

Board of Directors

September 10, 2020

Agenda

9 a.m.	Chairperson's Call to Order Laurie Harting
9 a.m.	Approval of Minutes Laurie Harting
9 a.m.	Governance – ACTION Laurie Harting
:30 a.m.	Action Plan Strategy Session Follow-up Tracye McDaniel
:15 a.m.	Organizational Update Danielle Casey
:30 a.m.	Split Roll Tax – ACTION Barry Broome
:40 a.m.	Board of Directors Discussion
	Acknowledgement
	Adjournment

Chairperson's Call to Order

Laurie Harting

President & CEO, Greater Sacramento Division Dignity Health



Approval of Minutes

Laurie Harting



Governance

Laurie Harting



Appointment of Directors & Committees



Christopher Callahan
President, University of the
Pacific



Wendy CohenPresident, Kitchell



Brian Ternan
President & CEO, Health
Net, Inc., a Centene
Company



Lorenzo Hines Jr., ICMA-CMCity Manager, City of Galt



Gloria PartidaMayor, City of Davis



Melissa Anguiano
Deputy Director, City of
Sacramento
EDDT Chair



Dr. John Jackson
President, William
Jessup University
Competitiveness Council Co-Chair



Jeff Dern President & CEO, PRIDE Industries

Board of Directors Meeting Calendar

Please mark your calendars for the following meetings for 2020 and 2021

BOARD OF DIRECTORS MEETINGS

September 10, 2020 (Thursday) | 9 - 11 a.m. December 10, 2020 (Thursday) | 9 - 11 a.m. March 11, 2021 (Thursday) | 9 - 11 a.m. June 10, 2021 (Thursday) | 9 - 11 a.m.

EXECUTIVE COMMITTEE MEETINGS

(Executive Committee: Allbaugh, Conforti, Galasso, Gustus, Guyette, Harting, Kolokotronis, Langeland, Lucchetti, Maisel, May, Nelsen, Orchard, Pleau, Sharon, Teel)

September 1, 2020 (Tuesday) | 3-4 p.m.

December 7, 2020 (Monday) | 4-5 p.m.

March 1, 2021 (Monday) | 11 a.m. – 12 p.m.

June 7, 2021 (Thursday) | 11 a.m. – 12 p.m.

Revenue	FYE19/20
Total Contributions – Private Sector	7,354,812
Total Contributions – Public Sector	964,608
Corporate Memberships	67,500
Grant Revenue	200,000
TOTAL REVENUE	8,586,920

Expenditures	FYE19/20 Actual	FYE19/20 Budget	Variance
Total Personnel	2,890,803	3,242,738	(351,935)
Total Office	829,751	773,449	56,302
Total Professional Services	279,883	205,000	74,883.12
Total Community Outreach	278,361	239,945	38,416
Total Events/Meetings	317,508	625,768	(308,260)
Total Special Projects	16,471	_	16,471
TOTAL EXPENDITURES	4,612,776	5,086,900	(474,124)
NET OTHER REVENUE	(419,724)	(586,900)	167,176
NET EXPENDITURES	4,193,052	4,500,000	(306,948)

Revenue	YTD 07/31/2020
Total Contributions – Private Sector	3,575,000
Total Contributions – Public Sector	503,208
Corporate Memberships	7,500
Grant Revenue	100,000
TOTAL REVENUE	4,185,708

YTD actual 07/31/2020	YTD budget 07/31/2020	Variance	
183,633	216,293	(32,660)	
65,259	71,686	(6,428)	
7,405	11,000	(3,595)	
3,321	5,701	(2,380)	
1	413	(412)	
1,500	1,500	O	
261,119	306,593	(45,475)	
(14,201)	(15,000)	799	
246,918	291,593	(44,675)	
	07/31/2020 183,633 65,259 7,405 3,321 1 1,500 261,119 (14,201)	07/31/2020 07/31/2020 183,633 216,293 65,259 71,686 7,405 11,000 3,321 5,701 1 413 1,500 1,500 261,119 306,593 (14,201) (15,000)	

Cash Summary

	YTD 07/31/2020	FYE19/20
Opening Cash	5,418,374	4,498,668
Receipts	1,544,414	5,743,463
PPP Loan	331,302	-
Interest Income	5,016	68,475
Expenses	(348,580)	(4,892,232)
Change in Cash	1,532,152	919,706
Ending Cash	6,950,526	5,418,374

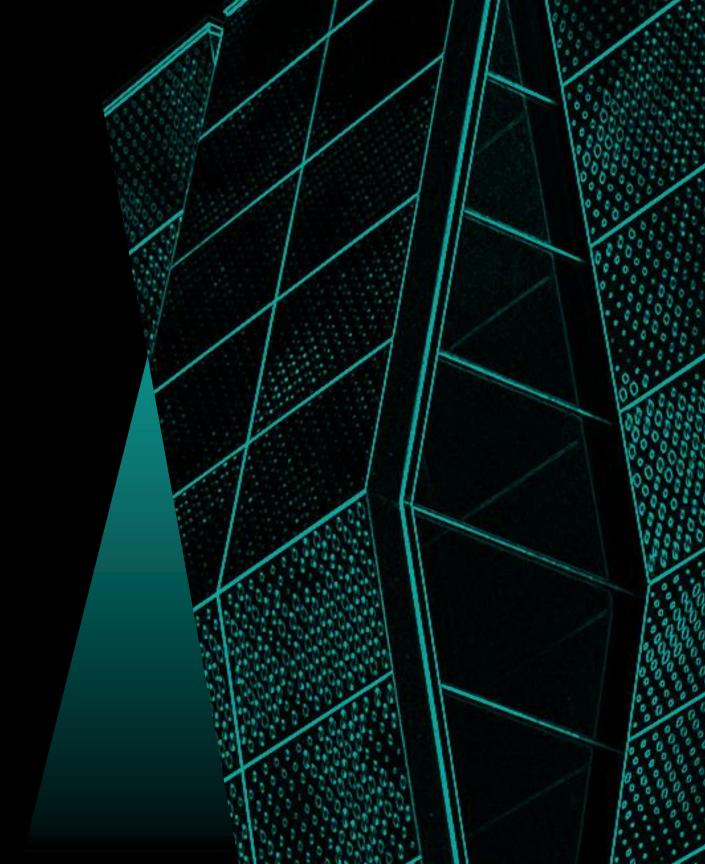
Pledges Receivable

	Month 07/31/2020	FYE19/20
Opening Pledges Receivable	7,405,000	4,131,500
New Pledges	3,000,000	8,826,003
Collected Pledges	(1,210,000)	(5,552,503)
Change in Pledges	1,790,000	3,273,500
Ending Pledges	9,195,000	7,405,000

Pledges 5-Year Look Forward

Prior Year(s) June 2021 June 2022 June 2023 June 2024 June 2025	Pledges Outstanding
June 2022 June 2023 June 2024	225,000
June 2023 June 2024	1,725,000
June 2024	2,360,000
	2,135,000
June 2025	1,500,000
	1,500,000
Total	9,195,000

