be creative in our economic development strategies. Through the process of developing this CEDS, we have held community meetings, researched local, Tribal, County and neighboring City strategies as well as identify future projects which will help the Tribe continue to provide jobs to the Tribal members and community members, along with contributing to the overall economic benefit of San Diego County.

La Jolla seeks to invest in
Opportunities to sustain the
Tribe and provide jobs



The Comprehensive Economic Development Strategy has been developed in cooperation with the Tribal Council, Tribal members and consultants, who have a strong history of working with La Jolla. The Tribe has a priority of bringing together the community to make decisions and when looking at Economic Development projects, they continue. Three community meetings were held as part of the writing of this Strategy in summer and fall of 2019, 2020, and 2021. Communication is key to collaborating with many people.

Recommendations for this strategy have been provided from the Tribal level, community level and regional level.

La Jolla recognizes the importance of creating and maintaining documents such as the Comprehensive Economic Development Strategy and understands its use in strategic planning as well as a requirement for application to the Economic Development Administration for funding.



In seeking to fulfill the requirements, this CEDS document includes:

- ❖ A description of the La Jolla Indian Reservation, including background and history of the people, land, government and current economic profile
- ❖ A discussion of Tribal values and how those values equate into business opportunities
- ❖ A breakdown of data relevant to the values and goals identified
- ❖ A discussion on industry clusters, competitive advantages and factors affecting economic performance for La Jolla
- ❖ A SWOT Analysis to ensure economic resiliency
- ❖ An action plan - Tribal goals and how they will be attained
- ❖ Examples of performance measures which will be used to evaluate progress

Regional Conditions

The La Jolla Indian Reservation is in the northern part of San Diego County, at the foot of Palomar Mountain. According to the Enrollment Committee, as of June, 2023, the La Jolla Band of Luiseno Indians has 792 enrolled members. 572 are 21 years and older, 220 are under 21, of which the majority live on the reservation. A large portion of those living off the reservation live in neighboring towns of Escondido, Valley Center. Approximately half of the Tribe's members are of working age, between 18 and 60 years old.



Land Acquisition

The Tribe in 2018 acquired a 548 acre property within the boundaries of the Reservation . In 2020 it acquired an additional 4 smaller parcels. It is now in the process of acquiring a 62 acre parcel and 2 acre parcel that are immediately west of the 548 acre parcel. All are in the process of being placed in trust.





Land

The reservation was established December 27, 1875 through an executive order by then President Ulysses S. Grant. The La Jolla Reservation is mountainous and remains mostly undisturbed. The San Luis Rey River, which is fed by Lake Henshaw, natural springs

and tributaries, runs through the Reservation. The land is broken into categories: tribal, assignment, allotted and fee parcels. La Jolla has tribal and fee lands intermingled within tribal boundaries. La Jolla's beautiful scenery is a constant draw for visitors.

Culture and history

The Luiseño Indians, more specifically the La Jolla Band of Luiseño Indians, have lived in this area from time immemorial. Our oral history and traditional stories have taught us that we have always existed in this area. English is the primary language spoken by all members of the community. The traditional language (Chamteela) of the La Jolla people is only spoken by a handful of elders. This is due, in part, to the mission system, Federal Indian policy, and the attempts by non-natives to "civilize" the Luiseño people, thus discouraging parents from teaching the language to their children. The Tribe continues to revitalize the Luiseño culture and traditions. The Tribe has recently partnered with the National Park Service and created a Tribal Office of Historic Preservation



Geography and location

The La Jolla Indian Reservation is located in north San Diego County, California, at the southern base of Palomar Mountain State Park. The Reservation encompasses approximately 9,868 acres and surrounds a private in-holding dating from a Mexican land grant. BLM and California State Park lands abut the Reservation while the Cleveland National Forest is to the northeast, Hellhole Canyon Open Space Preserve is to the southwest, and the remaining areas are occupied by small, rural communities. The topography is mountainous with elevations ranging from 900 ft. to more than 5,200 ft. with average annual rainfall varying from about 20 inches to more than 40 inches, making the Reservation one of the wettest areas in San Diego County.



The Reservation is located in the Peninsular Range Geomorphic Province of Southern California, part of a granitic rock batholiths composed primarily of granodiorite. The Reservation is located in a seismically active region of Southern California and the Elsinore Fault Zone runs through the northeast portion of the Reservation. The numerous faults associated with this zone are considered potentially active. Soils consist primarily of varied types of sandy loam and granitic

rock. The biology of the Reservation is primarily interior live oak woodland, coastal sage scrub, southern mixed chaparral, and non-native grasslands.

Governance

The La Jolla Band of Indians is a sovereign nation organized by the Band's Constitution. The Governing Body is the General Council made up of all adult members 21 years of age and older. The General Council has five (5) elected officials: A Chairperson, a Vice-Chairperson, Secretary, Treasurer and a Member, who serve staggered two-year terms. These are known collectively as the Tribal Council. The Tribe operates an Environmental Protection Office, a Natural Resources Department, a Public Works Department, a Water Department, Fire & Police Departments, Avellaka (Domestic Violence Program), an Education Center including youth services, and White Oak (Elders Program). It has recently established a Tribal Historic Preservation Office.

Transportation

The main mode of transportation to and from the reservation is by motorized personal vehicles. The closest public transportation system is seven (7) miles from the reservation where the local city bus system drives through the area. The closest communities where reservation residents can go to get public supplies and other services are the cities of Escondido (25 miles), Temecula (25 miles) and Ramona (34 miles). The town of Valley Center (18 miles) is the closest town to offer the basic necessities.

Healthcare

The overall health of the community plays a vital role for community leaders. About eighty (80%) percent of the population use Indian Health Care services and the others use private insurance. Health issues that the Tribe routinely addresses are: diabetes, obesity, high blood pressure and childhood obesity. The closest health care facilities are seven miles in Rincon and the closest hospital is 27 miles away in Escondido.

Utility services

Electric service is provided to the Tribe by the San Diego Gas and Electric Company. Telephone service is provided to the Tribe by AT&T. Drinking water is provided through the Tribe's own domestic system by an elected Domestic Water Board. The Tribe has access to the Internet



through Tribal Digital Village, who provides internet to the Tribe and individual Tribal members. With assistance from the National Telecommunication and Information Administration (NTIA) Tribal Broadband Connectivity Program, the Tribe is having a Reservation-wide broadband network designed to be shovel ready. With assistance from the U.S. Center For Disease Control, the Tribe negotiated an extension of 10G Fiber to the Tribal Hall by AT&T. The U.S. Center for Disease Control has provided funding for this effort due to the need for the Tribe to overcome the digital divide in order to prevent, prepare for, and respond to the Coronavirus Pandemic. The U.S. Economic Development Administration has provided funds to extend the fiber to Tribal departments and the La Jolla Indian Campground. This will shortly provide for cellular and internet connectivity for the 120,000 visitors to the Campground, Zipline, Water Park, Mountain Bike Trails, and Trading Post.

Waste Water Treatment Facility. The Tribe maintains an AWIPS wastewater treatment facility midway up Vallecitos Road. Wastewater is pumped from the Campground portapotties and delivered to the facility.

<u>Employment opportunities</u>	<u>Jobs</u>
Tribal Administration	10
La Jolla Indian Campground	18
La Jolla Zoom Zipline	6
Mountain Bike Park	9
Water Park	9
The Grill	6
Trading Post	11
Education	5
Avellaka	4
Tribal Office of Historic Preservation	3
Tobacco Control	2
Forestry	9
Fire Station	4
Police Department	2
Water Department	5
Public Works	7
Environmental Protection	3
Total	113

The above figures were provided by the Tribal Human Resources Department. The Campground has been in operation since 1938. It has always been the primary source of jobs. A splash pad was recently added. The Tribal Trading Post includes a Convenience Store and Gas Station. It is next door to the brand new Grill. In 2015, the Tribe was funded by the Department of Commerce to implement disaster resiliency strategies and funded the creation of a 1.86-mile long zipline to enhance the opportunities for revenue producing business. In 2023 the Tribe restored the Water Park and created the Mountain Bike Park. The Zipline has been extremely successful and is booked out 6 weeks in advance. The Tribe is in the process of hiring more staff and opening the lines up 7 days per week. To offer jobs is an important priority to the Tribe, as the unemployment rate is high for La Jolla members.



II. Tribal Values

The La Jolla Tribe has gone through an extensive process to form a community vision statement as well as identify Tribal values. This was all done initially in 2010 and updated in 2016. Since April 2018, community meetings, General Council meetings, and Tribal Council meetings have reviewed and built upon these continually. These values are:

- ❖ Economic Development
- ❖ Cultural Preservation
- ❖ Quality of Life and Land
- ❖ Government and Tribal Infrastructure

For the purpose of writing the CEDS, we will be using these values to organize the goals and objectives of this Strategy. Each value has business opportunities that sit within.

1. Economic Development

GOAL 1 – Expand Opportunities for Visitors

Objective 1.1 – Support the creation of a Adventure Park Welcome Center to host Tribal enterprises, dining, corporate events and wellness activities.

Objective 1.2 – Provide facility to serve food for visitors, restaurant / café

Objective 1.3 – Enhance the C-store on the reservation with new amenities including a deli, 24 hour gas station, another island for gas and Install solar power and battery back up power to reduce costs and weather power outages.

GOAL 2 – Enhance campground amenities and services

Objective 2.1 – Upgrade the RV section of the campground to include additional sites, paved access, pumping station, upgraded restroom facilities

Objective 2.2 – Upgrade toilets and showers throughout the campground

Objective 2.3 – Add cabins or yurts for glamping

Objective 2.4 – Create hiking and biking trails to attract more campers

GOAL 3 – Increase partnerships with nearby Tribal casinos and Palomar Mountain Hotels to cross-market current Tribal business (campground and zipline)



Objective 3.1 – Create marketing materials to distribute and develop a sales referral program

2. Cultural Preservation

GOAL 5 – Support the inclusion of cultural activities in Tribal business and education programs

Objective 5.1 – Provide classes to Generations Education Department, White Oak Elders and Tribal members

GOAL 6 – Preservation of historical and cultural sites

Objective 6.1 – Ensure that any new development is not in a protected area, working with Tribal cultural experts, EPA, Tribal Historical Preservation and U.S. Fish and Wildlife

Objective 6.2 – Maintain a La Jolla Band of Luiseno Indians Tribal Historic Preservation Office (THPO)

GOAL 7 – Maintain the language, culture, customs and traditions

Objective 7.1 – Incorporate Luiseno teachings and lessons into daily activity

3. Quality of Life and Land

GOAL 8 – Support Tribal members and visitors by adding pedestrian friendly pathways and traffic calming strategies

Objective 8.1 – Implement strategies as outlined in the Tribe's Transportation Plan, La Jolla Walk Audit, and funded feasibility project from SANDAG

GOAL 9 – Implement a Work Force Strategy to ensure Tribal members are ready for jobs when they are available

Objective 9.1 – Integrate Tribal workforce development initiatives with organizations serving the Indian workforce in our area.

Objective 9.2 – Expand access to education and training programs for employment on



the reservation

Objective 9.3 – Expand options with Valley Center-Pauma Unified School District to offer job training for high school students

GOAL 10 – Promote active engagement within community

Objective 10.1 – Hold regular tribal community meetings

Objective 10.2 – Send out a quarterly newsletter to keep tribal members informed

4. Government and Tribal Infrastructure

GOAL 11 – Uphold the La Jolla Band of Luiseno Indians’ Tribal Constitution through its creation of power as a sovereign Indian nation, providing laws and supporting culture and traditions to protect the people, land and resources.

GOAL 12 – Support Tribal programs, including Law Enforcement and Fire

GOAL 13 – Support Tribal Businesses and provide support in guiding decisions

Objective 13.1 – Create an Enterprise Business Board

GOAL 14 – Add capacity for dedicated internet services

GOAL 15 – Address natural disasters and the Tribal plan to keep members and visitors safe

Objective 15.1 – Update the FEMA Multi-Hazard Mitigation Plan when due (2024)

GOAL 16 – Continue to ensure the Tribe has access to energy and water

Objective 16.1 - La Jolla will continue to negotiate in government-to-government capabilities on water issues, power issues, etc.



III. Strategic Direction & Action Plan

Vision Statement

We, the La Jolla Band of Luiseño Indians, will maintain our sovereignty and apply this through the preservation of our land, culture, customs and traditions, development in education, health and welfare for all generations, while pursuing economic development in a responsible and respectful way.

Economic Development

La Jolla currently operates a Campground, Zipline and Tribal Convenience Store & Gas Station. In 2015, with funding from EDA, La Jolla was given an exceptional opportunity to invest in constructing a 1.86-mile long zipline, resulting in a very popular tourist destination. As of March 2016, the Tribe took over the Trading Post C-store and gas station which had been contracted out for a minor annual fee, for the previous 12 years. In 2023, the Tribe is currently overseeing six businesses. The additional three are Mountain bike trails, Highway 76 Grill, and Water Park, all revenue producing and all successful. It is currently in the process of developing an Adventure Park Welcome Center with assistance from EDA.



Zipline



Mountain Bike Trails



Water Park

Campground



Cultural Preservation

The La Jolla Band of Luiseno Indians have always been a strong and resilient and resourceful people. Whether hunting, planting and harvesting, or establishing businesses we have always found a way to survive. Most of the land is undisturbed wilderness and is covered with many native plants and trees such as sage, Chia, berries, and many oak trees for making wiiwish (acorn pudding). There is also game such as deer and rabbit. These plants and game make up a small portion of our traditional food, all of which are still consumed by Tribal members.



As La Jolla continues to grow it is understood that cultural preservation will remain at the center, as stated in our vision statement. Knowing our customs and traditions connect us as individuals and to our community. Our songs, rattle making, basketry, and traditional foods allow us to appreciate our mother earth. Our customs and traditions embody the wisdom of our elders and passing them on to future generations is vital to us as a people. The Tribe has entered into a partnership with the National Park Service and has established and operates a Tribal Historic Preservation Office.

Quality of Life and Land

The La Jolla Band of Luiseno Indians have always been good stewards of our land and environment. The Environmental Protection Office (EPO) was established in 1999 with the intent to work on water resource and water quality issues. Over the last 24 years La Jolla's EPO has become a stellar program in the region. The mission of the EPO:

"To Protect the Health of the People and Environment of the La Jolla Reservation"

To accomplish this Mission the EPO has five core programs and implements special programs as needed. These programs are grant funded by various federal agencies and the EPO works closely with various state, local, and private agencies and organizations.



Government and Tribal Infrastructure

The last seven years the Tribe has successfully obtained funding to maintain and make improvements in its infrastructure. The Tribe understands that without a sound infrastructure you can't bring sustainable economic development to the community.

For the past four years the Tribe has been working with San Diego Gas and Electric, (SDG&E) to bring underground power. The area has been identified specifically for economic development. After intense negotiations SDG&E will place underground power which will be a savings of roughly 2 million dollars to the Tribe. SDG&E will also be installing two additional power poles at the east end of campground which allow for more economic development. This power will allow for possible construction of additional RV sites, water features for campers, cabins, and a fishing pond are some of the proposed projects.

Through a Bureau of Reclamation grant the Tribe will be drilling 16 test holes to find additional water for economic development projects, fire suppression and housing for our tribal members.

These test wells will increase our delivery system around the reservation and identify new wells to be drilled.

