



# Sacramento County Economic Development Strategic Plan

## Community Meeting

January 22, 2024

HR&A +

SACRAMENTO  
COUNTY

Office of Economic  
Development

The logo features the word "SACRAMENTO" in a large, white, serif font. Below it, the word "COUNTY" is written in a smaller, white, serif font. A white, stylized wave graphic is positioned below "SACRAMENTO" and partially under "COUNTY".

SACRAMENTO  
COUNTY

ECONOMIC DEVELOPMENT

# Office of Economic Development

## GOALS



- Support innovation and improvement of the business climate in Sacramento County.
- Create programs and services that result in job retention and growth.
- Brand the County as an attractive place to do business.



## HR&A: WHO WE ARE

6

Offices  
Nationwide

180+

Employees

500+

Projects/  
Year

1976

Year Founded

HR&A Advisors, Inc. (HR&A) is an employee-owned company economic development consulting firm advising public, private, non-profit, and philanthropic clients on complex problems and decisions. **Analytic rigor, creative energy, and focus on impact fuel all our efforts.**

## HR&A: WHO WE ARE

Our community meeting facilitators will share project updates and lead the discussion.



**Judith  
Taylor**  
HR&A



**Allie  
Padgett**  
HR&A



**Prince  
Osemwengie**  
HR&A



**Tupelo  
Sullivan**  
HR&A

# Agenda

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Welcome & Community Meeting Goals

Sacramento County Office of Economic Development  
Overview

Economic Development Planning Process & Initial Findings

Table Discussions & Group Activities

## COMMUNITY MEETING GOALS

### Provide Updates

1. Provide an overview of the Economic Development Strategic Plan's development process and findings to date.
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### Gather Community Input

2. Solicit input on economic development goals, priorities, and areas of focus to ensure alignment with community needs.
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### Foster Communication and Transparency

3. Create an open forum for community members to engage with the County.



## COMMUNITY MEETING GROUND RULES

We want to make sure we are mindful and respectful of each other's ideas and time. Here a few community ground rules to follow:

- 1. One Speaker at a Time**  
Be considerate and listen when other people are talking, do not speak over others.

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- 2. Raise your Hand**  
Please raise your hand and wait to be called on before speaking in the large group.

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- 3. Respect Everyone**  
Personal attacks or derogatory comments are not tolerated.

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- 4. Be Mindful of Time**  
Keep your comments concise and relevant to allow everyone an opportunity to speak.

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- 5. Be Open Minded**  
Strive to be open to new ideas and perspectives.