Public Funds Memo Steve Hymas



Located on Page 10 of your packet

Digital Upskill Program

Barry Broome



Fiscal Year 2020/21 Private Sector Renewals

Company	Agreed to Renew	Commitment Letter Received
Golden 1 Credit Union	√	
Markstein Beverage Co.	√	
Sacramento Soccer & Entertainment Holdings	√	

All other 9 Investors have committed: Five Star Bank, Clark Pacific, Dignity Health, Fulcrum Property, Holt of California, JPMorgan Chase (grant application), Los Rios Community College District, McClellan Park and River City Bank

Fiscal Year 2021/22 Private Sector Renewals

Company	Agreed to Renew	Commitment Letter Received		
California Northstate University				
University of the Pacific				
AKT Investments, Inc.				
PRIDE Industries				
Eskaton				
Kaiser Permanente				
Wells Fargo (grant application)				

Fiscal Year 2020/21 Public Sector Renewals

Jurisdiction	City of Citrus Heights	City of Davis	City of Elk Grove	City of Folsom	City of Galt	City of Lincoln	City of Rancho Cordova	City of Rocklin	City of Roseville	City of Sacramento
Per Capita (40 cents)	\$35,238.00	\$27,904.40	\$69,610.00	\$31,934.00	\$10,595.60	\$19,310.80	\$29,788.40	\$27,699.60	\$55,857.20	\$203,268.80
Contract Signed	٧	✓	√	√	✓	✓	√	√	√	
Payments Received	V	√	√	√		✓	√		√	
Jurisdiction	City of West Sacramento		City of Yuba City	County of El Dorado	County of Placer	County of Sacramento	County of Sutter	County of Yolo	County of Yuba	Town of Loomis
Per Capita (40 cents)	\$21,564.40	\$24,116.80	\$27,014.40	\$63,252.40	\$46,468.00	\$237,686.40	\$8,445.60	\$12,480.00	\$24,634.40	\$2,754.80
Contract Signed	√	✓		√	√			√	√	√

Proposed Bylaws Amendment

Proposed Amendment. Any proposed change would amend Section 4.5.4 of Greater Sacramento's Amended and Restated Bylaws. An example of the amendment could be as follows:

4.5.4 Public Entities. Each City, Town, Municipality, County, and/or other governmental entity ("Governmental Entity"), that is in good standing, makes a long-term commitment to carry out the mission and purpose of the Corporation, and commits to make an annual contribution at an amount equal to or greater than its full formula allocation, as determined from time to time by the Board of Directors, shall have a single voting representative to serve as director on the Board of Directors so long as such director will not cause the Corporation to exceed the maximum number of authorized directors. The director under this paragraph shall be the highest-ranking non-elected official with the Governmental Entity. This highest-ranking non-elected official shall be permitted to delegate his or her position as director to the highest-ranking elected official with the Governmental Entity to serve as an alternate to the director, provided, however, that (a) in the case that the Governmental Entity is a county, the highest-ranking elected official may be any one of the county supervisors and need not be the chair of the county supervisors, and (b) in the case that the Governmental Entity is a city with a rotating mayor from among the city council members (and not a mayor that is elected as mayor by the voters), the highest-ranking elected official may be any one of the city councilmembers and need not be the thencurrent rotating mayor. Any such director (the representative or his or her alternate) will be qualified to serve on the Board only if the Governmental Entity is current on its required annual contribution.

Action Plan Strategy Session Follow-up

Tracye McDaniel

President, TIP Strategies



GREATER SACRAMENTO ECONOMIC COUNCIL



AGENDA

- ► How we got here
- Context: national trends
- What we heard + recommendations
- Discussion



HOW WE GOT HERE

PROCESS OVERVIEW

July

TIP/GSEC Kickoff
Board Member Survey

August 4th

Board Strategy Session #1

August 6th

Board Strategy Session #2

August 12th

Board Strategy Session #3

September 10th

Wrap Up: Feedback Summary + Action Plan Updates

CONTEXT: NATIONAL TRENDS

HOW DO THESE TRENDS IMPACT GSEC?