The La Jolla Tribe has been making giant steps in working with Federal Highways and Cal Trans, our local roads agency. The Tribe has been awarded \$4.2 million in funding from the U.S. Department of Transportation and allocated to the State of California to implement initiatives for pedestrian and traffic safety in efforts to facilitate greater visitors and traffic:

- Construction activities- Trails, sidewalks, signage, fencing,
- Education- assemblies, pedestrian safety curriculum with our after-school program for youth ages 5-18
- Enforcement- Hiring CHP and La Jolla Police Department to enforce traffic laws around pedestrian facilities.



IV. SWOT Analysis

The region where the La Jolla reservation is located has many opportunities as well as challenges that come with the area. An analysis has been done using S.W.O.T. to include the reservation and surrounding cities, as well as the county. We gathered information from Tribal Members and Departments. The analysis shows the reservation is in a great location for tourism, lying within the San Diego County, voted the 2nd best tourist destination in the country. We know there are challenges to be addressed due to the rural location, however it is also one of the key strengths for the Tribe. In the near future, La Jolla hopes to offer more to draw potential customers to the reservation to stimulate economic growth and jobs for the community.

Tribal Survey
La Jolla's strengths are
in the
Beautiful land, location
and the campground

Tribal Survey
La Jolla's challenges
are in leadership,
lack of
culture/tradition and
lack of jobs

Tribal Survey
La Jolla's challenges
should be addressed
through gathering and
having open discussion



Strengths: La Jolla's competitive advantages

- Mountainous & Serene Location
Attractive Southern California demographics and growing eco-
- Tourism industry
- Economic resiliency proven through disasters
- Nestled in between many historical and cultural attractions with Operate own workforce account
- Operate and oversee Tribal Departments, maintaining all facets of Tribe: housing/utilities/Environmental/education/enterprises/law year-round great weather
- Excellent relationships with Federal and State level agencies, assisting with program implementations
- Government to Government capabilities
- Law enforcement/fire/roads/
- Tribal Land available for development
- Provides access for visitors to tribal lands, unique and interesting
- Tribal Council, made up of 5 Tribal members can make decisions

Opportunities: La Jolla's chances for improvement and progress

- Land Purchase and Development
- Expanding revenue producing business for current base of customers, already visiting La Jolla including water park and mountain bike trails

Weaknesses: La Jolla's competitive disadvantages

- Steep and winding road to travel on
- Leadership changes – Tribal Council terms 2 years
- General Council only meets every other month for decision making
- Lack of education of non-Indians about Indians

Threats: La Jolla's chances for negative impacts

- Natural Disasters – flooding/fire/earthquake
- Drought, affecting water in river running through campground



Industry Clusters

When La Jolla looks to compare industry sectors, we look to our neighboring Tribal communities as well as cities/towns surrounding us. To evaluate and analyze the industries in our area, we have separated the industry clusters by activity because of our remote location, people are traveling near us for a “reason”. This “reason” is what we have used to break down the industry clusters into 3 categories:

1. Gaming: The largest industry is gaming. The Tribal casinos in the area employ thousands of people and bring in people from all over California as a destination.
2. Extreme Sports/Activities: Highway 76 is full of cyclists, motorcyclists who enjoy the winding roads and hardy climb of Palomar Mountain’s 6000-foot elevation. Zip lining, camping and desert motorcyclists are frequent pulls for people visiting our area. Adjacent Palomar Mountain State Park receives 70,000 visitors annually.
3. Agriculture: Many areas surrounding Tribal land are used for agriculture. Most common is wholesale growers.

La Jolla Tribe sits within the boundaries of North San Diego County. In the North Country CEDS, they have identified Innovation and Specialized Manufacturing as #1 industry cluster and Connected Tourism and Agriculture as #2 industry cluster. Because of La Jolla’s mountainous location, our identified clusters fit within the tourism and agriculture cluster.

Gaming: According to NCAIS code 721120, this industry accounted for 1035 jobs in 2012 and has surely grown since then. Gaming in Southern California is divided into three regions: Eastern Corridor, San Diego and Pauma Valley. La Jolla is in Pauma Valley, which has 5 casinos. The Tribes operating Casinos who are close by include Rincon Band of Luiseno Indians, Pala Band of Mission Indians and the Pauma Band of Luiseno Indians



La Jolla sits 12 miles from the nearest Casino. The gaming industry in California is growing. It is the 2nd largest gaming market in the United States with 20 Native American Casinos and over 5000 hotel rooms. Southern California is comprised of three primary gaming markets: the



Eastern Corridor, San Diego and the Pauma Valley. The Pauma Valley's five existing properties generate approximately \$1.3 billion in annual gaming revenues, or 37% of the total Southern California market. Strategically located between Los Angeles and San Diego, La Jolla is poised to capture visitors to the area. Highway 79 and Highway 76 provide convenient access to the reservation, which can be further supported with strong highway signage. The region is abundant with tourists and RV park travelers visiting the area.

In total, Southern California generates annual gaming revenues of \$3.4 billion.



Extreme Sports/Activities/Eco-Tourism: People enjoy getting away from the hustle of Southern California and can enjoy an escape within 30 miles of the 15 Freeway. La Jolla has direct experience with this area by operating a campground and zipline. La Jolla sees 120,000 campers per year. The campground is at capacity 80 % of the camping season which runs April through October and completely full many weekends and holidays. The zipline has brought thousands of riders since its opening in 2015. According to the Zipline Manager, approximately 70 % of the riders on the zipline inquire about what else they can do in the area.

According to the North County CEDS, they identified the top 10 industries and amusement and theme parks, according the NCAIS code are included. We see a parallel of interests from our visitors. Many are tourists looking for more attractions to enjoy.

The Tribe has just opened three additional attractions: Splash Pad, Mountain Bike Trails and Water Park in the La Jolla Adventure Park Complex.



Agriculture: Flower, Nursery Stock and Florist Supplies Merchant Wholesalers (NCAIS code 424930) are seen frequently throughout Pauma Valley, our closest town. The land and climate make for an excellent location for growing. Historically, the La Jolla Tribe ran farming and ranching operations but currently does not engage in either. There has been interest from Tribal members to look into business activity in this sector. The Rincon and Pauma Tribe operate their own agriculture businesses in grape and orange production.

The La Jolla's closest competitive market is located on Palomar Mountain at the top where camping and adventure tourism is enjoyed. Palomar has two or three lodge style facilities which were originally built decades ago and numerous bed and breakfast rooms available. The mountain draws the adventure tourist, an industry shared with La Jolla. If climbing to 6,500 feet is not desirable for visitors, La Jolla is located about 30 minutes closer, and eliminates steep and nearly impossible roads for busses or long vehicles. Hwy 76, which feeds into La Jolla provides good access for all vehicles including RV's, trailers and emergency vehicles.



V. Analysis of Economic Development Opportunities and Problems

1. Economic Development

Tribal members to achieve self-sufficiency

The La Jolla people have been operating business to provide for the economic needs of Tribal members since the first ticket was sold for the Campground in 1938. The Tribal community operated its own water park for years and has since expanded into running an eco-tourism, attracting Zipline. It is now adding a Splash Pad, Mountain Bike Trails, and an Adventure Park Welcome Center and re-establishing the Water Park. It is obvious when you visit the reservation, there is something different about it from the Tribes who sit in the valley areas. La Jolla has a location that is breathtaking, unique and scenic. With that uniqueness comes challenges because of the rural location. What works for Tribes and cities below La Jolla, may prove different at 3500 feet high. These challenges have forced the La Jolla Tribe to be creative in their economic development strategies. What we know is true, is that people love visiting La Jolla. They enjoy being outside of the typical Southern California attractions and being in a natural environment. This environment is treasured by the people of La Jolla as well as those it attracts. The Tribe has identified strategies it believes will build on what sets us apart from nearby Tribes and cities.

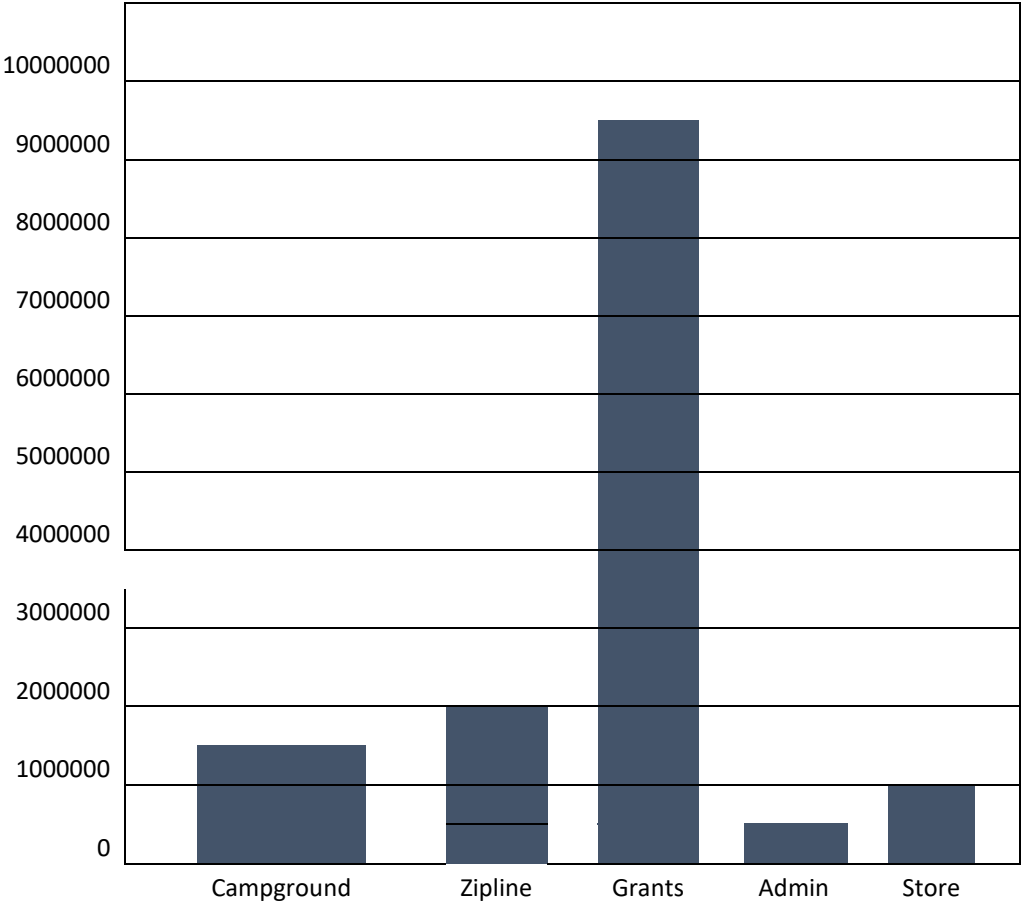
Ultimately the goal is to create jobs and sustainability for the Tribal members and community members living on and near the reservation, as well as contribute to what Southern California offers residents, businesses, and tourists.

Tribal Survey
Tribal Members would like to see cabins, campground improvements, water park, eco-tourist attractions, and family events

Tribal Survey
Tribal Members do not want any type of business to have a negative effect on the environment, including production plants



Tribal Revenue by Enterprise



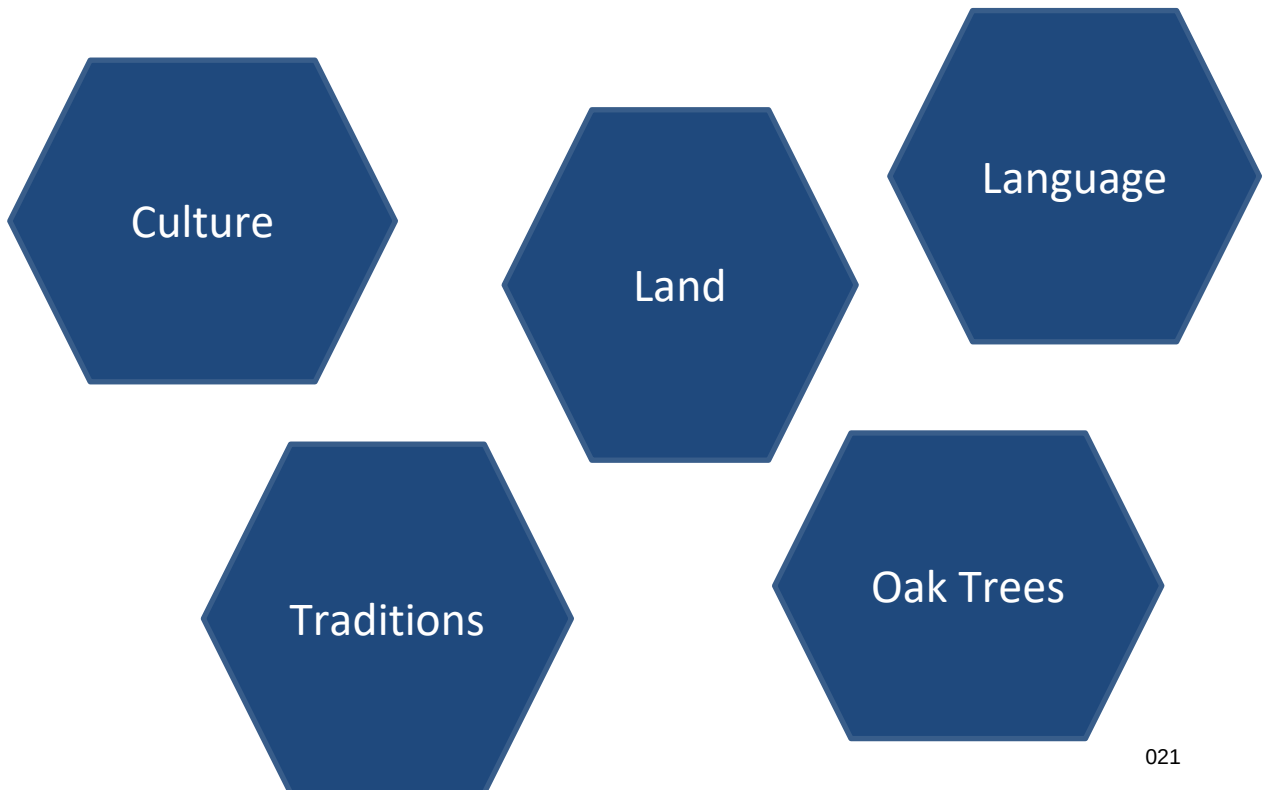


2. Cultural Preservation

We must continue to maintain our language,
culture, customs and traditions

The Tribe has established a Tribal Historic Preservation Office (THPO). Every activity that takes place on the reservation must adhere and meet the approval of the Tribal members. No decision is made without cultural preservation at the center. Planning and goal setting is done with this at the focus. In our effort to provide a Comprehensive Economic Development Strategy, we must include this as a key component. Although there is little data to report on it, the Tribe does have the ability to incorporate Tribal culture into its enterprises and draw a customer base because of it. Today, Native Americans and culture are reflected in many mainstream ways. From clothes and textiles to furniture, home decoration and jewelry, you will see Native inspired themes everywhere. The Tribe is currently incorporating a learning opportunity into the Zip line tours as they provide an introduction on the history of Luiseno People and the land. Our riders love to hear them talk and share. In the future developments of the Tribe, culture and its preservation will be incorporated and we believe provides a huge opportunity. Because our identified goals and objectives are based on the natural serenity, it is a great fit to bring in the local culture.

What would you like to preserve in La Jolla?