# Sacramento County Office of Economic Development

# ABOUT SACRAMENTO COUNTY



Population of **1.58** million within **994** square miles



Labor Force of **795,310**



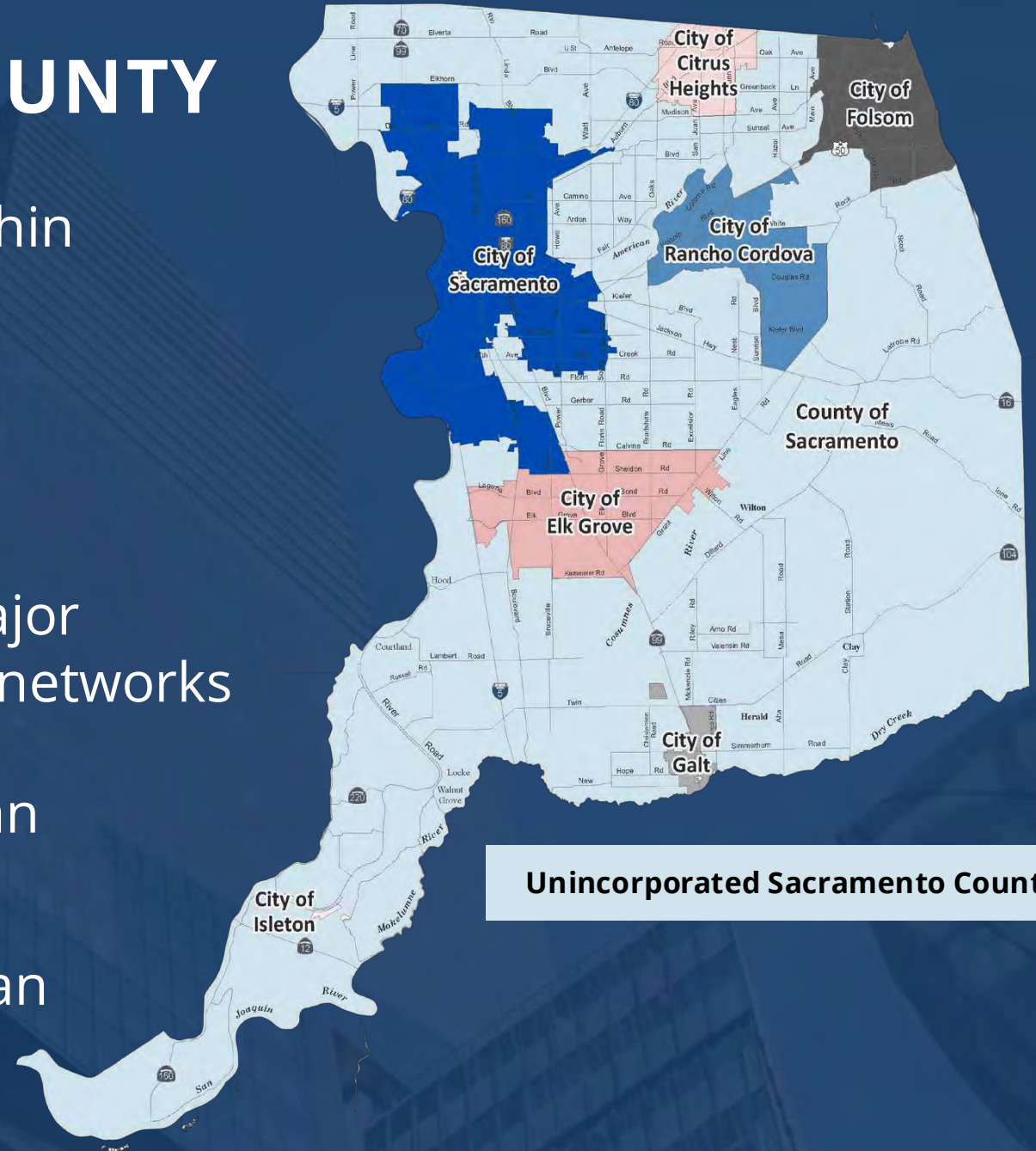
Transportation hub with **5** major highways, **4** airports, and rail networks



Cost of living is **35%** lower than the Bay Area



Utility rates are **54%** lower than neighboring counties



**Unincorporated Sacramento County**



## ABOUT THE OFFICE OF ECONOMIC DEVELOPMENT

# Business Attraction and Development

Facilitate development by attracting investments, supporting businesses and policies that create a favorable environment for economic growth and job creation.



### **Opportunity Sites**

- Maintain a current inventory of active sites for companies seeking expansion or relocation within the Unincorporated Sacramento County
- Facilitate the site selection process for businesses, ensuring alignment with their industry type and environmental needs



### **Developer and Business Engagement**

- Engage with developers and businesses to assess and understand the needs of the current business climate
- Promote Unincorporated Sacramento County as an ideal market for development



### **Industry Trends and Standards**

- Remain informed of current industry trends and standards by participating in events, meetings, and conferences



## ABOUT THE OFFICE OF ECONOMIC DEVELOPMENT

# Small Business Liaison

Supports entrepreneurs, new and existing small businesses in their establishment, growth or retention needs in the unincorporated areas of Sacramento County.