SOCIAL EQUITY
Economic disparities
& racism



HEALTH
Covid-19 economic
effects



LEADERSHIP
The new face of leadership

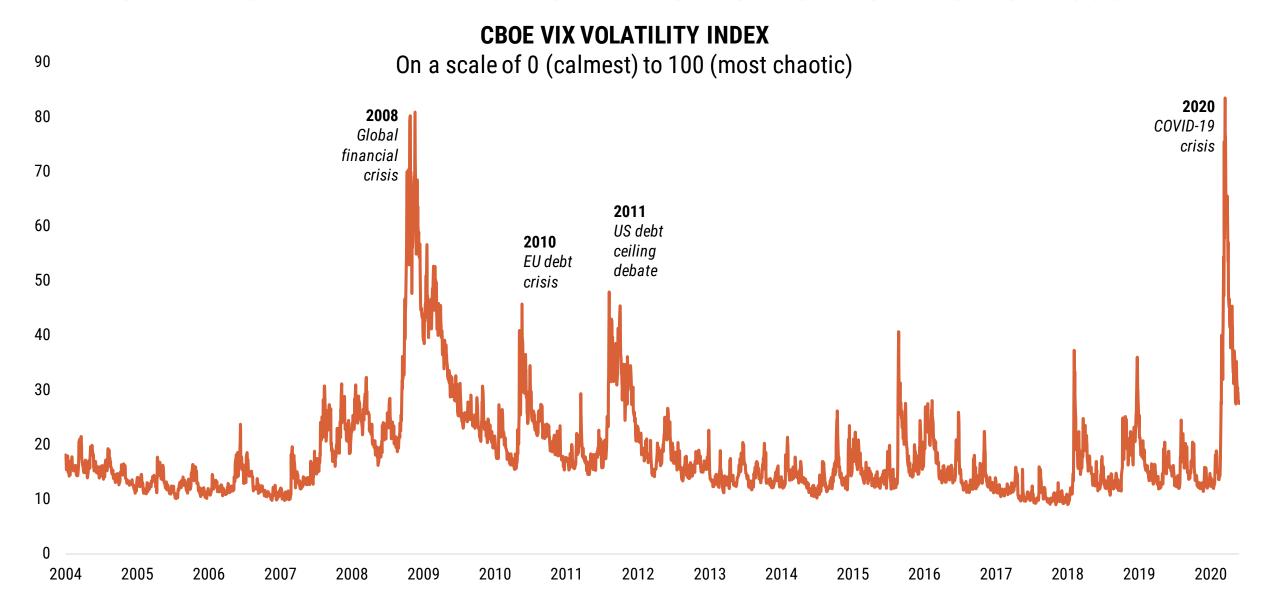


ENVIRONMENT
Climate change &
climate migration



TECH
New opportunities & new vulnerabilities

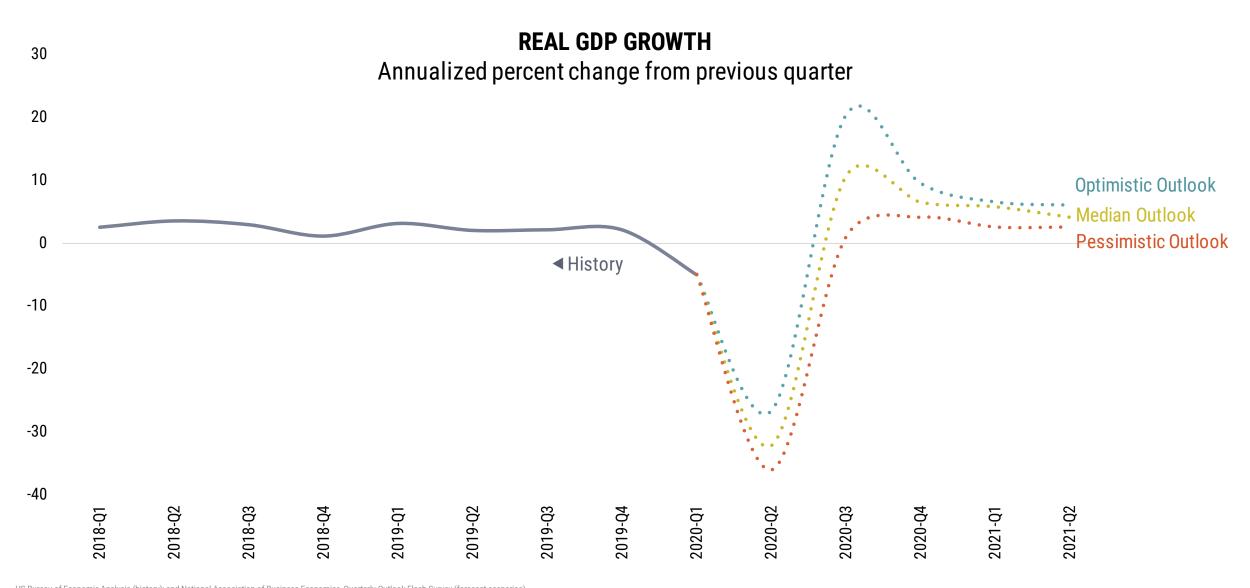
WALL STREET'S "FEAR INDEX" REACHED ITS HIGHEST POINT SINCE 2008



Source: Chicago Board Options Exchange (CBOE).

Notes: The VIX Index is a daily indicator of 30-day expected volatility of US equities markets. It is derived from real-time, mid-quote prices of the S&P 500 Index call and put options, and it is a recognized global measures of volatility.

ECONOMISTS DISAGREE ABOUT THE SEVERITY OF THE CRISIS



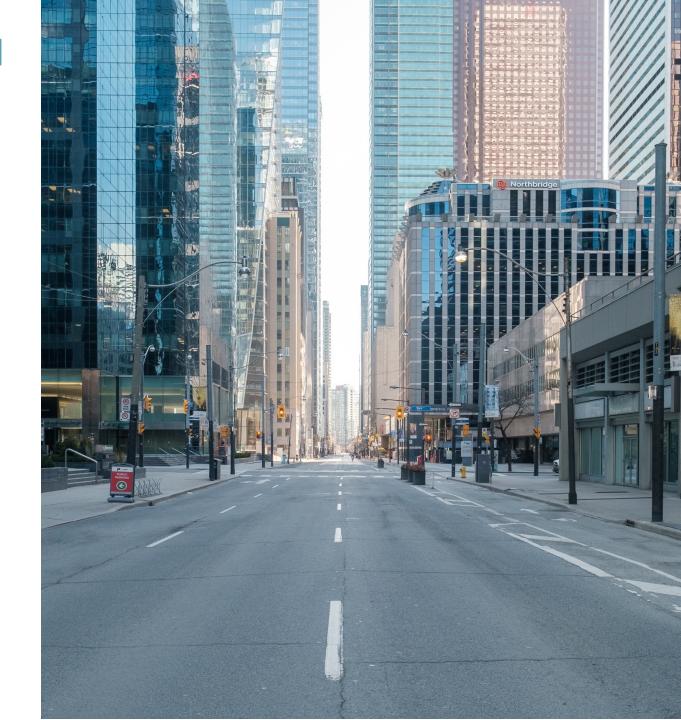
Use Sureau of Economic Analysis (nistory); and National Association of Business Economics, Quarrenty Outlook Flash Survey (rorecast scenarios).

The median forecast reflects the views of the 45 panelists who responded to the NABE April survey. The optimistic and pessimistic forecasts are the averages of the five highest and five lowest forecasts, respectively. The organizations with contributing panelists included Action Economics, LLC; Bank of the West; BBVA; Carranco Lunettes; CERF

@ Cal Lutheran University; Coast Economic Consulting; Conference of State Bank Supervisors; CoreLogic; Deloitte Services L.P.; GT Economics; EAA, Inc.; East Carolina University; Eaton; Economics Studios; Evercore [SI; Fannie Mae; Georgia State University; GLC Financial Economic; Goldman, Sachs & Co.; Kleinhenz & Associates; Loomis Sayles & Co. LP; IHS Markit; MacroFin Analytics; Moody's Analytics; Moody's Analytics; Moody's Analytics; Morgan Stanley; MUFG Union Bank; Naroff Economic Advisors; National Association of Home Builders; Nationwide Insurance; Northern Trust; NTEA; Oxford Economics, LLC; RSQE (University of Michigan); Titan RM; University; G Murgan Stanley; MUFG University; Ramapo College New Jersey; Robert Fry Economics, LLC; RSQE (University of Michigan); Titan RM; University of Maryland; Visa, Inc; Wells Fargo; Woods & Poole Economics, Inc.; and Zempel Strategic.

THE CASCADING EFFECTS OF UNEVEN PROLONGED SHUTDOWNS...

- Simultaneous shocks to supply and demand (e.g., oil and gas)
- Inevitability of further turmoil related to global recessionary trends
- Disruption of established patterns of work, consumer spending, and social norms: The "new abnormal"
- The importance of social justice in recovery and growth



SUPPLY CHAIN RESTRUCTURING

Resiliency – not just "cost and efficiency"

Driven by:

- Trade policy (tariffs and protection of national industries)
- Immigration restrictions
- Vulnerabilities (climate, health, geopolitics)
- ▶ Time to market
- Rising labor costs in developing nations





ACCELERATION OF EXISTING TRENDS

- Supply chain restructuring
- ► Online retail sales
- ► Flexible workspace
- ► Health and medicine
- Composition of the workforce
- Social inequity