3. Quality of Life and Land

Where families live and enjoy life

Quality of life is a component the La Jolla Tribal Government is constantly seeking to improve. Although it is a moving target with a large variety of factors affecting it. The overarching goal in all aspects of tribal work and development is to improve the lives of the members and community. People living in poverty rates is high, unemployment is high, high school graduation rates are below the norm, middle and high school proficiency rates are lower than average; there are a lot of outside factors used to measure the quality of life. For people living on the reservation, this quality of life means even more than the external factors. They are living on land belonging to their ancestors from thousands of years back. The La Jolla Reservation and 94% of its land was devastated by wild fires in 2007. 37 Tribal member homes were lost and 59 total structures were lost, every one of them was rebuilt within 1 year. La Jolla was the first community to recover from the 2007 fires. Federal agencies and the community came together because the land is important and people enjoy living on the reservation. The economic development strategies identified in this document will support families, tribal businesses, tribal government and the overall community.

What makes La Jolla a good place to do business?

Tribal Survey
La Jolla is a good place to do business due to the location, land, and space for events and gatherings

Tribal survey
La Jolla is difficult to do business because of its rural, and remote location



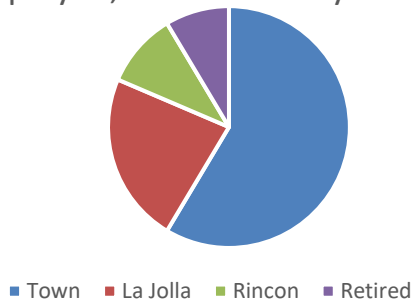
The 2021 American Community Survey 5-Year Estimates provide the picture of the demographics at La Jolla Reservation compared with the United States. The official poverty rate on the La Jolla Indian Reservation is 20.3% , compared with 12.6% nationally. The per capita income of La Jolla is \$27,159 compared to the U.S. \$37,638. The median household income at La Jolla is \$42,917, compared to \$69,021 nationally. Finally, the unemployment rate at La Jolla is 17.3% compared with 5.5% nationally.



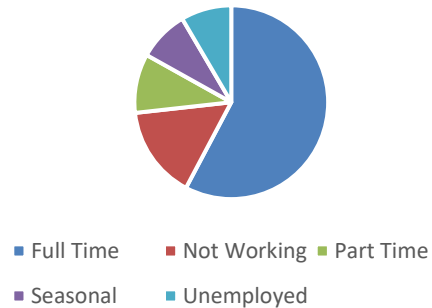
To address the issues on the reservation for the Tribal member and their families, we asked some questions related to employment. The unemployment rate on the reservation is estimated at 17.3%. It is important for the Tribe to provide a place where living and working can be rewarding and show success. As we look to new opportunities, these activities will be incorporated to strengthen work and lower unemployment.

As shown in the chart below, all of the factors relating to getting a job are almost equally affecting the community.

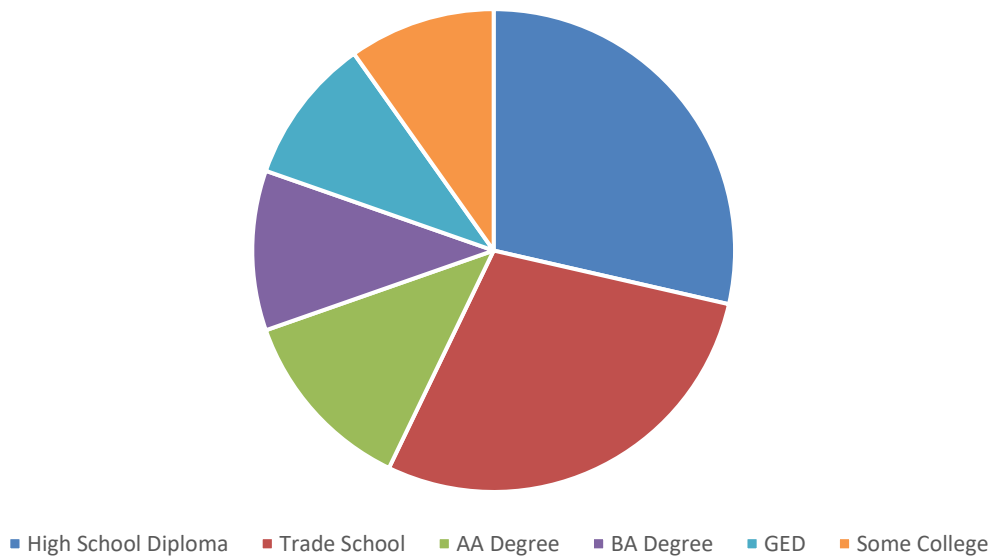
Employed, where do they work?

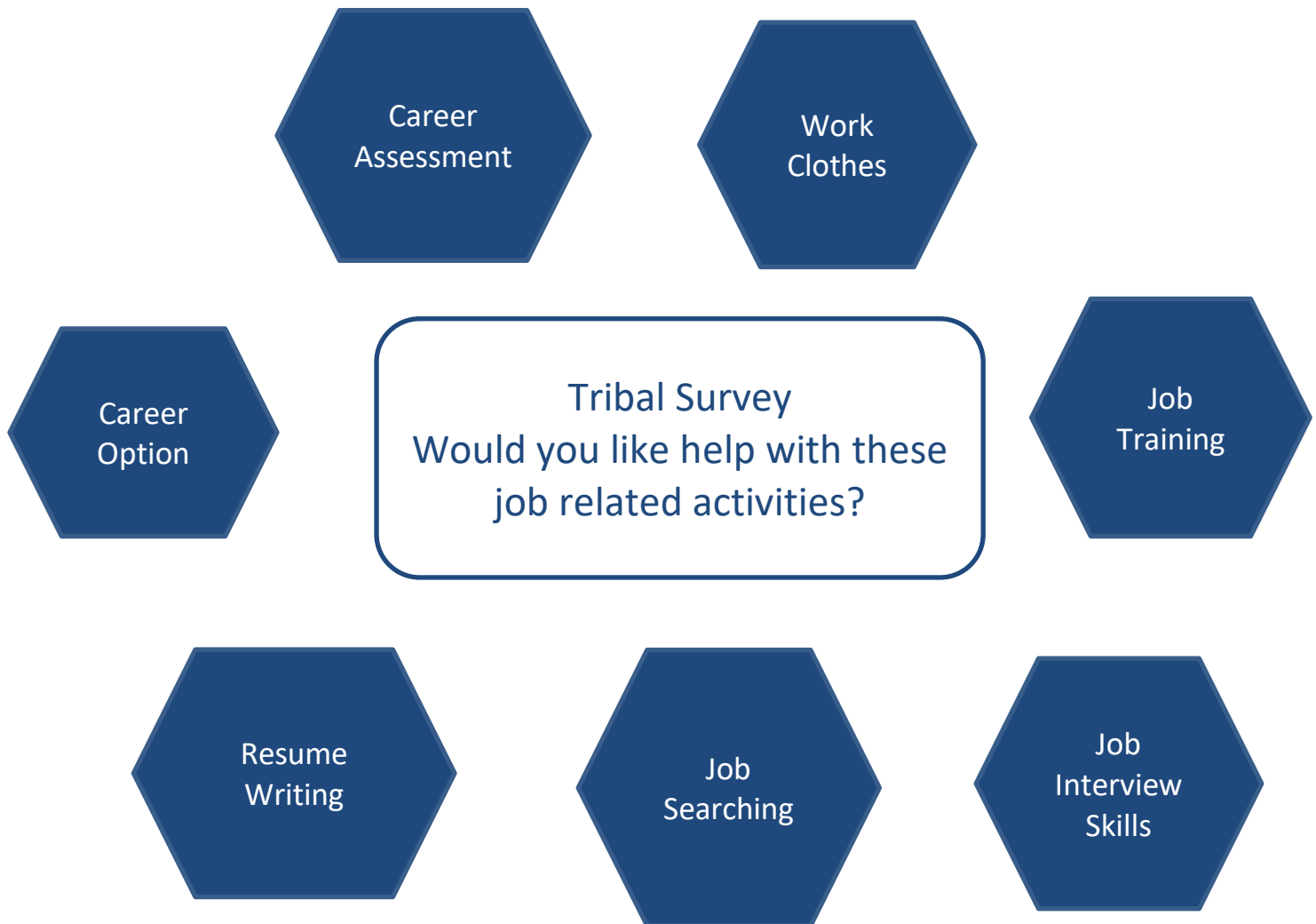


Employment Status



Education





The Tribe recognizes that a component needs to go along side of economic development initiatives to provide training for work readiness. This is a goal and will be incorporated into new developments.

Workforce training is key to the success of any business. There are organizations who help Native Americans with workforce training in the area. Temporary Assistance for Needy Families (TANF) and Californian Indian Manpower Consortium are two who work with Tribal members to get them job ready. La Jolla will collaborate with them to see how we can structure a program for workforce training needs relating to the implementation of the CEDS.



4. Government and Tribal Infrastructure

La Jolla, through its power as a sovereign Indian nation, shall uphold the tribal constitution, laws, culture and traditions to protect the people, land and resources.

The structure of the Tribe consists of the general membership of the people. The general membership of the Tribe elects the 5-member Tribal Council into office as set forth in the Tribal Constitution. The daily activities of the Tribal businesses and departments are overseen by the Tribal Council, but they rely heavily on the general memberships' approval. It is the goal of the Council to bring programs and funding to support programs for the children and elders, as well as household utilities. The Tribe operates its own:

- GENERATIONS Youth Program
- Education Department
- White Oak Elders Program
- Tribal Historic Preservation Office
- Avellaka Domestic Violence Program
- Human Resources Department
- Fire / Police Departments
- Forestry Department
- EPA Department
- Water Department
- Trash / Recycling Center
- Public Works Department

Without any gaming revenue, the Tribe has created and maintained all of these inter-departments to service their members. La Jolla previously had no tax base and provided all of these services through ingenuity, enterprise revenues and grants received. This has required good relationships to be established and collaboration amongst a broad spectrum of partners. La Jolla has been on the front lines of receiving funding for programs never done before in Indian Country. The Tribe has proven it takes the challenge of protecting and providing the members seriously. All growth takes time, so when looking back on what has been created, La Jolla sees progress. Recently, the Tribe has enacted a taxation ordinance and collects sales tax.



State and Local Economic Development Plans and Programs

In completing our CEDS we sought out neighboring strategies. We identified two of the closest being North County San Diego and the City of Escondido, included are highlights of the two closest groups to the reservation. From our research we are not aware of any of the neighboring Tribes having a CEDS, however most of the Tribe's do have Economic Development Councils. Since these documents are not public, we have not been able to incorporate Tribal CEDS and strategies into ours.



"North San Diego County faces a fundamental question about its future, how do historically separate communities come together to plan and support the development of a healthy, vibrant regional economy. (2012)

CITY OF ESCONDIDO: COMPREHENSIVE DEVELOPMENT STRATEGY (2014) The Escondido CEDS Implementation Plan outlines over 40 individual action items for the City of Escondido's economic development program.



this public agency serves as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation, and provides information on a broad range of topics pertinent to the region's quality of life. Adam Geisler, Tribal Council Secretary is an active member.



The Southern California Tribal Chairmen's Association (SCTCA) is a multi-service non-profit corporation established in 1972 for a consortium of 19 federally-recognized Indian tribes in Southern California. The primary mission of SCTCA is to serve the health, welfare, safety, education, cultural, economic and employment needs of its tribal members and descendants in the San Diego County urban areas. A board of directors comprised of tribal chairpersons from each of its member Tribes governs SCTCA.



Inter-Tribal Long Term Recovery Foundation: Mission to strengthen and enhance the coordination of area-wide disaster recovery efforts on tribal lands located in Southern California affected by wildfires and other disasters by working with tribal, federal, state, and local governmental agencies to:

- 1.) Share disaster relief information,
- 2.) Simplify access to disaster relief services, and
- 3.) Provide mutual assistance to tribal communities that have experienced natural disasters.



VI. Past, Present, and Projected Future Economic Investments and Resilience

Past Economic Development Initiatives

- A. **Campground / RV Park** – The Tribe’s campground is an attraction for thousands of visitors each year. Many of the people who come to camp have been doing this family tradition for generations. The campground offers a serenity not found many other places in Southern California. The Campground has designated tent camping, group reservation areas and 32 RV spaces with hookups. The budget for campground revenue is projected at \$945,780 and has an estimated 120,000 of visitors annually.
- B. **Zip line** – Completed in 2015, the La Jolla Zoom Zipline is an attraction gaining many people’s attention. There are two side by side lines, offering 1.86 miles of zipping up to 55 miles per hour, at heights reaching 400 feet above ground. The lines are an excellent complement to the campground. Visitors start and end their tour in the campground and are driven to the top of the lines while enjoying a tour given by employees on the land and culture of the La Jolla Tribe. Currently the zipline offers 12 riders per tour and are accommodating 5 tours per day. The rate is \$99 per rider. The projected budget for the business is \$1 million with 10,000 riders. There is currently a training process going on which will increase the number of days per week open and the number of tours per day. The goal is to reach 8 tours per day, accounting for 24,000 riders and \$2.4 million in revenue.



Present Economic Development Initiatives

- A. **Tribal Store & Gas Station** – In Spring of 2016, the General Tribal membership voted to terminate the lease with the tenant at the store and run it internally after 12 years of leasing its operations out. It is currently staffed by Tribal members and is overseen by the Chief Operating Officer. There is a solar energy project underway to reduce both power costs and lessen the onset of climate change. Recently, the entire eastern portion of the facility has been converted from a gaming facility to a restaurant/cafe, The Highway 76 Grill.



- B. Water Park:** Reopened in 2023, was a Tribal Enterprise for many years. It is now operating again in its original location adjacent to the proposed Adventure Park Welcome Center
- C. Mountain Bike Park:** Constructed in spring, 2023 the Mountain Park offers several trails. The Adventure Park also offers bike rentals

Projected Future Economic Development Initiatives

- A. Welcome Center.** The Tribe has been very successful with group events in the campground. Throughout the camping season, there are large areas which get rented out for groups. These groups range in interest from active sports to music festivals, youth groups and wellness/healing groups. The Tribe



ADVENTURE PARK WELCOME CENTER

is interested in providing a structure to serve an Adventure Park Welcome Center.

The Welcome Center will be the only one of its kind in the area. At the top of Palomar Mountain there are a few lodges large enough to hold group events. There are none that have been specifically designed to have corporate meeting space, trainings, and retreats linked with the campground, water park, zipline, hiking and mountain biking amenities. The alternative for corporate and wellness groups in our area is at nearby Casino Hotels, which is not always the preferred choice due to the gaming environment. The unique setting offered in La Jolla proves to be a welcomed option. There would be three initial bases for the marketing, 1) Corporate Retreats and 2) Training Facilities and 3) Wellness Retreats. Corporations could offer team building activities with the Zip line as well as have a high-tech facility to accommodate all of their business needs. Companies would also be able to rent training room space and hold daily meetings, such as workforce trainings, leadership trainings, and technical skill trainings. The Wellness Industry is a \$3 billion industry. Ojai and Palm Springs have established themselves in the spa industry. La Jolla has a unique setting and can definitely compete with both markets. Combining corporate with wellness is also a growing trend. Companies will have the option to hold a meeting, enjoy delicious dining, camp, hike, bike, take a dip and and ride the zipline.