### **Business Growth and Development Needs**

- Navigates general County permitting and regulatory processes
- Provides site selection considerations



### **Connection to Opportunities and Resources**

- Serves as a single point of contact to connect small businesses with County services
- Connects businesses to relevant opportunities and resources
- Works with internal departments, outside agencies, and community partners to coordinate solutions to business needs



### **Business Watch**

- Economic Development coordinates business watch meetings on behalf District Attorney's Office and allocates community specific resources

# Business Environmental Resource Center

A non-regulatory division of Economic Development that supports entrepreneurs, new or existing businesses with environmental regulatory permitting and compliance assistance.



## Industry Specific Laws and Regulation

- Implementing new environmental regulations at your place of business
- Comprehensive guidance on environmental permitting and regulations
- Connects businesses with current industry specific trainings
- Pre and Post Inspection Corrections
- Multi-Agency Coordination



## Environmental Incentives

- Current with environmental incentive opportunities



## Sustainable Business Program

- No-cost membership platform that promotes Sacramento County businesses for achievements towards environmental sustainability



ABOUT THE OFFICE OF  
ECONOMIC DEVELOPMENT

# Sacramento County Office of Economic Development

Year End Review 2024

- Provided resources, permit support, and sustainability assistance to **500+** entrepreneurs, businesses, and developers.
- Assisted in locating **6** industrial and commercial developments, creating **1,156** new jobs.
- Hosted **14** training seminars and workshops to support entrepreneurs and business owners.
- Allocated **\$500,000** to support enhanced clean-up and security services adjacent to **1,214** businesses.
- Provided **\$336,000** in grants to **69** local arts and cultural nonprofit organizations.
- Provided COVID-19 recovery technical assistance to **3,835** business owners.
- Hosted **93** Business Watch Meetings, supporting **9** communities.

# Strategic Plan Overview

## PROJECT OVERVIEW

HR&A is working with Sacramento County's Office of Economic Development (OED) to develop an updated economic development strategic plan, with a focus on unincorporated areas.



Analyze existing conditions socioeconomic, industry, and real estate market conditions

Listen and gather insights on current economic development challenges and strengths, through:

- Interviews
- Focus Groups
- Community Meetings
- Board of Supervisors (BOS) Public Workshop

WE  
ARE  
HERE

Assess findings and draft:

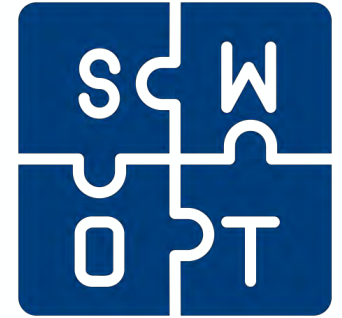
- Economic Development Strategic Vision and Goals
- OED Organizational Goals
- Key Strategies

Develop a comprehensive written report



## PROJECT OVERVIEW

Our existing conditions study evaluated multiple aspects of Sacramento County and its unincorporated areas.



### 1. Socioeconomic Profile

What is the demographic composition of Sacramento County, and how has it evolved over time?

### 2. Industry Analysis

Which industries are most prominent in the county, and which are growing fastest?

### 3. Workforce Analysis

What are the top occupations within the county? What are the average earnings?

### 4. Market Analysis

How is the real estate market performing? What are the long-term trends?

### 5. SWOT Analysis

What are the strengths, weaknesses, opportunities, and threats within the county?

## PROJECT OVERVIEW

HR&A has conducted engagement activities with a variety of business-related stakeholders.