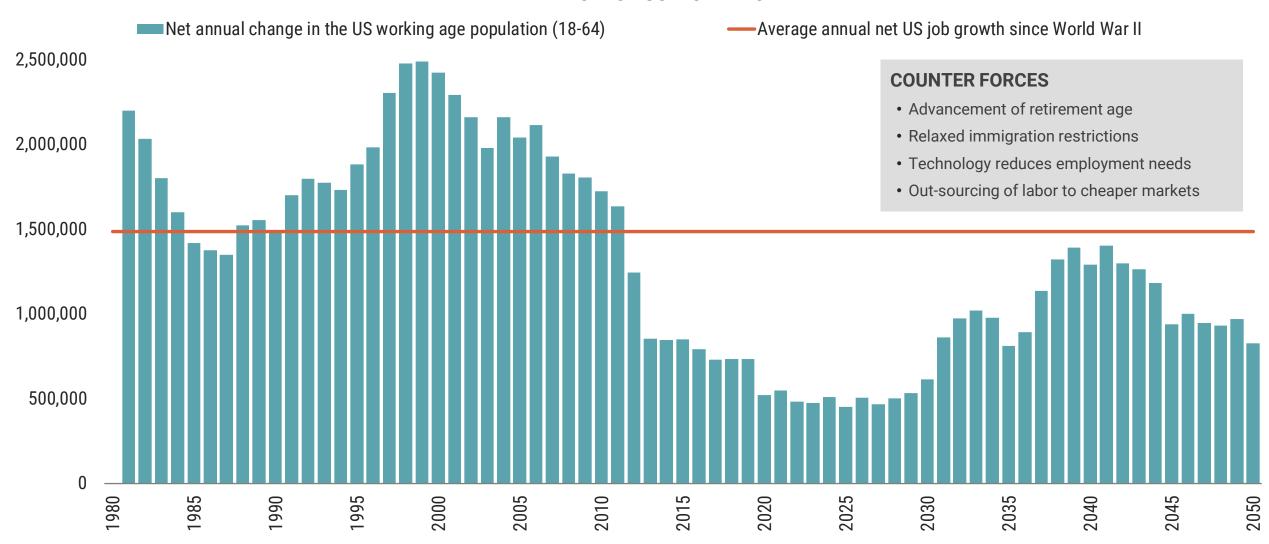


SLOWING TRENDS

- Global foreign direct investment down 40% in 2020
- Tourism and hospitality
- Small business start-ups and expansions
- Migration and business site selection

THE TALENT SHORTAGE IS EXPECTED TO CONTINUE

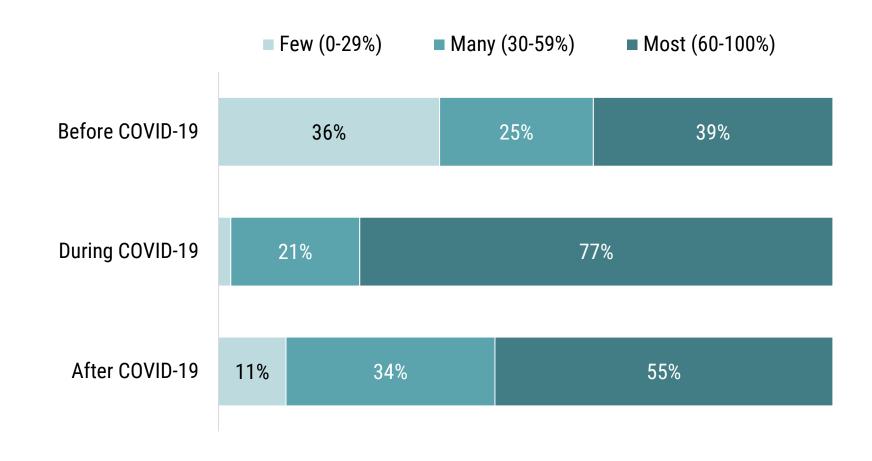
A DEFICIT OF US WORKERS



EXECUTIVES AND WORKERS EMBRACE REMOTE WORK MODELS

PERCENT OF OFFICE EMPLOYEES EXECUTIVES ANTICIPATED WILL WORK REMOTELY AT LEAST ONE DAY PER WEEK

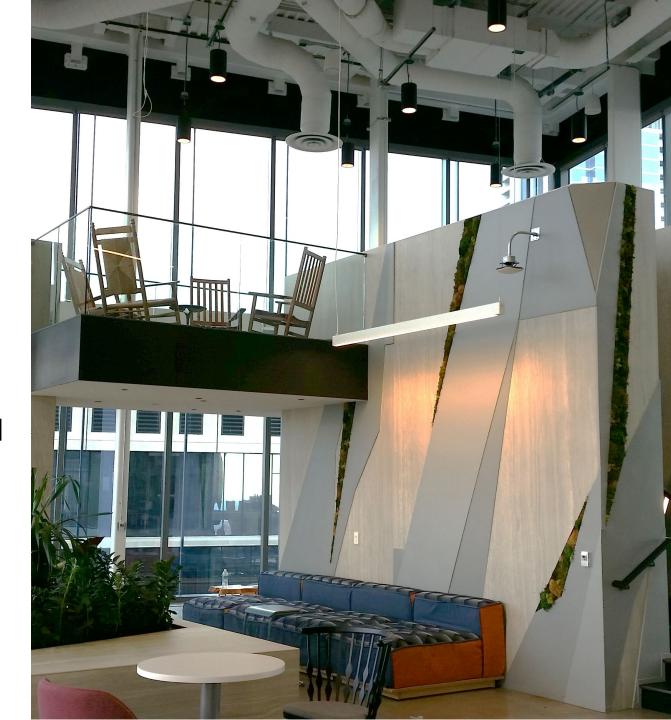
72% of office workers would like to work remotely at least two days a week.



COMMERCIAL REAL ESTATE

A changing office market

- Emptier offices and parking lots.
- Increasing reliance on hoteling and flex space.
- The meaning of productivity is changing.
- Equity impacts:
 - Fewer in-office networking opportunities.
 - ► Home environments and access to high speed internet are not equal.

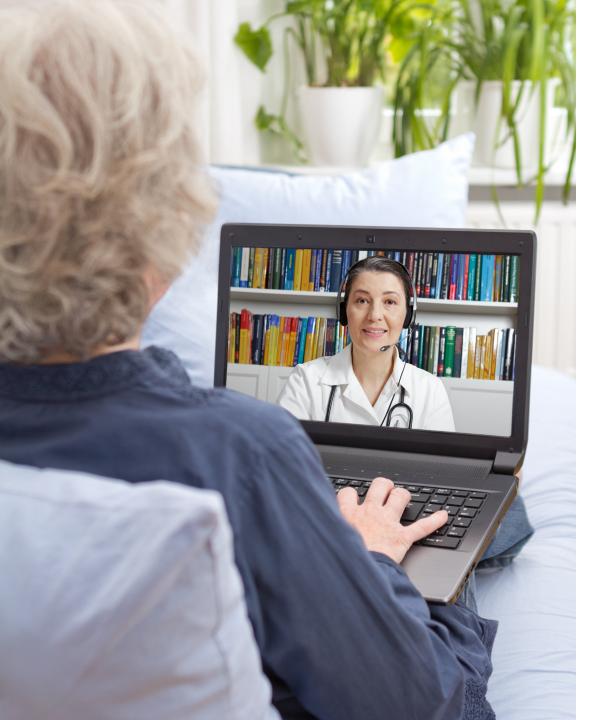


MOVING TOWARD A CASHLESS FUTURE

Far reaching disruptions

- Existing trend of "going cashless" is being accelerated.
- ► Efficiencies and safety gained through touchless transactions.
- Disruptions to the banking system (ATMs).
- Unbanked individuals and businesses will be affected.
- New apps will challenge elderly.