- B. Restaurant.** The campground and zipline are bringing thousands of visitors per month and they are staying for extended time periods. The Welcome Center restaurant will have a consistent base of customers from the campers, zipline riders and spectators visiting on a daily basis. This addition will also compliment the conference center. Many groups would be preferred to have meals included in their camping or RV stay. The Tribe will be able to compete with nearby Casino Hotels where catering is an option as well. Jobs would be created with a restaurant by adding wait staff, cooks, cleaning, catering positions.



- C. **Expansion in Campground Facilities.** The campground is very rustic and people do enjoy it that way. However, the Tribe would like to provide some upgrades to the services offered to campers. The restrooms and showers could benefit from using new technology and solar power to update the facilities. Currently there is no hot water in showers. Cabins have also been identified as a part of the expansion. The Tribe has looked at building kapichas or cabins as a form of glamping, a more comfortable option for some.

Priority 2nd

Expansion in Campground Attractions: A few options have been identified as ways to attract more campers and visitors. The Tribe has discussed putting in a fishing pond for visitors. Lake Henshaw is 7 miles away on the Hwy 76 and brings in visitors year-round for recreational fishing. Planned Mountain Biking and Hiking trails will enhance what the campground has to offer and tap into a new clientele. Water features for kids and an upgraded playground will be part of the 2023 campground expansion. Additional RV Spaces near the Mountain Bike Area are planned. Priority 1st

- D. **Upgrading of Roads,** including widening, pavement, and providing for disaster resilient drainage. This may involve collaboration with CALTRANS for improving Highway 76 access to the Reservation including roundabouts, signalization, and safety improvements. Priority 1st
- E. **Construction of new Tribal Administration Facility** to provide for the expanded staff and workload. This will allow the Education Program to recover its previous space. Priority 2nd
- F. **Installation of a Reservation wide broadband network** to provide for disaster preparedness and response. Priority 1st
- G. **Creation of a Cultural Center** The Tribe has established a THPO and is repatriating artifacts. Priority 2nd
- H. **Water Resource development** and installation of infrastructure to support community and economic development. Priority 1st
- I. **Community wide Solar Energy Development** to provide affordable renewable energy to Tribal facilities, enterprises, and residences. Priority 1st
- J. **Community wide housing construction.** Priority 3rd



Water Park



Mountain Bike Park



Economic Resilience

La Jolla has demonstrated how to recover from 94% devastation to Tribal land in the 2007 wildfires. The Tribe has suffered over the years from natural disasters. Being the only community to rebuild within one year shows determination and strength. The community pulls together in times of major disruptions and quickly recovers. The Economic Development Administration (EDA) and Federal Emergency Management Agency (FEMA) have recognized the La Jolla Tribe repeatedly for the work they did to recover. Disaster preparedness is a common concern and priority for the people of La Jolla. They have the people and documents in place to be able to respond. EDA and FEMA have provided disaster resiliency planning assistance that is providing for creation of a La Jolla Economic Development Authority, comprehensive land use planning, and Adventure Park specific plans.

Comprehensive planning efforts take place with Inter-Tribal Long Term Recovery Foundation as well as federal agencies. The Tribes Multi-Hazard Mitigation Plan is updated through 2024 and it is planned to keep it updated. Radio communication systems have been put in place and the Tribal police and fire work closely with county and Tribal agencies to handle emergencies. These have been made possible with funds from FEMA's Tribal Homeland Security Grant. Active communication takes place at regional meetings, including the San Diego Association of Governments (SANDAG) which La Jolla is engaged in.

The Valentine's Day, 2019 flood destroyed roads throughout the Reservation. Campground roads, culverts, bridges, and picnic tables were destroyed. The road to the Zipline, Vallecitos Road, with its 26 culverts required major repair. President Donald J. Trump declared disaster DR-4422 after the Tribal Chairperson declared a state of emergency. This provided the Tribe with the opportunity to restore the damaged area to pre-disaster conditions with Public Assistance from FEMA. FEMA also has provided for pre-disaster mitigation assistance for master planning and flood control assistance (Please see attached Appendix on Master Site Planning). There has been another severe storm disaster from December 2022 to January 2023 that has resulted in Declaration DR-4683.

Major assistance was provided by EDA for development of the new 10,000 square foot two story Adventure Park Wellness Center that will be under construction in winter, 2023.

The COVID-19 pandemic created a further disaster by requiring closure of all Tribal enterprises, reduction of governmental services, and sheltering in place. This resulted in a major loss of revenues. La Jolla Tribe's response was creation of an emergency operations center, broad based community preparedness and response with assistance from block captains, distribution of Personal Protective Equipment and food boxes, and constant emergency communications. The was assisted by the Center for Disease Control (CDC) providing 10G fiber to the Tribal Hall. EDA has provided funding to extend the fiber to both the Adventure Park Welcome Center and campground which will now offer cellular and internet connectivity to the campers and nearby travelers on Highway 76. The NTIA Tribal Broadband Connectivity Program (TBCP) is assisting in design of a Reservation-wide broadband network.

The severe storms of January, 2023 resulted in an additional disaster declaration. Tribal forces are now at work restoring damages in preparation for the opening of the Adventure Park.

Another identified threat to La Jolla Tribe's Adventure Park Campground has been the recent algae blooms at Lake Henshaw, upstream from the Reservation on the San Luis Rey River. Reduced lake levels from drought and increased heat from climate change were factors in creating reduced river flows and toxic algae exposure through the campground. The La Jolla Environmental Protection Office is coordinating efforts to resolve this problem.



VII. Performance Measures

1. Number of Jobs Created After Implementation of the Comprehensive Economic Development Strategy
 - a. Total Employment in Initial Year
 - b. Total Employment in Subsequent Years
2. Number of Jobs Retained in the Region
 - a. Number of Jobs Retained as a Result of Federal Investments
 - b. Number of Jobs Retained as a Result of Tribal Investments
3. Changes in the Economic Environment of the Region (Changes to Taxes and Fees, and New Incentive Programs)
 - a. New Tribal programs launched, i.e.: workforce training, education tutoring programs, traditional language program
 - b. Total listed on Tribal workforce labor list
4. Number of visitors to the Reservation
 - a. As measured by campground reservations and zip line tickets
 - b. Satisfaction survey online for visitors
5. Leveraging connections in Indian Country
 - a. Exhibit at shows: National Center for American Indian Enterprise Development
6. Number of Tribal members with jobs and earning above the living wage standard



VIII. Community and Private Sector Participation

The La Jolla Tribal Council was responsible for the direct oversight of the group putting the Comprehensive Economic Development Strategy together. The La Jolla Tribal Council, Tribal staff members, general tribal members along with two hired consultants all contributed to the development of this strategy. Key components which helped to capture information included two surveys for Tribal members and community members and three community meetings. Members are invited to listen and provide ideas on where they want to see the Tribe grow.

The following are responsible for drafting the Comprehensive Economic Development Strategy for the La Jolla Band of Luiseno Indians.

Tribal Council

Tribal Chairwoman Wendy Schlater
Vice Chairman, Jack Musick
Tribal Secretary, Delia Gutierrez
Tribal Treasurer, Larriann Musick
Tribal Member, John Paipa

Tribal Staff

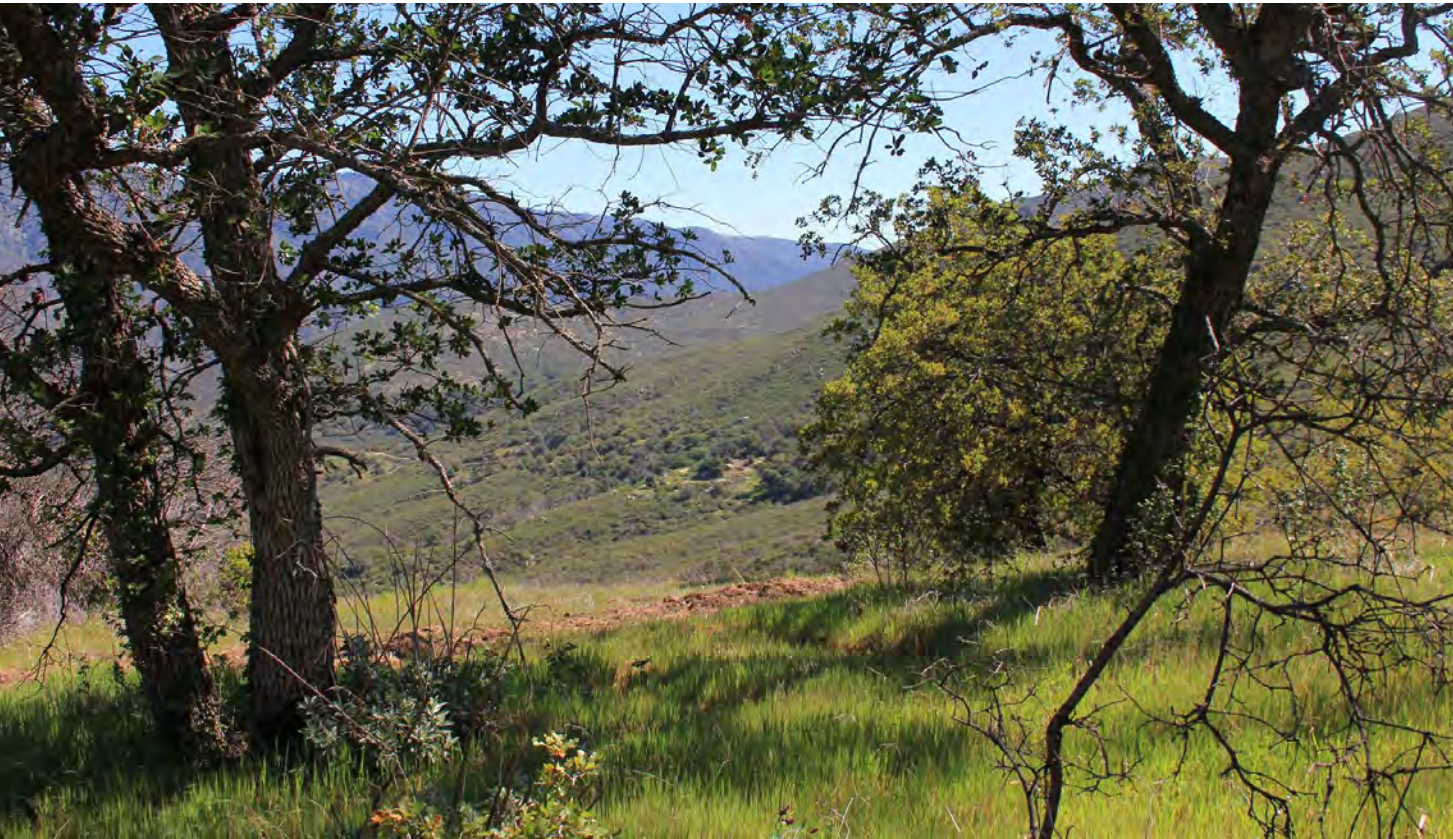
Richard Rodriguez, Tribal Administrator
Gary Murrey, Chief Operating Officer
Carla Rodriguez, Public Works Director
Rob Roy, Environmental Department Director
Daisy Sentina, Human Resources Director
Rabih Ghanem, Chief Financial Officer

Tribal Members

Over 50 community members came to at least one of the three community meetings to provide input.

Consultants

Mark D. Webb, MCP, Disaster Prevention Coordinator



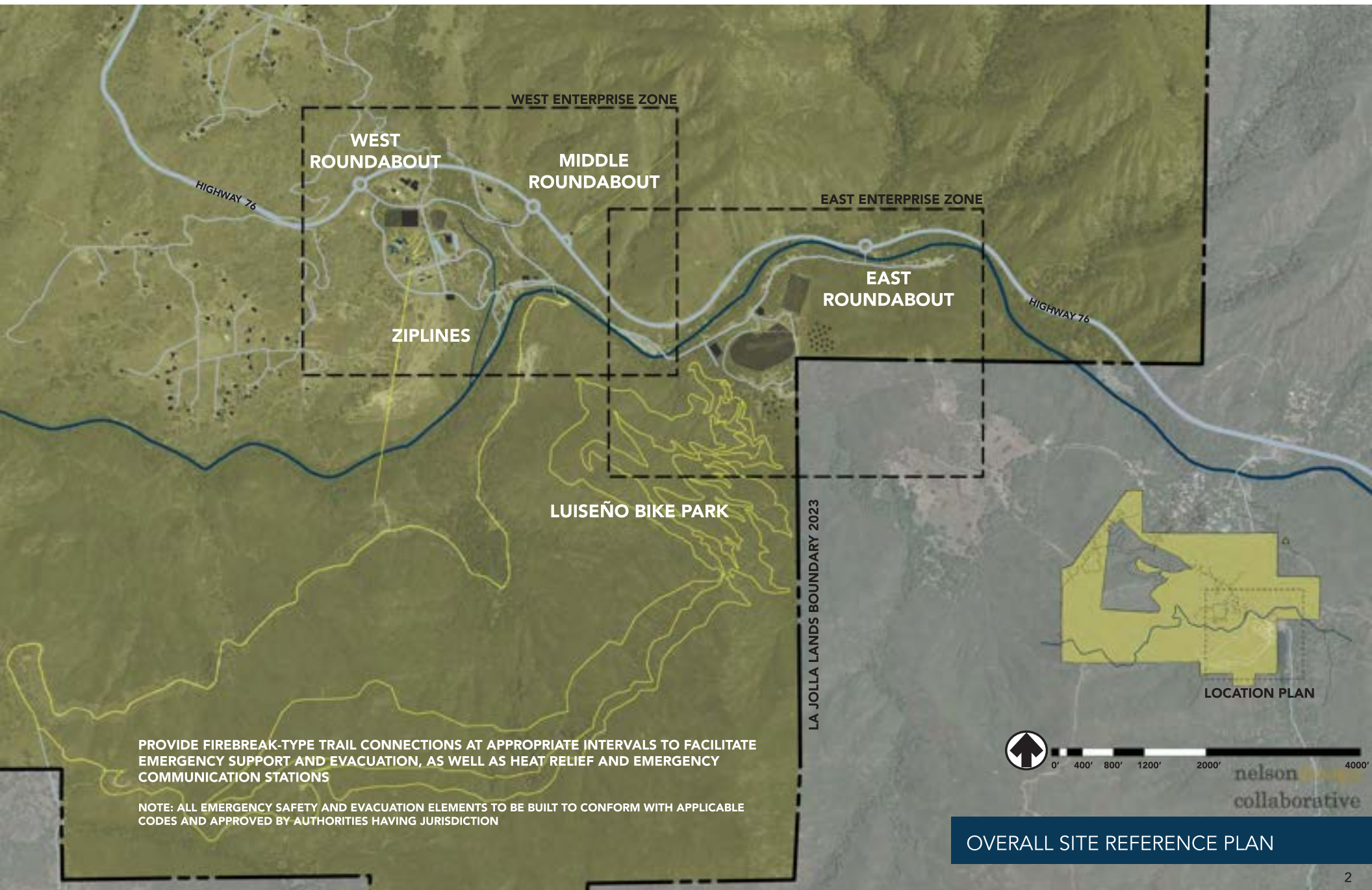
PRELIMINARY
**Area Allocation
Planning**

September 19, 2023

This is a preliminary allocation site exercise. All planning assumptions are subject to change due to the future input from the consulting engineer team which are not a part of this exercise. The list of future consultants includes, but is not limited to Survey, Traffic engineer, Civil engineer, Environmental engineer, Wastewater engineer and Architect of Record.