**Conducted interviews** with County elected representatives and departments including:

- ✓ The Board of Supervisors (individually)
- ✓ County Executive Office
- ✓ Community Development
- ✓ Greater Sacramento Economic Council (GSEC)

**Conducted focus groups** with a variety of stakeholders including:

- ✓ Economic Development Public Agencies
- ✓ PBIDs & Business Chambers of Commerce
- ✓ Entrepreneurship & Workforce Development Partners
- ✓ Commercial Brokerage & Property Owner Partners
- ✓ Arts and Entertainment, and Hospitality Orgs
- ✓ Small Businesses and Large Corporations
- ✓ Rural Based & Serving Organizations

WE  
ARE  
HERE

**Conducting 3 public community meetings** with resident and business stakeholders in:

- North County
- South County
- Virtual Community Meeting

**Engagement** with the Board of Supervisors to provide information on the County's preliminary economic development strategies:

- Board of Supervisors Public Workshop or Briefings

Existing Conditions  
Findings

## SOCIOECONOMIC PROFILE

Roughly 43% of county residents live in unincorporated areas, and unincorporated areas closely mirror the county in household income, racial makeup, and education levels.

**688,000**

**UNINCORPORATED  
COUNTY RESIDENTS**

**8%**

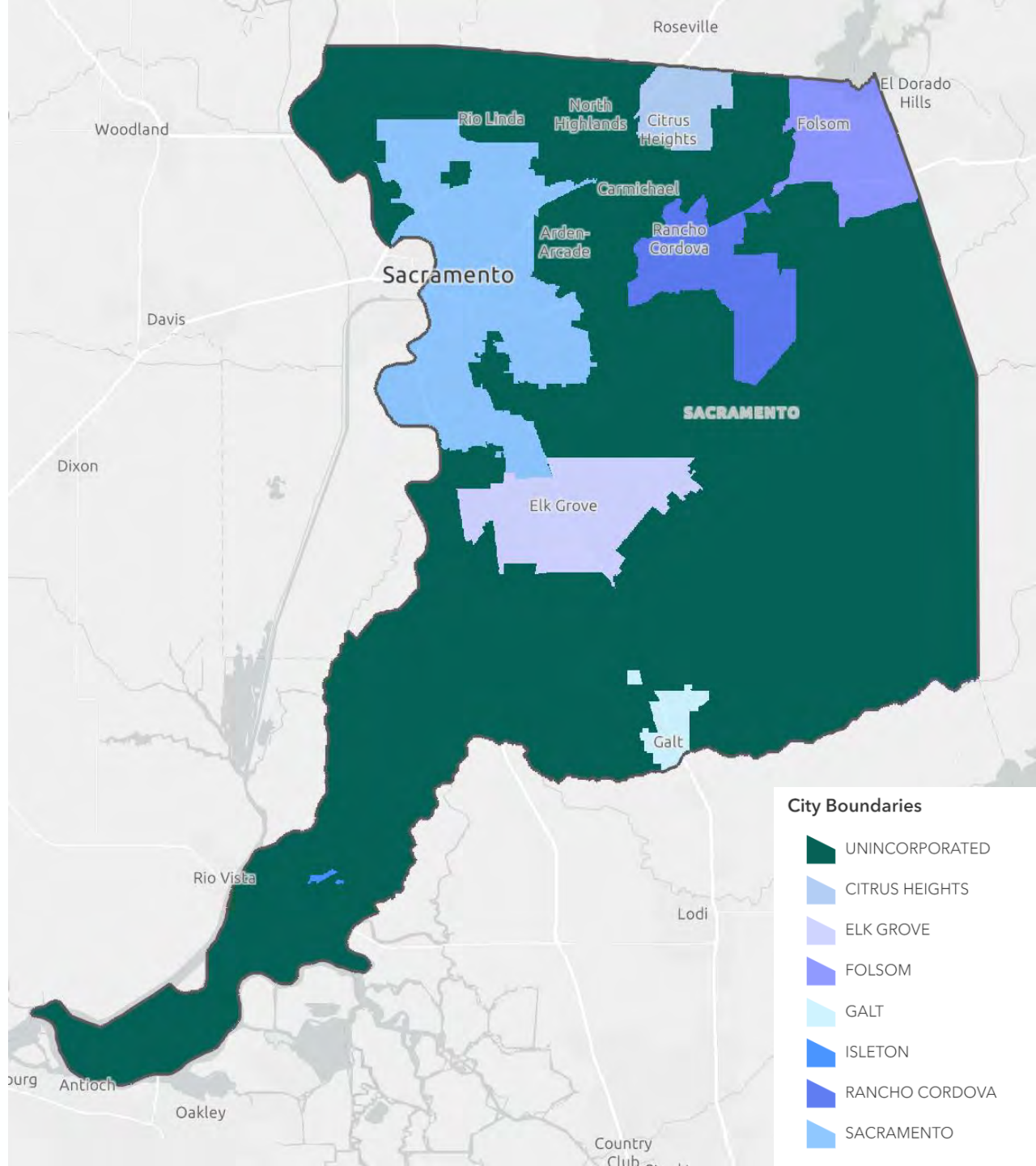
**POPULATION  
GROWTH (2012 -2022)**

**\$84,000**

**MEDIAN HOUSEHOLD  
INCOME**

**29%**

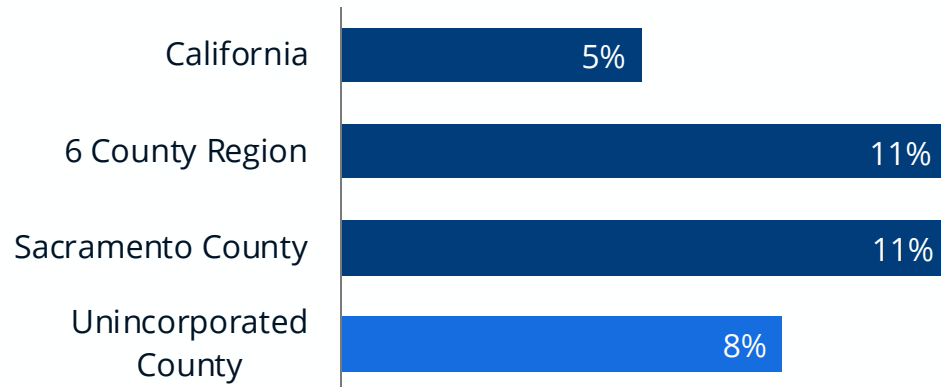
**RESIDENTS WITH A  
FOUR-YEAR DEGREE**



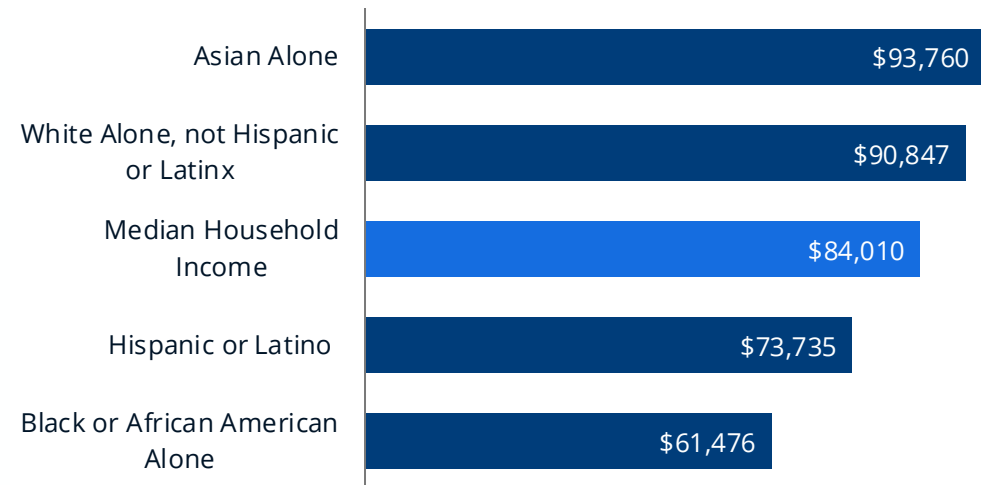
## SOCIOECONOMIC PROFILE

Sacramento County is attracting residents. However, there are stark racial disparities in median household income.