HEALTHCARE WILL CHANGE

Telehealth was already building momentum

CLAIMS FILED FOR ALTERNATIVE SETTINGS OF CARE FROM 2016 TO 2017

	% change 2016 to 2017
Telehealth	53%
Urgent care centers	14%
Retail clinics	7%
Ambulatory surgical centers (ASCs)	6%
Emergency departments	-2%

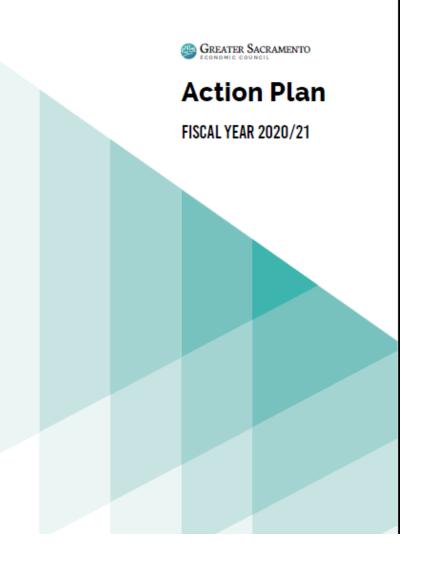
Source: FH Healthcare Indicators and FH Medical Price Index 2019: An Annual View of Place of Service Trends and Medical Pricing via the American Medical Association. https://www.ama-assn.org/practice-management/digital/telehealth-53-growing-faster-any-other-place-care

The future is uncertain... but this uncertainty is at the very heart of human creativity.

- Ilya Prigogine, Nobel laureate and author of "The End of Certainty"

WHAT WE HEARD

ACTION PLAN: KEY INITIATIVES



- 1. Be a leader in talent development, attraction, and retention strategies to attract talent and provide upward mobility paths for members of the community.
- 2. Execute the launch of a comprehensive, regional business retention and expansion program with a priority on the recovery and growth of local business.
- 3. Grow and attract industries of the future to the Greater Sacramento Region.
- 4. Advance and grow positive local, national, and international recognition of the Greater Sacramento region and GSEC organizational brands.

BOARD FEEDBACK: LEADING REGIONAL COMPETITIVENESS

Common Themes

- Push/pull between region and state.
- Emphasize the region's quality of life and the benefits it brings to business.

Opportunities

- Equip board members to be champions for regional ED efforts. (Action Plan #1, 2, 3, 4)
- Educate communities and elected officials:
 GSEC's role and the benefits of ED, CMC, and Aggie Square. (Action Plan #4)



BOARD FEEDBACK: ECONOMIC RECOVERY AND RESILIENCY

Common Themes

- Talent is critical to the region's competitiveness and resiliency.
- Adapt to a changing environment: technology, new performance-based incentives.

Opportunities

- New concepts for working remotely, and commercial space use. (Action Plan #1, 2, 3)
- Economic recovery strategies focused on inclusion. (Action Plan #1, 2, 3)



BOARD FEEDBACK: ENGAGING IN AND INFLUENCING STATE POLICY

Common Themes

- General interest in this area, but uncertainty about direction since it would be a new effort.
- Desire to define GSEC's role.

Opportunities

- Identify 1-2 key objectives in the policy arena to pursue. (Clarity in Action Plan)
- Policies that can be implemented locally or regionally that are different from other regional strategies in SF or LA. (Clarity in Action Plan)



RECOMMENDATIONS

ACTION PLAN ADDITIONS

- Ensure the Action Plan reflects and clarifies GSEC's role influencing and engaging in state policy.
 - Identify key state policy priorities.
 - Define the scope of GSEC's role in influencing state policy.
- Reimagine marketing efforts to retain Bay Area remote workers and recruit their employers.

TOOLS FOR SUCCESS

- Equip board members to be the region's champions.
 - Develop short, impactful narratives that tell your story.
 - Create materials for educating communities and elected officials.
 - Materials should be physical and online.
- Create materials to engage/educate local communities and elected officials.



THANKYOU





2905 San Gabriel Street Suite 309 Austin, TX 78705

512.343.9113

www.tipstrategies.com

AUSTIN — BOSTON — SEATTLE

Organizational Update

Danielle Casey



Welcome BACK to the team

Michelle Willard

Vice President of Public Relations and Communications



NEW LOCATE

Reviver Auto

Mobility

Placer County





45 jobs



\$105,000 average wage



\$32,602,213 total economic impact year one



\$17,048,375 direct impact to local community in year one

NEW LOCATE

Dollar General Fresh

Warehouse Distribution

West Sacramento





65 jobs



\$37,000 average wage



\$9,050,000 total economic impact year one



\$4,800,000 direct impact to local community in year one

Our pipeline has never been stronger



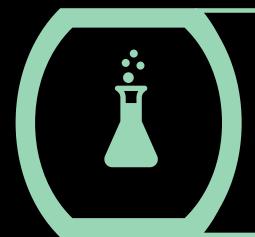
Year to date locates UP

Locates are 100% higher and jobs 440% higher in 2020 calendar year vs. 2019 calendar year; 152 (2020) vs. 68 (2019) sourced leads



Average project size UP

Average job count per prospect is 48% higher than before



Life science activity UP

Compared to 2019, our percentage of life science projects is UP by 43%



Reflects COVID impacts

Industrial projects are up 61%

Office projects are down by 50%

Business retention and expansion launched

Why conduct interviews

To establish a shared, comprehensive understanding of issues



A selection of 200 firms in the region in target industries – looking for red flags and opportunities for growth

The outreach approach

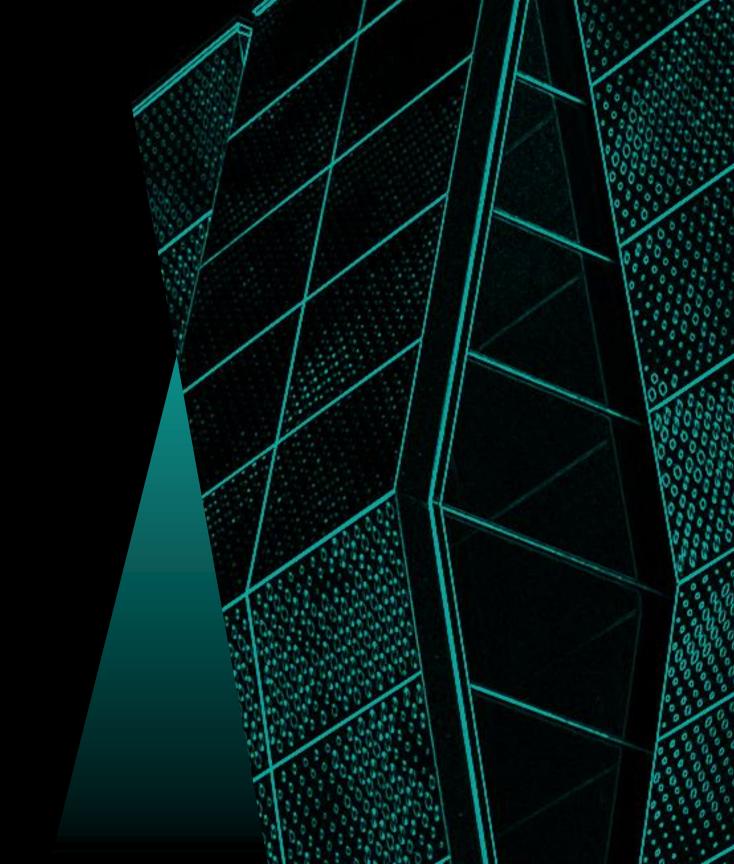
Firms identified, working directly with local ED staff to coordinate outreach