nelsondesign
collaborative



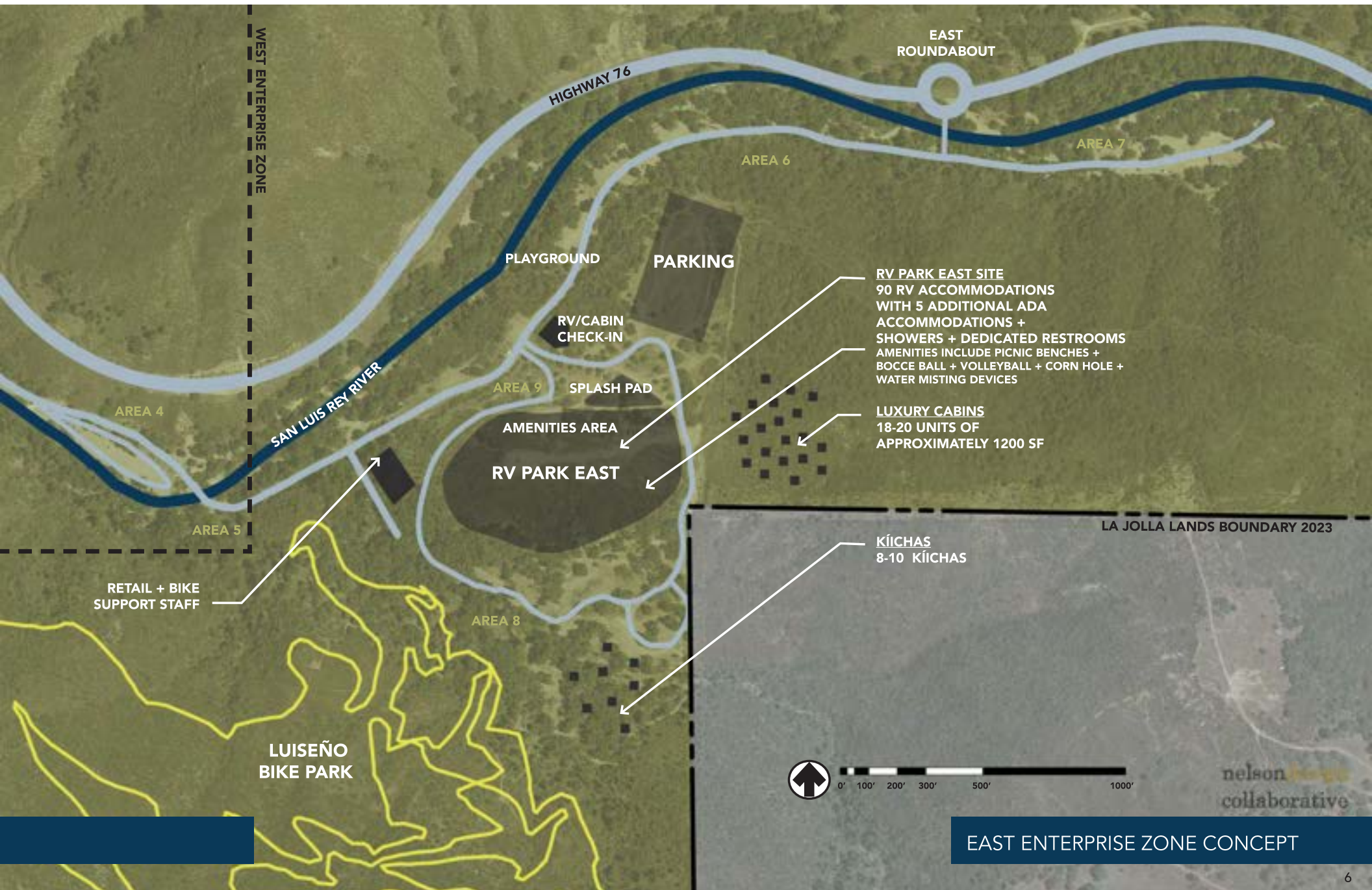




WEST CONCEPT IMAGES



WEST CONCEPT IMAGES

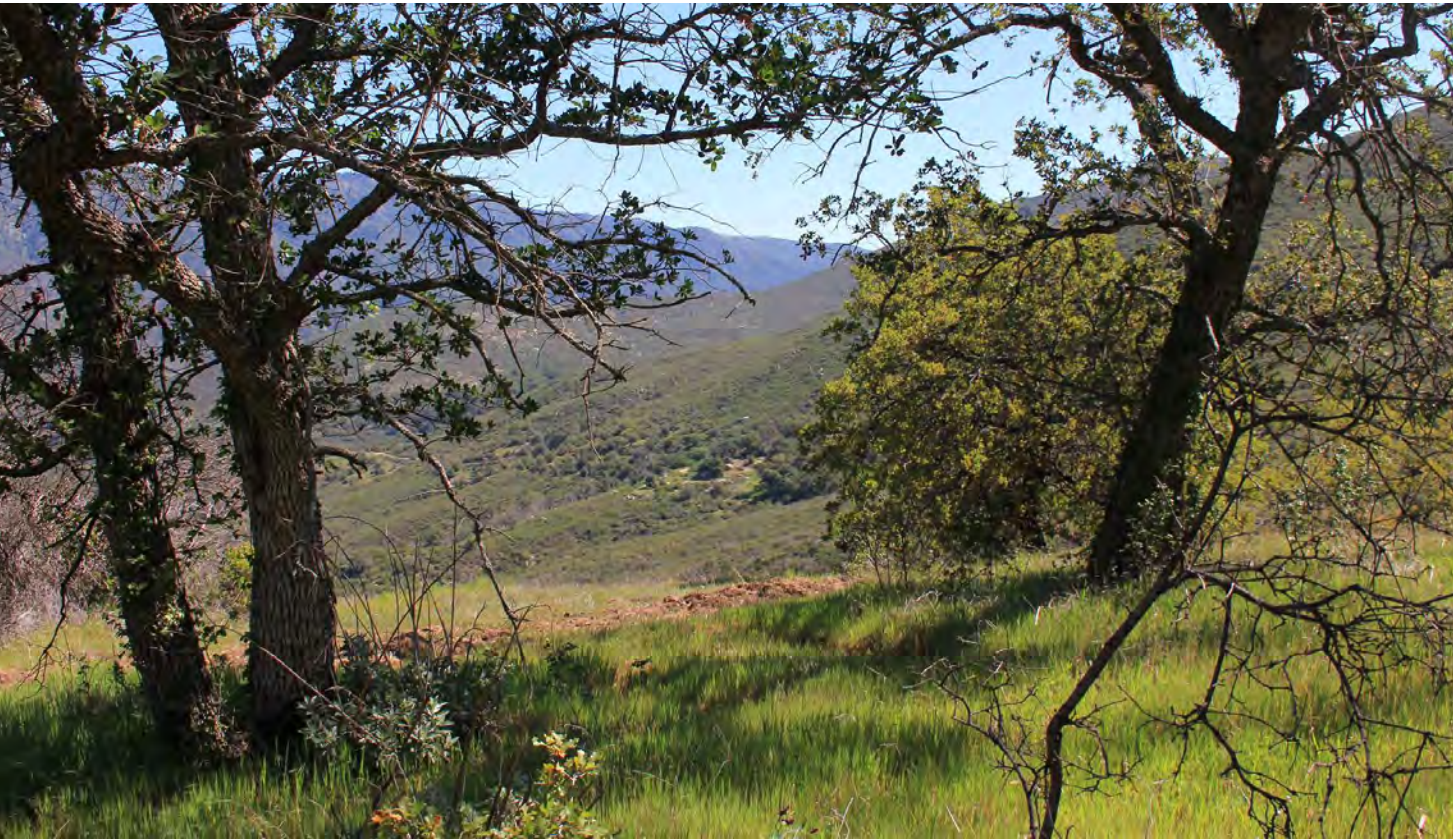




EAST CONCEPT IMAGES



EAST CONCEPT IMAGES



Thank You

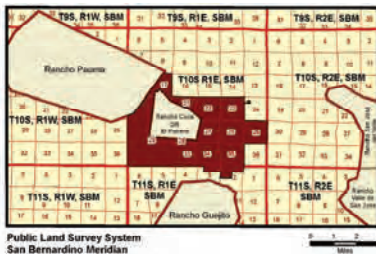
This is a preliminary allocation site exercise. All planning assumptions are subject to change due to the future input from the consulting engineer team which are not a part of this exercise. The list of future consultants includes, but is not limited to Survey, Traffic engineer, Civil engineer, Environmental engineer, Wastewater engineer and Architect of Record.



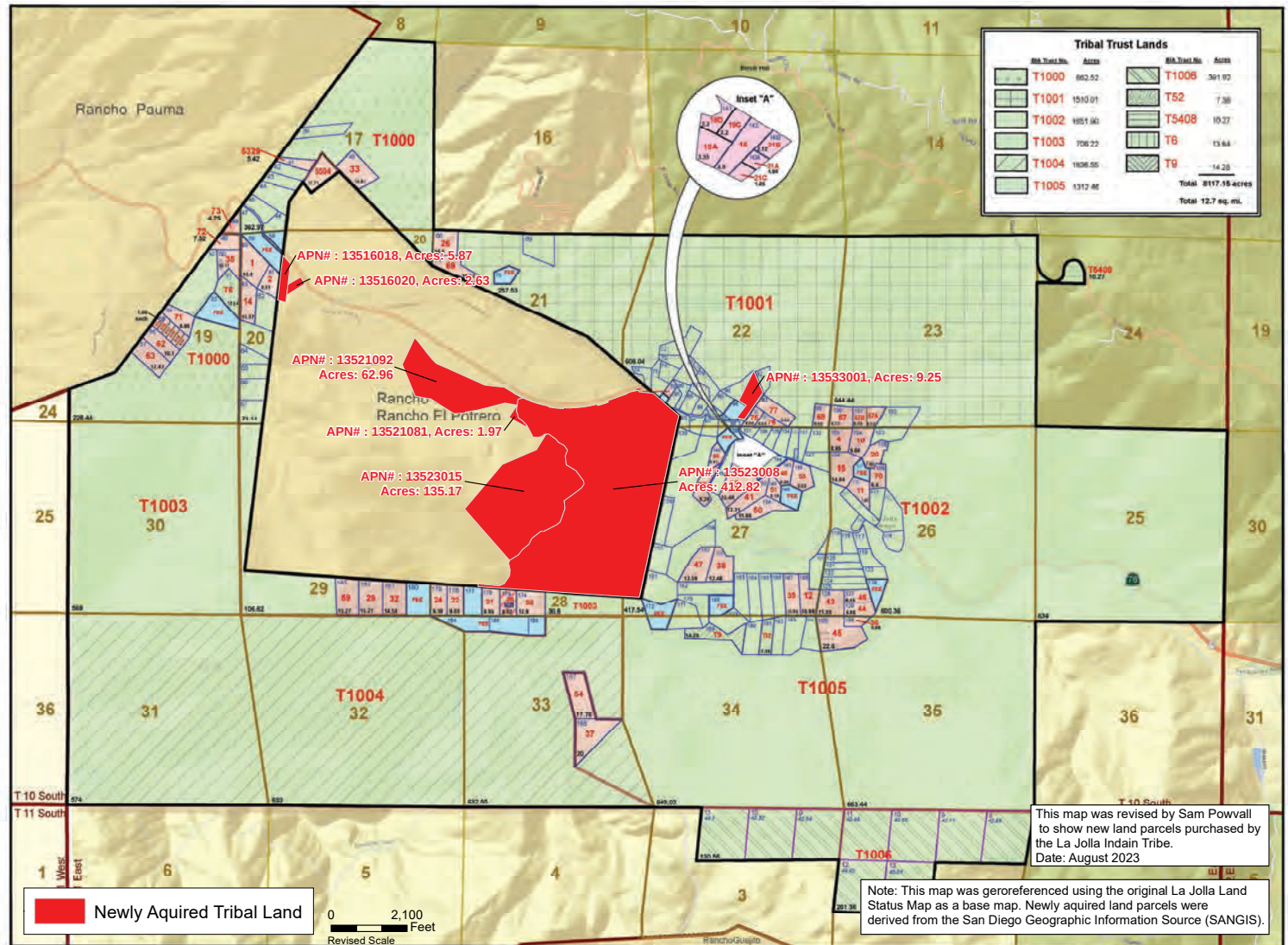
nelsondesign
collaborative

1 in = 2,100 feet

U.S. DEPARTMENT OF INTERIOR
Bureau of Indian Affairs
Pacific Regional Office
Land Title and Records
La Jolla Reservation
San Diego County, California
LAND STATUS
As of June 2017



LEGEND	
Tract Status	
	Tribal Tract
	Allotted Tract
	Fee Land
	Allotted Tract with separated mineral rights
T5070 Allotment or Tract Number	
5.07 Acreage of Tract (per section)	
Land Survey Status	
	Public Land Survey Section
	BLM Lot and Lot Number
	BLM Tract and Tract Number
	Land Grant

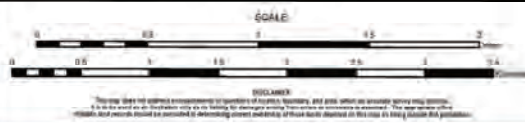


This map was revised by Sam Powvall to show new land parcels purchased by the La Jolla Indian Tribe.
Date: August 2023

Note: This map was georeferenced using the original La Jolla Land Status Map as a base map. Newly acquired land parcels were derived from the San Diego Geographic Information Source (SANGIS).