Shared tools

National best practices data collection tool allows for shared data along with confidentiality to businesses

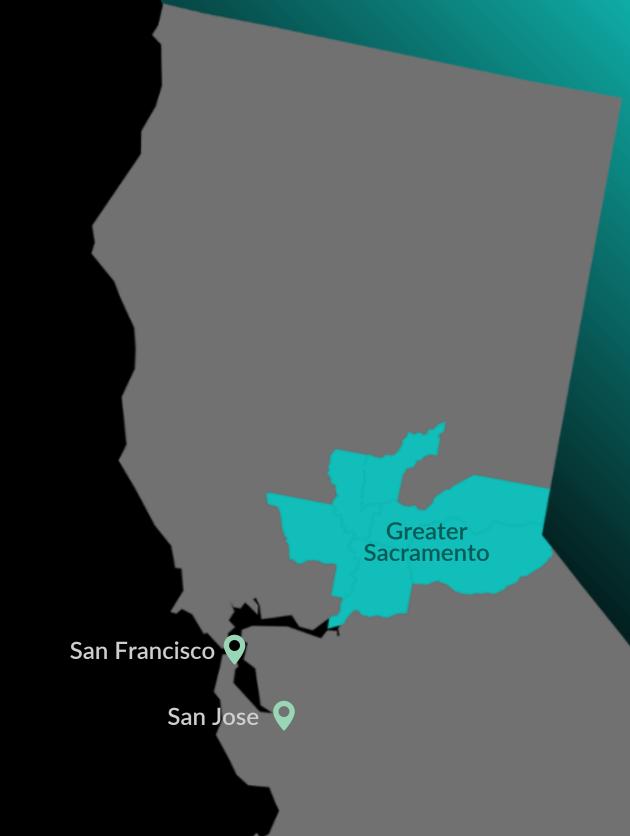
The Greater Sacramento Employee Experience

A comprehensive talent attraction and branding strategy for the region



Socially distant but digitally connected to Silicon Valley

within easily accessible physical proximity to innovation when needed



An optimal location for huband-spoke models



Low COVID-19 infection rates



Diverse portfolio of 2- to 3-story office campuses



5G connectivity to support a remote workforce



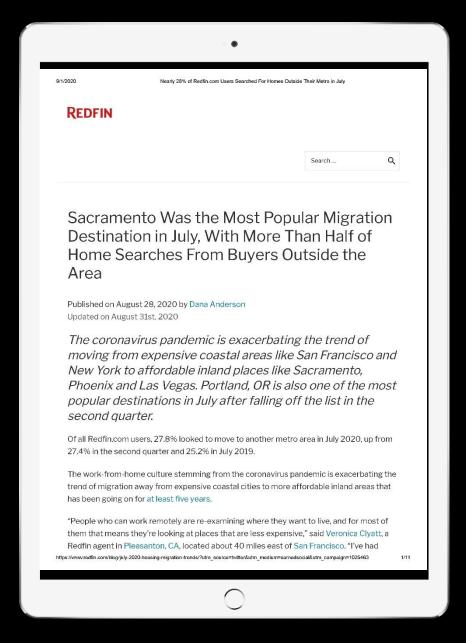
#2 for resilient industries



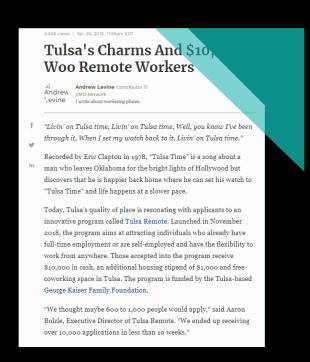
FEATURED NEWS

Most popular migration destination

- As long-term and permanent workfrom-home opportunities increase, residents from high-cost metros are increasingly looking to relocate
- Recent data from Redfin shows the region is the #1 destination in the country where people are looking for houses

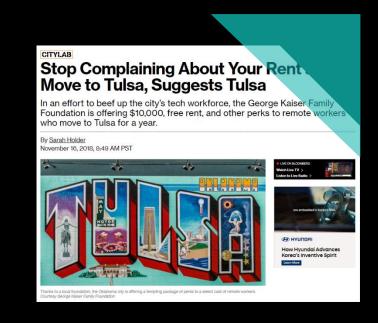


Tulsa, Oklahoma: TulsaRemote.com



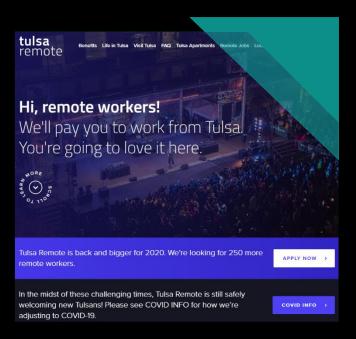
Forbes & CNBC

Overview of Tulsa's creative incentive offering \$10,000 to remote workers who move to Tulsa



Bloomberg CityLab

Refers to the community as the "Paris of the Heartland"



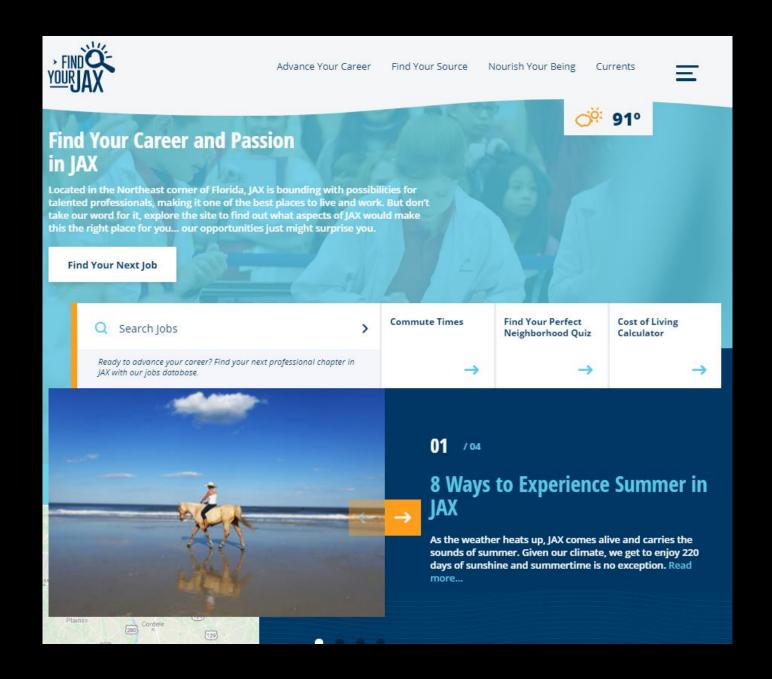
Dedicated Website

Site provides an overview of the community and job boards for local and remote work jobs