California Indian Trust Land
U.S. Bureau of Indian Affairs
Pacific Regional Office - Division of Real Estate Services
2800 Cottage Way, Suite W-2619
Sacramento, California 95825 Ph. (916) 978-6000
Projection: California State Plane Zone VI
Datum: North American Datum 1983 Spheroid: GRS 1980



Pacific Region		
La Jolla (576)		Ver. 3.1
Cartographer: John Mosley		Map Date: 06/09/2017

LA JOLLA 576

044



La Jolla Reservation, CA

Populations and People

Total Population

145

P1 | 2020 Decennial Census

Education

Bachelor's Degree or Higher

0.1%

S1001 | 2021 American Community Survey 5-Year Estimates

Housing

Total Housing Units

64

H1 | 2020 Decennial Census

Families and Living Arrangements

Total Households

137

SF002 | 2021 American Community Survey 5-Year Estimates

Income and Poverty

Median Household Income

\$42,917

S1801 | 2021 American Community Survey 5-Year Estimates

Employment

Employment Rate

39.2%

SF003 | 2021 American Community Survey 5-Year Estimates

Health

Without Health Care Coverage

29.2%

S1201 | 2021 American Community Survey 5-Year Estimates

Race and Ethnicity

Hispanic or Latino (of any race)

36

P2 | 2020 Decennial Census

[Display Sources](#)

La Jolla Reservation, CA Reference Map



Source: U.S. Census Bureau

Populations and People



Age and Sex

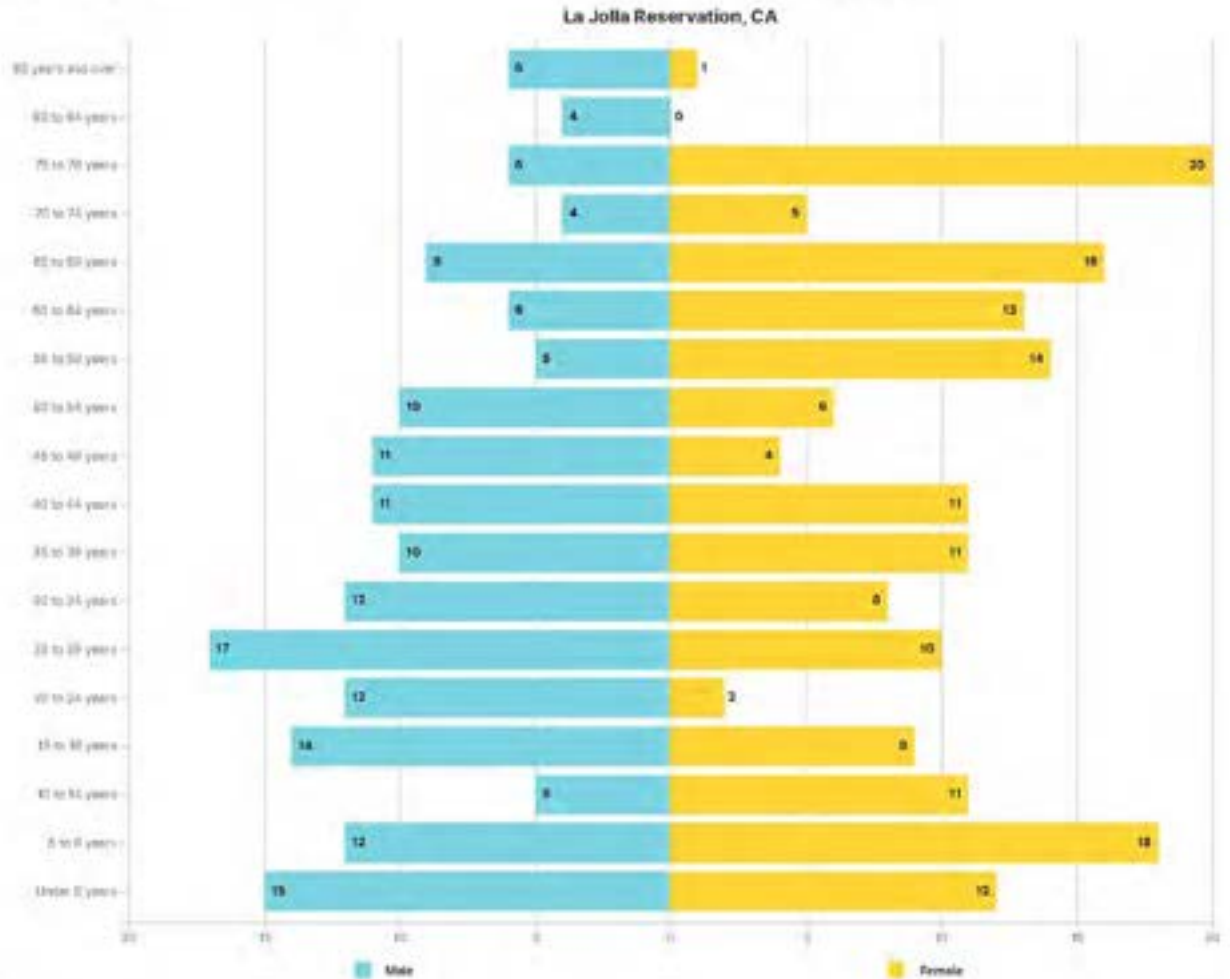
37.8 ± 2.8

Median Age in La Jolla Reservation, CA

00701 | 2007 American Community Survey 5-Year Estimates

Population Pyramid: Population by Age and Sex
in La Jolla Reservation, CA

Share / Embed



Display Margin of Error

00701 | 2007 ACS 5-Year Estimates Subject Tables

Ancestry

1.8% ± 3.0%

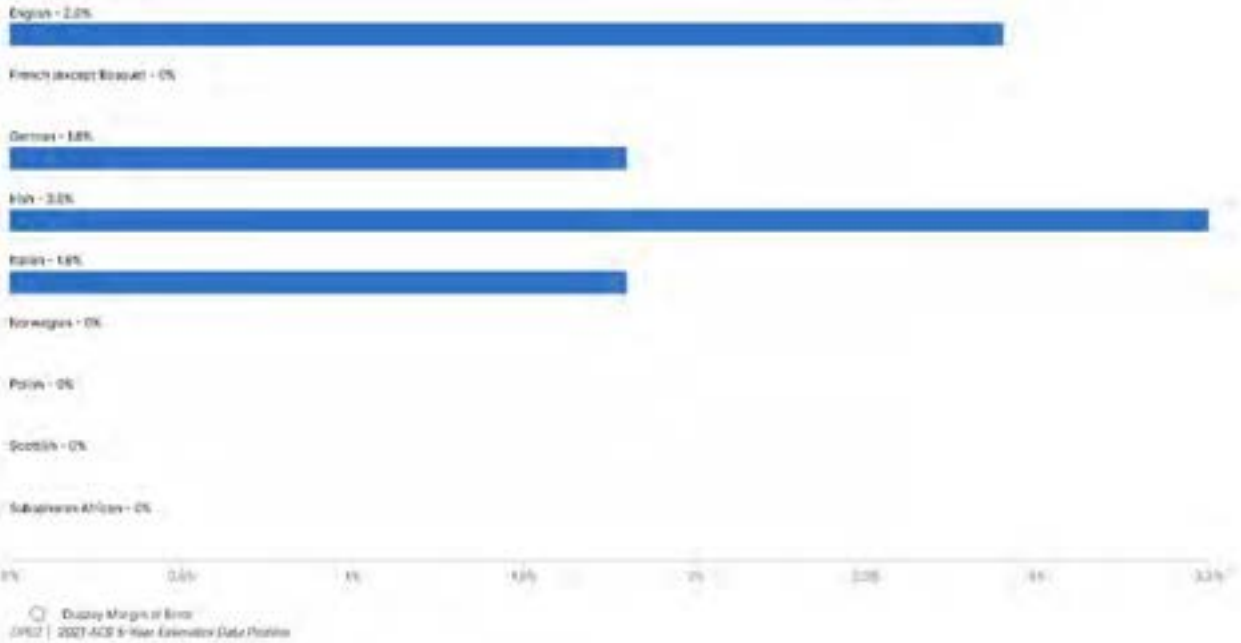
Asian Ancestry in La Jolla Reservation, CA

07602 | 2007 American Community Survey 5-Year Estimates



Ancestry in La Jolla Reservation, CA

Click to Enlarge



Computer and Internet Use

19.7% ± 1.6%

Without an Internet Subscription in La Jolla Reservation, CA

5787 | 2021 American Community Survey 5-Year Estimates

Population With and Without an Internet Subscription in La Jolla Reservation, CA

Click to Enlarge



Language Spoken at Home

4.5% ± 3.6%

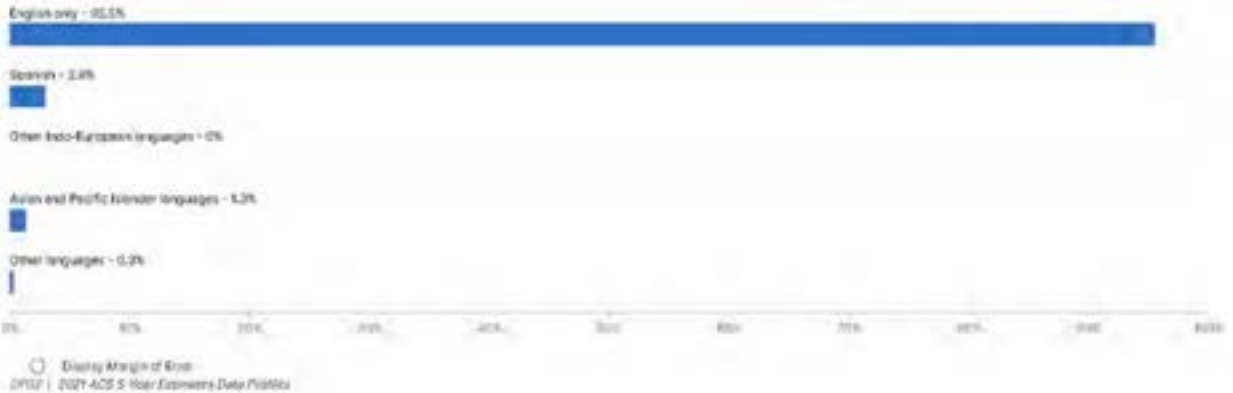
Language Other Than English Spoken at Home in La Jolla Reservation, CA

5101 | 2021 American Community Survey 5-Year Estimates



Types of Language Spoken at Home in La Jolla Reservation, CA

Share / Percent



Native and Foreign Born

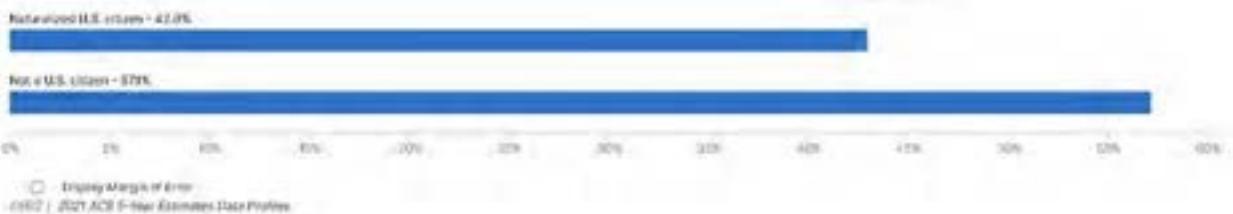
4.1% ± 4.2%

Foreign Born population in La Jolla Reservation, CA

01/02 | 2021 American Community Survey 5-Year Estimates

Foreign Born Population in La Jolla Reservation, CA

Share / Percent



Older Population

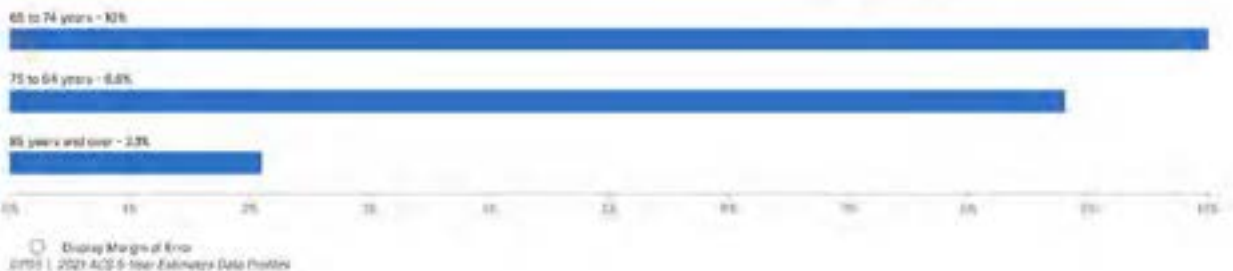
20.9% ± 8.0%

65 Years and Older in La Jolla Reservation, CA

01/03 | 2021 American Community Survey 5-Year Estimates

Older Population by Age in La Jolla Reservation, CA

Share / Percent



Residential Mobility

0.0% ± 11.2%

Moved from a Different State in the Last Year in La Jolla Reservation, CA

01/04 | 2021 American Community Survey 5-Year Estimates



Residential Mobility in the Last Year

in La Jolla Reservation, CA

Share / Percent



0% 0.05% 0.1% 0.15% 0.2% 0.25% 0.3% 0.35% 0.4% 0.45% 0.5% 0.55% 0.6%

☐ Display Margin of Error
S2701 | 2017 ACS 5-Year Estimates Subject Tables

Veterans

8.0% ± 3.8%

Veterans in La Jolla Reservation, CA

S2701 | 2017 American Community Survey 5-Year Estimates

Veterans by Sex

in La Jolla Reservation, CA

Share / Percent



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

☐ Display Margin of Error
S2701 | 2017 ACS 5-Year Estimates Subject Tables



Table A003P17201LD01

Label	United States				La Jolla Reservation, CA, La Jolla Reservation, CA			
	Estimate	Margin of Error	Percent	% Margin of Error	Estimate	Margin of Error	Percent	% Margin of Error
EMPLOYMENT STATUS								
Population 15 years and over	254,083,643	±13,756	254,083,643	(0)	263	±10	263	(0)
In labor force	157,863,126	±13,656	61.0%	±0.1	113	±30	43.3%	±8.3
Civilian labor force	156,673,373	±13,646	60.5%	±0.1	134	±30	43.3%	±8.3
Employed	137,515,987	±13,230	53.0%	±0.1	103	±30	39.2%	±7.8
Unemployed	9,157,386	±1,416	3.5%	±0.1	13	±10	4.7%	±3.6
Armed forces	1,189,753	±5,879	0.5%	±0.1	1	±3	0.4%	±1.0
Not in labor force	96,219,520	±13,430	37.4%	±0.1	148	±44	56.7%	±18.3
Civilian labor force	155,673,513	±13,646	60.5%	±0.1	134	±30	51.3%	±10.3
Unemployment rate	(0)	(0)	3.9%	±0.1	(0)	(0)	9.6%	±7.8
Female 15 years and over	135,470,543	±11,970	73.4%	±0.1	130	±41	53.2%	±12.3
In labor force	79,246,339	±8,103	58.5%	±0.1	45	±22	34.6%	±12.3
Civilian labor force	78,056,756	±8,050	57.7%	±0.1	45	±22	34.6%	±12.3
Employed	64,132,341	±6,761	46.6%	±0.1	40	±22	30.6%	±12.3
Own children of the household under 18 years	22,399,131	±13,186	22,399,131	(0)	26	±18	26	(0)
All parents in family in labor force	14,933,885	±42,380	66.9%	±0.2	18	±11	32.0%	±26.7
Own children of the household 18 to 17 years	47,560,348	±10,855	47,560,348	(0)	47	±26	47	(0)
All parents in family in labor force	34,882,760	±16,742	71.9%	±0.1	26	±24	33.3%	±32.0
COMMUTING TO WORK								
Workers 15 years and over	133,784,355	±104,372	133,784,355	(0)	101	±33	101	(0)
Car, truck, or van - driver alone	113,734,273	±124,490	79.7%	±0.1	95	±33	94.7%	±10.8
Car, truck, or van - carpooler	13,340,838	±13,721	9.6%	±0.1	8	±5	4.5%	±4.0
Public transportation (excluding taxicab)	6,472,373	±21,165	4.7%	±0.1	0	±10	0.0%	±31.5
Walked	3,843,332	±13,379	2.9%	±0.1	0	±13	0.0%	±31.3
Other means	2,886,752	±10,135	1.8%	±0.1	0	±19	0.0%	±31.3
Worked from home	13,563,686	±42,185	9.7%	±0.1	2	±8	2.2%	±2.8
Mean travel time to work (minutes)	26.8	±0.1	(0)	(0)	22.3	±5.3	(0)	(0)
OCCUPATION								
Civilian employed population 15 years and over	157,515,987	±13,236	157,515,987	(0)	103	±33	103	(0)
Management, business, science, and arts occupations	23,403,480	±277,671	40.3%	±0.1	28	±14	27.2%	±16.0
Service occupations	26,826,335	±82,681	17.0%	±0.1	29	±13	28.7%	±12.7
Sales and office occupations	33,862,644	±102,893	21.5%	±0.1	14	±17	13.6%	±13.0
Natural resources, construction, and maintenance occupations	13,715,271	±11,437	8.7%	±0.1	17	±10	16.5%	±8.7
Production, transportation, and material moving occupations	20,633,382	±12,809	13.1%	±0.1	18	±8	18.0%	±7.8
INDUSTRY								
Civilian employed population 15 years and over	157,515,987	±13,236	157,515,987	(0)	103	±33	103	(0)
Agriculture, forestry, fishing and hunting, and mining	2,636,109	±13,425	1.7%	±0.1	0	±8	1.3%	±2.8
Construction	13,717,086	±13,451	8.8%	±0.1	9	±8	8.7%	±7.0
Manufacturing	15,786,508	±11,164	10.0%	±0.1	3	±4	2.9%	±3.9
Wholesale trade	3,906,812	±10,947	2.5%	±0.1	6	±4	5.8%	±4.1
Retail trade	13,233,759	±10,331	8.4%	±0.1	7	±9	6.8%	±7.7
Transportation and warehousing, and utilities	6,905,976	±14,480	4.4%	±0.1	0	±13	0.0%	±31.1
Information	3,031,763	±8,332	1.9%	±0.1	0	±13	0.0%	±31.1
Finance and insurance, and real estate and rental and leasing	10,481,270	±16,879	6.7%	±0.1	0	±9	1.3%	±2.8
Professional, scientific, and management, and administrative and waste management services	18,817,926	±48,771	11.9%	±0.1	8	±8	7.8%	±7.0
Educational services, and health care and social assistance	36,753,702	±102,368	23.3%	±0.1	10	±14	9.7%	±11.4
Arts, entertainment, and recreation, and accommodation and food services	14,386,635	±11,766	9.2%	±0.1	19	±13	18.4%	±10.0
Other services, except public administration	7,485,109	±10,555	4.8%	±0.1	2	±3	1.9%	±2.7
Public administration	7,399,660	±40,651	4.7%	±0.1	0	±10	0.0%	±14.0
CLASS OF WORKERS								
Civilian employed population 15 years and over	157,515,987	±13,236	157,515,987	(0)	103	±33	103	(0)
Private wage and salary workers	125,632,959	±15,778	79.9%	±0.1	69	±30	67.7%	±14.3
Government workers	22,713,764	±11,480	14.4%	±0.1	37	±17	35.9%	±14.8
Self-employed in own not incorporated business workers	6,363,653	±32,383	4.0%	±0.1	3	±5	2.9%	±4.0
Unpaid family workers	302,706	±4,830	0.2%	±0.1	0	±13	0.0%	±31.1



Table: ACSDP012021.DP01

Table	United States				La Jolla Reservation, CA; La Jolla Reservation, CA			
	Estimate	Magnitude of Error	Percent	% Magnitude of Error	Estimate	Magnitude of Error	Percent	% Magnitude of Error
(INCOME AND BENEFITS (IN 2021 INFLATION-ADJUSTED DOLLARS))								
Total households	134,210,992	±136,755	1.34,210,992	(X)	117	±43	117	(X)
Less than \$10,000	8,833,629	±25,393	5.3%	±0.1	12	±8	8.8%	±0.3
\$10,000 to \$24,999	4,848,544	±17,701	3.3%	±0.1	18	±14	13.1%	±0.3
\$25,000 to \$34,999	5,026,121	±23,112	7.8%	±0.1	5	±5	3.6%	±0.3
\$35,000 to \$44,999	10,140,862	±23,089	8.2%	±0.1	19	±12	13.9%	±0.6
\$45,000 to \$54,999	14,162,769	±33,279	11.8%	±0.1	23	±11	16.8%	±0.6
\$55,000 to \$64,999	20,845,331	±39,643	18.8%	±0.1	12	±12	16.8%	±0.7
\$65,000 to \$74,999	13,895,589	±44,308	12.8%	±0.1	19	±10	9.3%	±0.5
\$75,000 to \$84,999	20,217,372	±51,721	16.2%	±0.1	19	±12	13.9%	±0.6
\$85,000 to \$94,999	20,094,886	±42,381	7.8%	±0.1	16	±23	13.7%	±0.8
\$95,000 or more	11,729,691	±53,934	9.2%	±0.1	20	±13	20.0%	±0.8
Median household income (dollars)	68,021	±546	(X)	(X)	41,917	±15,714	(X)	(X)
Mean household income (dollars)	57,196	±185	(X)	(X)	42,538	±15,236	(X)	(X)
With earnings	46,520,638	±155,680	77.8%	±0.1	40	±36	14.1%	±0.2
Mean earnings (dollars)	36,893	±177	(X)	(X)	31,861	±15,140	(X)	(X)
With Social Security	38,383,619	±67,888	31.1%	±0.1	36	±30	43.9%	±0.7
Mean Social Security income (dollars)	21,046	±13	(X)	(X)	26,380	±10,488	(X)	(X)
With retirement income	27,254,149	±131,644	23.9%	±0.1	21	±11	15.3%	±0.4
Mean retirement income (dollars)	25,743	±68	(X)	(X)	16,967	±7,854	(X)	(X)
With Supplemental Security income	6,426,771	±22,493	5.2%	±0.1	12	±11	8.8%	±0.4
Mean Supplemental Security income (dollars)	10,468	±30	(X)	(X)	14,083	±8,162	(X)	(X)
With cash public assistance income	5,248,323	±17,983	2.6%	±0.1	4	±5	2.9%	±0.3
Mean cash public assistance income (dollars)	3,879	±21	(X)	(X)	7	7	(X)	(X)
With food stamps/SNAP benefits in the past 12 months	14,185,211	±38,703	11.4%	±0.1	13	±9	9.3%	±0.7
Families	80,753,759	±185,835	80,753,759	(X)	98	±35	38	(X)
Less than \$10,000	2,697,864	±15,808	3.3%	±0.1	5	±5	3.1%	±0.3
\$10,000 to \$24,999	1,819,880	±11,399	2.3%	±0.1	7	±7	7.1%	±0.3
\$25,000 to \$34,999	4,136,071	±20,499	5.1%	±0.1	2	±3	2.0%	±0.3
\$35,000 to \$44,999	5,294,637	±22,649	6.3%	±0.1	13	±12	15.3%	±0.3
\$45,000 to \$54,999	8,772,196	±28,365	10.2%	±0.1	16	±10	18.3%	±0.4
\$55,000 to \$64,999	13,449,134	±39,179	16.2%	±0.1	15	±9	12.2%	±0.7
\$65,000 to \$74,999	11,449,794	±42,677	14.2%	±0.1	16	±8	12.2%	±0.3
\$75,000 to \$84,999	13,895,590	±44,111	15.2%	±0.1	17	±11	17.4%	±0.3
\$85,000 to \$94,999	10,071,887	±46,394	9.8%	±0.1	16	±23	16.3%	±0.8
\$95,000 or more	9,933,413	±52,648	12.3%	±0.1	20	±13	20.0%	±0.3
Median family income (dollars)	85,028	±340	(X)	(X)	38,333	±25,931	(X)	(X)
Mean family income (dollars)	114,029	±267	(X)	(X)	75,552	±24,177	(X)	(X)
Per capita income (dollars)	37,638	±127	(X)	(X)	27,159	±7,854	(X)	(X)
Nonfamily households	43,255,231	±40,190	43,255,231	(X)	19	±17	38	(X)
Median nonfamily income (dollars)	41,384	±62	(X)	(X)	15,375	±12,813	(X)	(X)
Mean nonfamily income (dollars)	61,050	±103	(X)	(X)	29,721	±8,824	(X)	(X)
Median earnings for workers (dollars)	38,712	±68	(X)	(X)	41,750	±6,481	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	57,801	±131	(X)	(X)	44,386	±11,723	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	46,823	±106	(X)	(X)	45,250	±8,675	(X)	(X)
HEALTH INSURANCE COVERAGE								
Chitan noninstitutionalized population	334,818,565	±10,801	334,818,565	(X)	219	±57	103	(X)
With health insurance coverage	296,329,423	±341,656	88.2%	±0.1	140	±36	75.8%	±0.3
With private health insurance	275,227,321	±164,177	87.8%	±0.2	111	±44	51.7%	±0.1
With public coverage	113,056,151	±281,001	33.8%	±0.1	152	±60	47.8%	±0.3
No health insurance coverage	28,489,142	±364,689	8.8%	±0.1	99	±27	29.2%	±0.3
Chitan noninstitutionalized population under 18 years	78,612,364	±15,511	78,612,364	(X)	36	±43	36	(X)
No health insurance coverage	4,168,731	±36,071	5.3%	±0.1	34	±25	15.2%	±0.3
Chitan noninstitutionalized population 18 to 64 years	134,459,895	±18,603	134,459,895	(X)	172	±47	172	(X)
In labor force	132,468,197	±222,013	132,468,197	(X)	99	±33	99	(X)
Employed	144,472,403	±340,373	144,472,403	(X)	30	±22	30	(X)
With health insurance coverage	128,854,540	±270,607	89.2%	±0.1	35	±25	55.2%	±0.1
With private health insurance	118,443,342	±214,654	85.7%	±0.1	47	±27	52.2%	±0.1



Table A-10: A-10: LDP-1

Label	United States				La Jolla Reservation, CA; La Jolla Reservation, CA			
	Estimate	Marginal Error	Percent	% Marginal Error	Estimate	Marginal Error	Percent	% Marginal Error
With public coverage	15,196,387	±44,117	10.6%	±0.1	14	±11	15.0%	±10.3
No health insurance coverage	15,165,861	±43,383	10.6%	±0.1	21	±16	14.8%	±10.6
Unemployed	6,345,794	±11,313	6.3%	±0.1	9	±11	9	±10
With health insurance coverage	5,134,280	±21,795	7.3%	±0.2	5	±10	15.0%	±10.3
With private health insurance	3,176,543	±12,238	4.7%	±0.2	0	±13	0.0%	±100.0
With public coverage	2,915,736	±10,433	4.3%	±0.2	5	±10	15.0%	±10.3
No health insurance coverage	3,115,737	±12,180	3.6%	±0.2	4	±5	44.4%	±10.3
Net in labor force	42,611,676	±123,387	42.6%	±0.1	73	±23	73	±10
With health insurance coverage	33,805,331	±95,106	35.2%	±0.1	43	±23	61.6%	±10.3
With private health insurance	21,336,672	±55,067	21.2%	±0.2	14	±9	19.2%	±11.3
With public coverage	12,225,319	±34,475	11.0%	±0.1	31	±20	42.3%	±11.3
No health insurance coverage	5,276,327	±55,230	14.8%	±0.1	28	±13	38.4%	±15.5
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL								
All families	10	10	8.9%	±0.1	10	10	17.3%	±1.4
With related children of the householder under 18 years	10	10	13.0%	±0.1	10	10	27.0%	±16.0
With related children of the householder under 5 years only	10	10	13.1%	±0.2	10	10	10.0%	±11.0
Married couple families	10	10	4.5%	±0.1	10	10	10.0%	±11.2
With related children of the householder under 18 years	10	10	6.0%	±0.1	10	10	70.0%	±19.6
With related children of the householder under 5 years only	10	10	4.7%	±0.1	10	10	70.0%	±17.5
Families with female householder, no spouse present	10	10	34.9%	±0.1	10	10	21.0%	±19.9
With related children of the householder under 18 years	10	10	13.0%	±0.3	10	10	25.0%	±22.6
With related children of the householder under 5 years only	10	10	17.8%	±0.4	10	10	0.0%	±100.0
All people	10	10	12.0%	±0.1	10	10	20.7%	±8.1
Under 18 years	10	10	17.0%	±0.3	10	10	14.4%	±17.6
Related children of the householder under 18 years	10	10	16.7%	±0.2	10	10	24.4%	±17.5
Related children of the householder under 5 years	10	10	18.3%	±0.2	10	10	31.3%	±14.4
Related children of the householder 5 to 17 years	10	10	15.1%	±0.3	10	10	20.0%	±16.8
18 years and over	10	10	11.2%	±0.1	10	10	18.0%	±16.3
18 to 64 years	10	10	11.8%	±0.1	10	10	23.1%	±16.2
65 years and over	10	10	6.6%	±0.1	10	10	2.8%	±7.1
People in families	10	10	9.9%	±0.1	10	10	15.0%	±14.4
Unrelated individuals 15 years and over	10	10	23.9%	±0.1	10	10	43.8%	±13.0

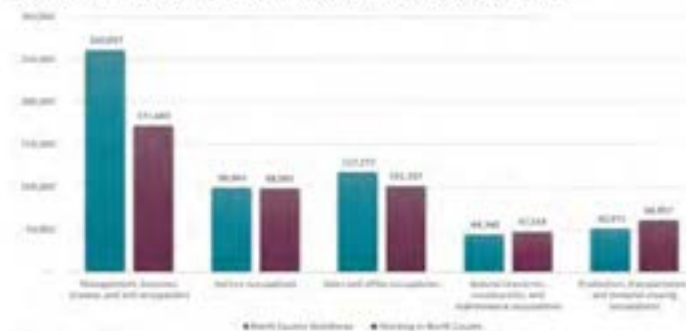


The La Jolla Tribe sits in the east portion of North County. The San Diego North Economic Development Council published the North County Indicators Report

Workforce & Income

There are nearly 93,000 workers who leave North County to go to work. Over 90% of these workers are in higher-paying management, business, science, and art occupations.

Figure 12: Resident vs Commuter Worker Comparison

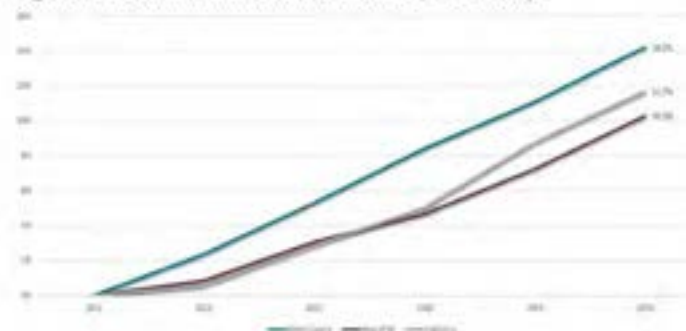


JobsFQ, 2021

WHY DO THESE INDICATORS MATTER?

Because North County is surrounded by other hubs of employment (including the City of San Diego and Orange County), it is important to consider the net flow of workers in and out of North County and the types of occupations workers leaving and entering North County hold. This metric is particularly important for North County as it continues to transition towards being an independent and dynamic economy.

Figure 13: Growth in Household Income (2015-2020)



US Census, ACS 5-Year Estimates, 2020

Please note that the data for this chart is likely to be impacted by the pandemic and its effects on remote work policies as many workers may be working from home, while still showing that they are employed outside the region.



Table 5: Median Household Income by Region

United States	North County	Rest of San Diego County	San Diego County	California	Orange County	Los Angeles County	Santa Clara County
\$64,994	\$99,119	\$79,125	\$82,426	\$78,672	\$94,441	\$71,358	\$130,890

US Census, ACS 5-Year Estimates, 2020

North County has higher median household incomes than the rest of the county, state, and nation.

Workforce of Tomorrow

Childcare is often a major factor in determining the labor force status of parents. Fewer childcare options combined with higher costs can lead to parents leaving the workforce. The COVID-19 pandemic presented childcare-related challenges with the closure of schools and childcare programs, and the sudden rise in remote work. Ensuring a solid childcare industry is essential for working parents to stay in the workforce, have affordable childcare, and for children to receive the necessary quality of childcare for development. (Please note that indicators for this section are at the county level due to data availability).