Buffalo, New York: BelnBuffalo.com

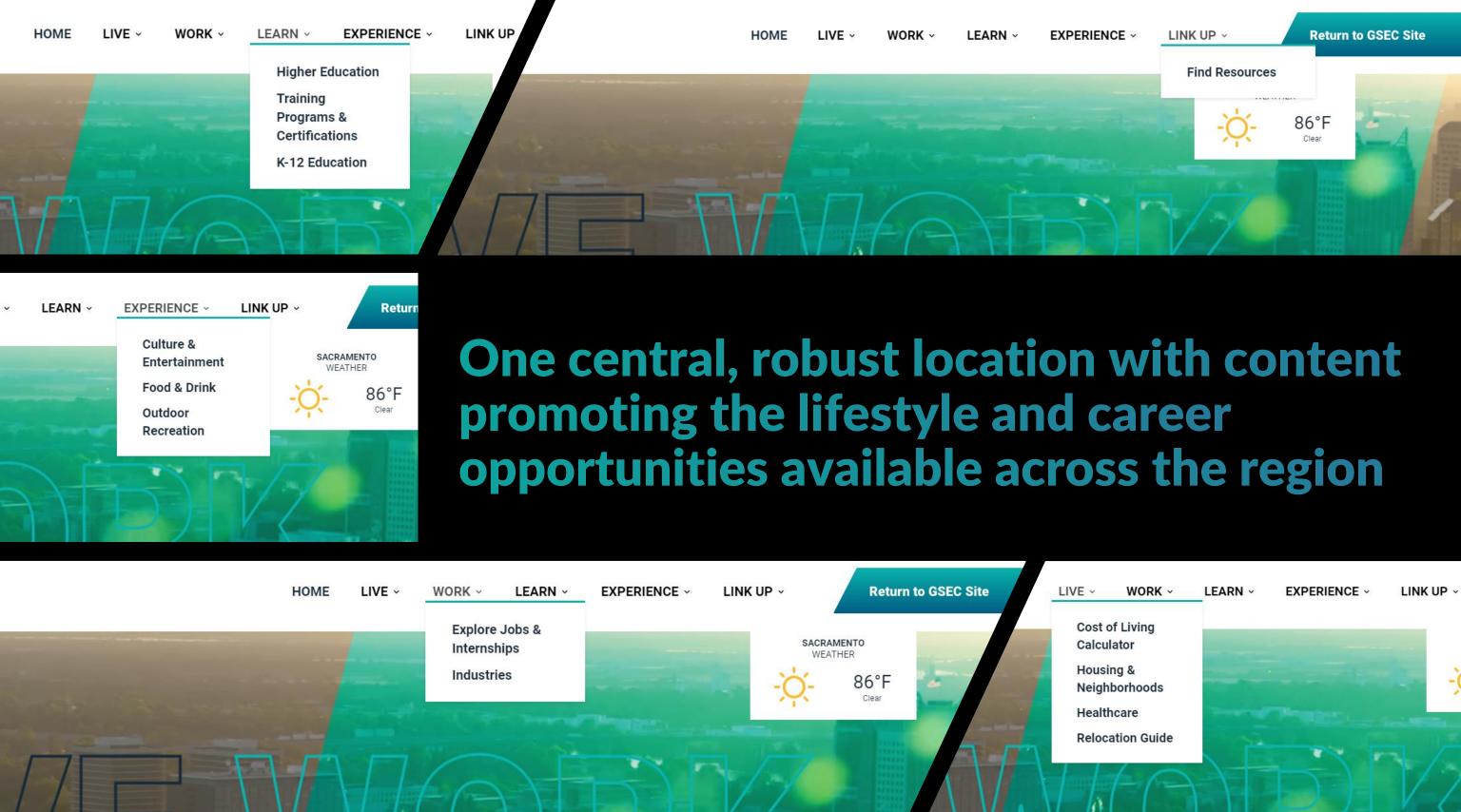


Jacksonville, Florida: FindYourJax.com

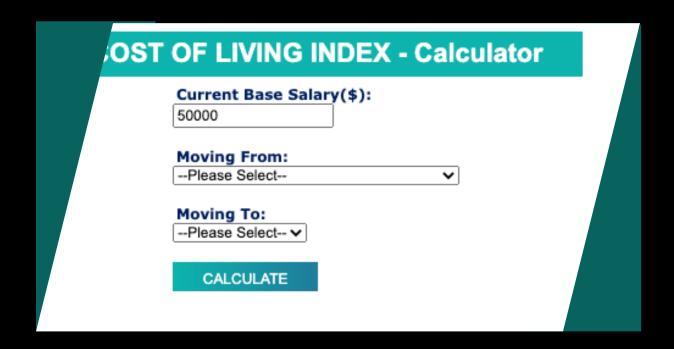


Launching October 2020: Live.GreaterSacramento.com





Cost of living calculator



Add data inputs

Users can enter current salaries and locations of where they live



See instant results

Immediately see results for cost of living comparisons by household type and expenditure index

Neighborhood locator quiz tool

 Will allow visitors to answer a series of questions as to their lifestyle preferences: urban or rural; quiet or nightlife; water sports or biking; high end shops or farmers markets

 Provides a few options for each style allowing for highlights of a diverse sampling of regional offerings



Robust imagery and testimonial videos in partnership with McClatchy







GreaterSacramento.com/Jobs



GSEC partners have the exclusive opportunity to list available jobs on GreaterSacramento.com/jobs



A curated job board will reach highly skilled talent through GSEC newsletters, targeted paid social medial ads and more



Employers receive access to detailed analytics on their postings and the ability to review applications and interview candidates

Sacramento Jobs

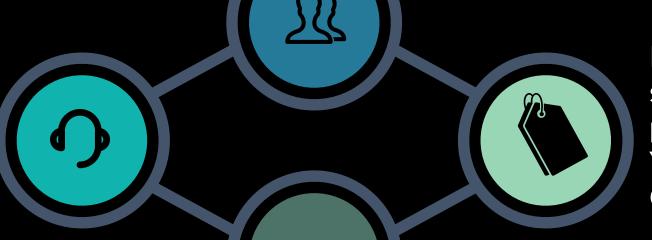
age jobs from some of the Greater Sacramento region's top companies below: job title, company, or keyword... 7 jobs Product Market Manager Riskalyze Auburn, CA Last updated 2 days ago Apple Technical Support Advisor Apple Sacramento, CA Last updated 4 days ago Production Manager EA Sports Stockton, CA Last updated 6 days ago Apply on TrueJob **Outside Sales Position** Intel Sacramento, CA Last updated 11 days ago Apply on TrueJob Software Engineer Saturas Sacramento, CA Last updated about 3 hours ago Apply on TrueJob Field Service Engineer Terzo Power Systems Last updated about 3 hours ago Apply on TrueJob

Greater Sacramento Employers

Campaign elements

Data and analysis of psychographic profiles of top tech employees in our region working in the Bay as well as targets from other markets

Testing of A/B messaging to individuals, targeted by location, employer industry and occupation



Paid advertisement in social media and digital platforms (LinkedIn, YouTube, Facebook, Google AdWords)

Earned media through public relations efforts as well as paid ads in unique lifestyle locations and publications

Targeting locations for talent recruitment

The impacts of COVID and changes in the way we work will be permanent

Workers now can choose where to LIVE with no restrictions due to where they WORK

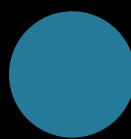
Greater Sacramento needs to be top of mind for top talent, and time is of the essence

Rank by Net Outflow	Metro	Portion of Local Users Searching Elsewhere
1	New York	34%
2	San Francisco	24%
3	Los Angeles	16%
4	Washington DC	13%
5	Chicago	12%
6	Denver	27%
7	Seattle	14%

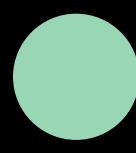
Leveraging geofencing for commuter intelligence



Geofence identifies GPS-enabled devices within any time span desired



Analyzes patterns of activities of devices – commute, shopping, etc. Where do they sleep at night and go in the morning?