Table 6: Childcare Resources

	% Spaces Available for Children	Total Licensed Facilities	Child Care Centers	Family Child Care Homes
California	24.5%	35,748	10,520	25,228
San Diego	30.0%	4,124	928	3,196

California Child Care Resource and Referral Network, California Child Care Portfolio (Apr. 2020); U.S. Census Bureau, American Community Survey public use microdata (Oct. 2020). As cited on kiddodata.org

San Diego County has more space availability for children than the California average, and annual costs of childcare are slightly under the average for the state.

Table 7: Annual Cost of Childcare (2018)

	Infant-Child Care Center	Infant-Family Child Care Home	Preschooler-Child Care Center	Preschooler-Family Child Care Home
California	\$17,384	\$11,718	\$12,168	\$10,975
San Diego	\$16,760	\$10,389	\$11,762	\$9,828

California Child Care Resource and Referral Network, California Child Care Portfolio (Apr. 2020); U.S. Census Bureau, American Community Survey public use microdata (Oct. 2020). As cited on kiddodata.org

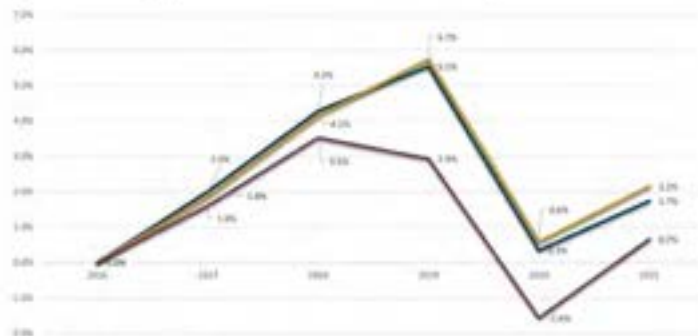


Economy

Overall Employment

2021 was a year of recovery from the COVID-19 pandemic. Between 2016 and 2019, employment in North County increased by 5.5%. However the pandemic wiped out most of those gains. The pattern is very similar to the rest of San Diego County. In 2020, employment gains represented 1.7% growth relative to 2016, while the rest of San Diego County had 2.2% and California had 0.7%.

Figure 14: Employment Growth in North County



JobsEQ 2016-2021, Q2

WHY DO THESE INDICATORS MATTER?

The number of jobs, as well as the change in number over time, is often the first metric used to evaluate any given economy. Analyzing the growth in employment and changes in unemployment provide immediate insights into the state of the economy. Consistent job growth, and particularly growth comparative to that seen in surrounding regions, signals that an economy is still growing and expanding.



Table 8: Employment and Employment Growth

	2021 Employment	Growth (2020-2021)	Unemployment (2021)
North County	478,404	1.4%	3.7%
Rest of San Diego County	1,027,470	1.6%	4.4%
San Diego County	1,505,900	1.5%	4.2%
Orange County	1,662,886	2.5%	3.7%
Los Angeles County	4,582,526	1.8%	6.2%
Santa Clara County	1,128,796	2.4%	2.9%
California	18,138,058	2.3%	6.5%

JobsEQ, 2020-2021, California EDD, 2021

Industry Cluster and Job Quality

Industry clusters have become the fundamental basis for understanding and evaluating regional economies. Industry clusters are closely affiliated industries that often work together in supply chains or through other relationships to create value that exceeds their individual parts. This grouping of industries allows for a quick identification of the keystone economic drivers in a region.

Clusters with relatively high concentrations of employment in North County, such as Defense, Aerospace, & Transportation Manufacturing, and Biotechnology & Biomedical Devices, have far-reaching effects on the region's economy and workforce.

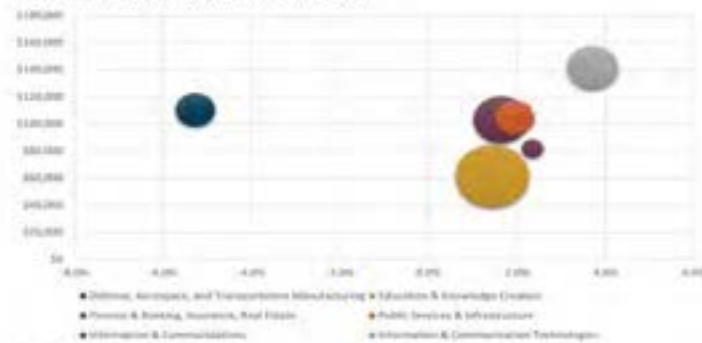
Additionally, job quality provides a deeper understanding of what types of employment opportunities exist in North County, and the livelihoods that they offer. The impact of COVID-19 on employment was not felt evenly by North County workers, as higher paid (tier 1) workers saw little to no decline in employment opportunities, while their lower paid counterparts (tier 3) saw a much larger decline in employment. In 2021, employment returned to the pre-pandemic growth rate, with tier 1 and tier 2 employment still demonstrating growth relative to 2016, while tier 3 employment remained below 2016 levels.

In the following charts, industry clusters were organized into two groups. Industry clusters that saw slow growth (<5%) or decline from 2020 (Q2) through 2021 (Q2), and those that demonstrated rapid growth (>5%) over the same period. It is important to note that the change in employment seen in these clusters is also reflective of the effects that the COVID-19 pandemic had during 2020. Clusters that showed abnormal growth during the pandemic are more likely to show slower growth or even a decline in 2021, and clusters that were heavily affected by the pandemic show higher than usual growth as they recovered in 2021.



As shown in the Figure 15, the first group of industry clusters are made up of those whose growth was below five percent. Education, Information & Communications, Public Services, Information & Communications Technologies, and Finance & Banking, Insurance, Real Estate demonstrated growth between 1% and 4% in employment. Defense, Aerospace, and Transportation Manufacturing was the only cluster to decline in employment.

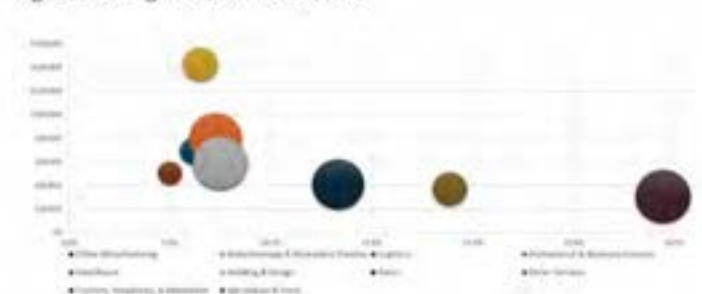
Figure 15: Slow Growth Industries



JobsEQ 2016-2021, Q2

The figure below shows the second group of industry clusters that experienced an increase in employment over the 2020 (Q2) through 2021 (Q2) time period. Retail and Other Services showed growth above 10% as they recovered from large declines in 2020. The largest growth was in Tourism, Hospitality, & Recreation, the hardest-hit industry cluster during the pandemic, with employment growth close to 30%.

Figure 16: High Growth Industries



JobsEQ 2016-2021, Q2

WHY DO THESE INDICATORS MATTER?

As noted above, industry clusters provide immediate insight into North County's largest drivers of employment and the interconnectedness of the region's firms. Industry clusters provide a macro-scale understanding of the past, present, and future for the region. Conversely, job quality analysis provides a micro-scale picture of what jobs in North County—and the lives of those who hold these jobs—look like. In unison, these two metrics highlight some of the nuances of the North County economy.

Note: The size of the bubble reflects total North County employment within the respective sector.



Table 9: Industry Cluster Employment and Annual Averages Wages

	Industry Cluster	2021 Employment	Annual Average Wages	% Change (2021-2022)
Slow Growth Industries	Defense, Aerospace, and Transportation Manufacturing	12,269	\$ 110,394	-5.3%
	Education & Knowledge Creation	42,980	\$61,344	1.4%
	Finance & Banking, Insurance, Real Estate	24,156	\$103,156	1.6%
	Public Services & Infrastructure	12,171	\$104,828	1.9%
	Information & Communication	3,674	\$81,784	2.3%
	Information & Communication Technologies	20,465	\$141,534	3.7%
High Growth Industries	Agriculture & Food	10,881	\$50,473	5.0%
	Other Manufacturing	13,659	\$69,093	6.1%
	Biotechnology & Biomedical Devices	22,945	\$142,598	6.5%
	Logistics	16,104	\$66,384	7.3%
	Professional & Business Services	52,072	\$79,822	7.3%
	Healthcare	55,135	\$59,159	7.5%
	Building & Design	19,152	\$84,595	7.9%
	Retail	50,974	\$41,025	13.3%
	Other Services	22,698	\$36,989	18.9%
	Tourism, Hospitality, & Recreation	57,647	\$30,692	29.4%

JobsEQ 2016-2021, Q2

Economy



Job Quality

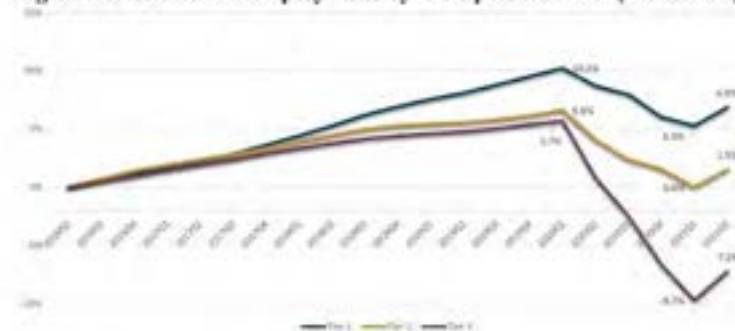
An analysis of job quality analyzes the typical range of pay associated with a particular occupation. This analysis helps us understand an economy's capacity to create jobs that allow individuals to earn a living wage as well as its economic resiliency.

Table 10: Employment and Employment Growth

Tier 1 Occupations	Tier 2 Occupations	Tier 3 Occupations
Tier 1 occupations are typically the highest-paying, highest-skilled occupations in the economy. This occupational category includes positions such as managers (e.g., Chief Executives and Sales Managers), professional positions (e.g., Lawyers and Physicians), and highly skilled technology occupations, such as scientists, engineers, computer programmers, and software developers.	Tier 2 occupations are typically the middle-skill, middle-wage occupations. This occupational category includes positions such as technicians, teachers, office and administrative positions (e.g., Accounting Clerks and Secretaries), manufacturing, operations, and production positions (e.g., Assemblers, Electricians, and Machinists).	Tier 3 occupations are typically the lowest-paying, lowest-skilled occupations that have historically provided the largest portion of employment in the region. These occupations include positions such as security guards, food service and retail positions, building and grounds cleaning positions (e.g., Janitors), and personal care positions (e.g., Home Health Aides and Child Care Workers).

All worker tiers saw a recovery in employment in 2021, although still not at their pre-pandemic levels. Tier 3 employment recovered from the large decline in 2020 but still stays below 2016 employment levels.

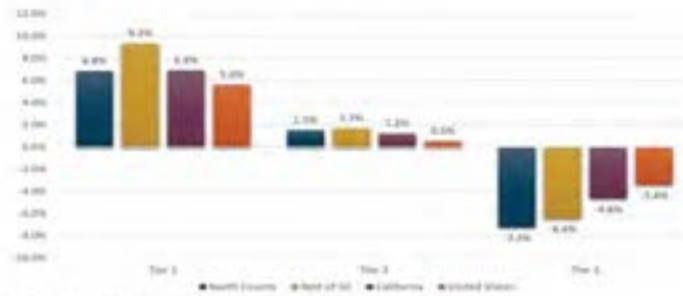
Figure 17: Growth in Employment by Occupational Tier (2016-2021)



JobsEQ, 2021 Q2



Figure 18: Job Growth by Occupational Tier



JobsEQ, 2016-2021 Q2

Table 11: 2021 Percentage of Jobs by Job Quality Tier

	Tier 1	Tier 2	Tier 3
North County	23.0%	24.3%	52.7%
Rest of San Diego County	24.6%	23.8%	51.4%
California	22.3%	24.5%	53.1%
United States	22.2%	25.8%	52.0%

JobsEQ, 2022

Needs Assessment question

1. What do you like La Jolla Tribal Community?

Spirit

Everybody feels like family, it's a beautiful thing

Camp ground

Getting the people together

That we are a small community, we don't have successful casino

Small Community

It's my home

My friends and family

Culture

Like my Community**

Up on the mountain side, fresh air

Very kind people and helpful

Nice people

Our family & land

Everything**

Everyone is family

Peaceful

Quite

Everybody knows everyone, time in need people do come together and help on another**

Love the people & upper rural**

That the people vote not just the council

The people are friendly & decide on decisions together

That we are slow paced & no per cap

Family & Economic potential is unlimited

Needs Assessment questions

2. What would you like to see changed in the La Jolla Tribal Community?

More focus on the future & Implementation for 5 or 10 yr plan

Communications w/members during covid great & Tribal information news members can opt out of certain alerts, set priorities for information wanted.

Water Park fixed, some green grass planted, BBQ pits put up

More children involved in our traditional ways

Trash Truck elders and residents don't have transportation, piles and piles of trash built up

Everyone come together when needed

Ballfield/basketball court rehab, stuff for the elders, water park fixed 1# priority

More people going to meetings

More stuff for teens and elders & elders trips

More attention on youth

More community events***

See change in the Tribal Community

Everything

More teaching of respecting people

Road work needed into homes

Development, jobs, and better notice of major events happening

A close knit community to bring community together

More emphasis on the youth, programs to keep them occupied

The Tribal Council

Bigger Tribal Hall

Attitude about drug and alcohol addiction and adults get kids involved with community

More community gatherings

Needs Assessment questions

3. What would you preserve in La Jolla Tribal Community?

Language & Culture*****

The youth**

The natural beauty & Campground*

Focus on our present business, before looking into future ventures

The water park***

The idea we are for the people

Tradition**

Trees**

The land**

There helpful ways

Everything

Culturally sensitive sites & family togetherness

Wilderness

Our Sovereignty

Volunteer work

The River

The camp ground water, recycle water

Importance helping elders, community service board for elders to say what they need done, good Samaritans can help

Maintain balance of modern world, don't distract from natural environment

Needs Assessment questions

4. What kind of business would you like to see in the La Jolla Tribal Community?

Hospitality, higher end resort,

Add on to RV sites, Water park ***

Youth educators

Anything children can attend**

Trash truck

Casino**

Rehab

Camp Ground, RV park, Zip Line, Gaming, Cabins in the camp ground, expand campground, hotel, mountain bike trails**

Hiking, biking, outdoor adventure

One that makes money

Bio Tech

Teach our culture, weed eating seniors yards

Provide jobs for our teens, good work experience

Pool area

Grocery store*

Roads, taking elders, Long term development

Attract tourism

Small lucrative business to take care of tribe

Family oriented

Focus on our present business

Market big

Drug and Alcohol facility ran by Indians for Indians

New restaurants

Needs Assessment questions

5. What have we not asked you about that you feel is important?

Safety & Justice

How to get us involved in business

All is good with everything

Tribal security, being charged for water

Check on elders more often, check on households where there are children make sure they are being taken care of

Water

Cannabis enterprise

How do we get more land

Break down of finances, enterprises, departments

What we offer the youth

Private road signs

Leadership & fairness