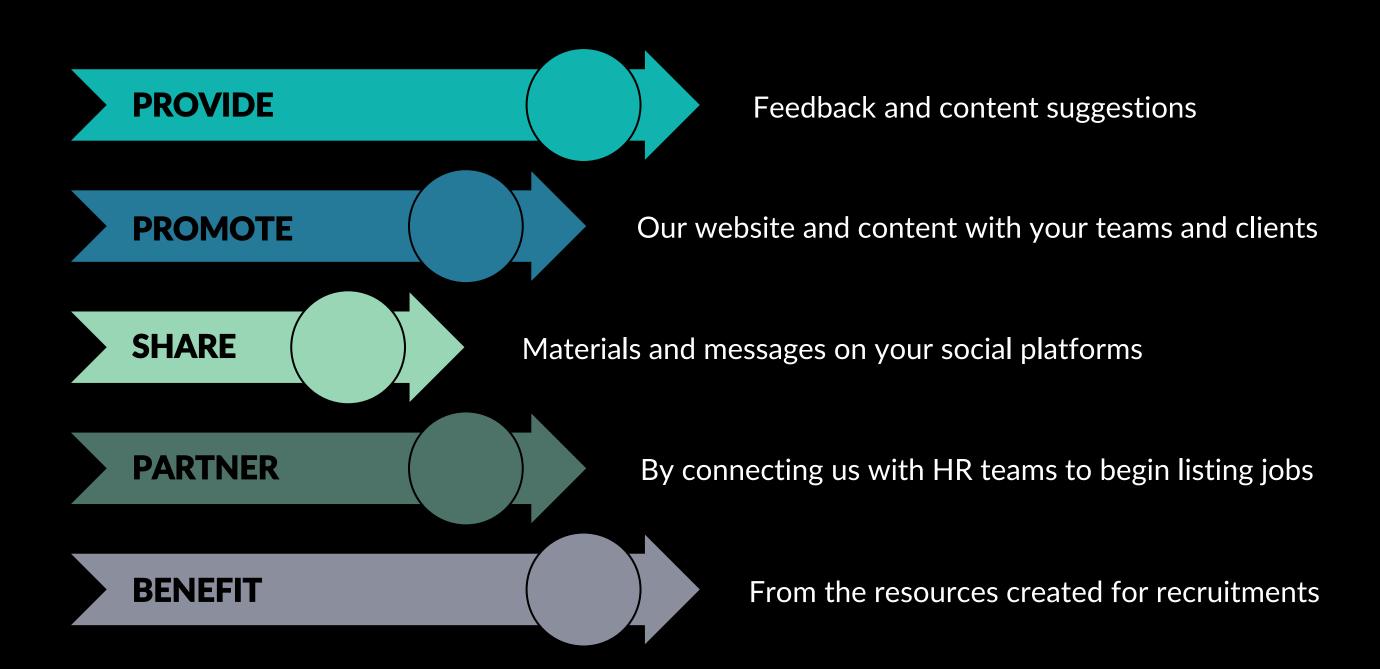


Home locations allow for analysis of household profiles; for the 193 device owners that live in Sacramento and go to Facebook regularly, we can learn about them and find more people like them here and outside our region



Facebook	Netflix	Salesforce
Twitter	Microsoft	Pinterest
Adobe	AirBnB	Yelp
Google	Square	Dropbox
Bayer	LinkedIn	EA

An ask of the Board: supporting the launch

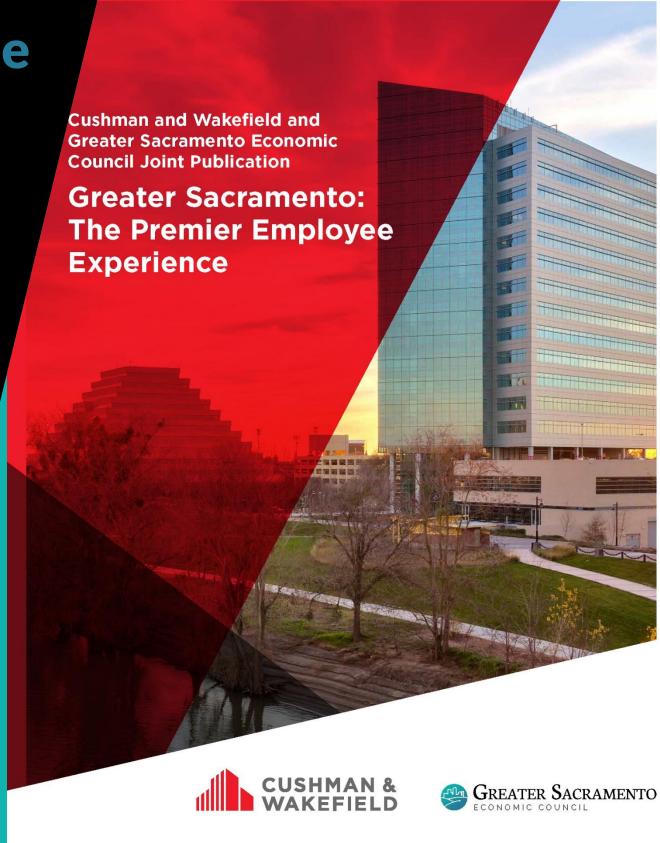


Coming soon: Premier Employee Experience report

Partnership with Cushman & Wakefield on research and branding

Focuses on the EXPERIENCE an employee will have in our region

To be launched in October along with a comprehensive marketing strategy, dedicated landing page online and potentially a promotional webinar



Comstock partnership

- GSEC and Comstock's Magazine will be partnering on a special regional feature insert for December 2020
- Please consider getting involved to feature your business or community and know that they may be contacting you for story content!
- Comstock's has also graciously signed on as an in-kind media sponsor along with SacTown Magazine in support of our Annual Celebration Dec. 3





Split Roll Tax (Prop. 15)

Barry Broome

Located on page 45 of your packet

Split roll tax (Prop. 15)

California needs comprehensive tax reform – this piecemeal approach does more harm than good

Creates a more complicated system, and administrative issues

Timing is bad – with COVID uncertainty already putting owners at peril, this could cause big repercussions





Directors have an opportunity to share best practices or highlight special projects in the region.

How can we help you?



Thank You

GreaterSacramento.com