### 10-YEAR POPULATION GROWTH



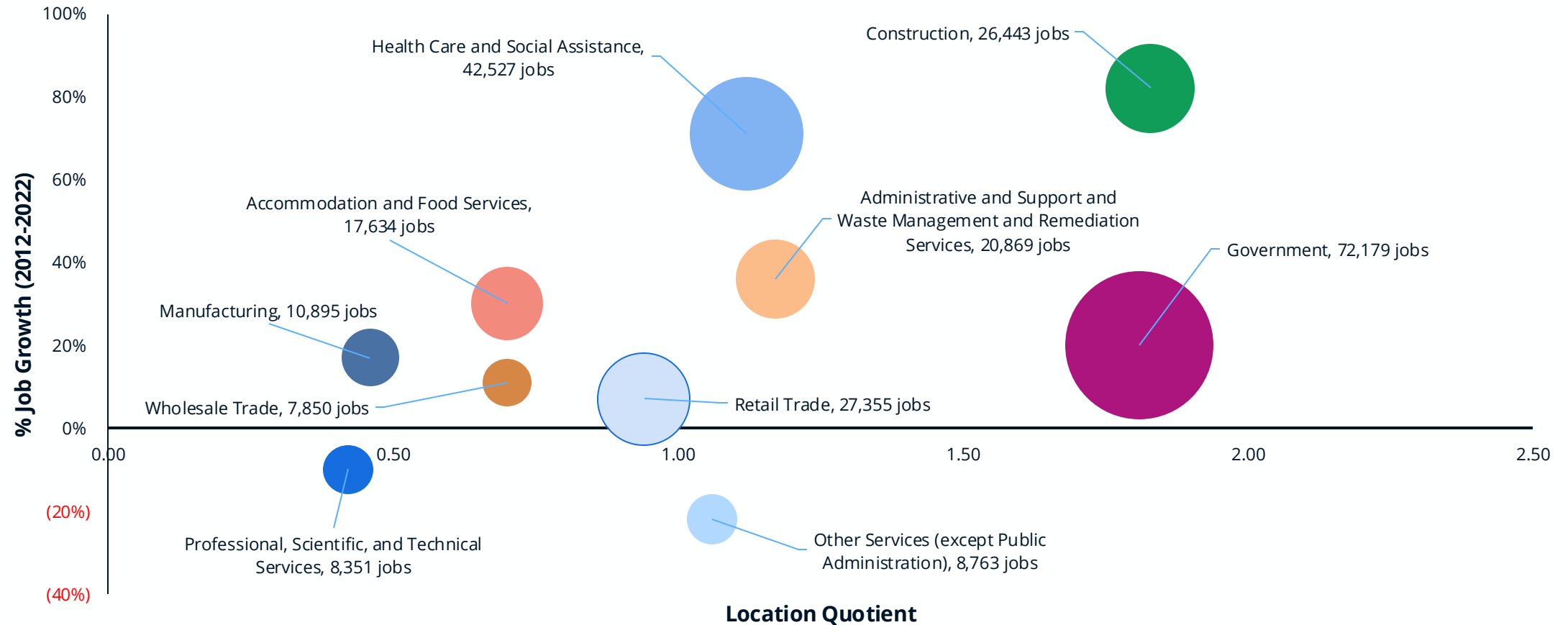
### MEDIAN INCOME BY RACE/ETHNICITY SACRAMENTO COUNTY



# INDUSTRY PROFILE

Government and healthcare provide the county and unincorporated areas with a solid employment base, but the county lacks strong tradable sectors to fuel economic growth.

## UNINCORPORATED SACRAMENTO CO. SECTORS BY JOBS, GROWTH, AND LOCATION QUOTIENT

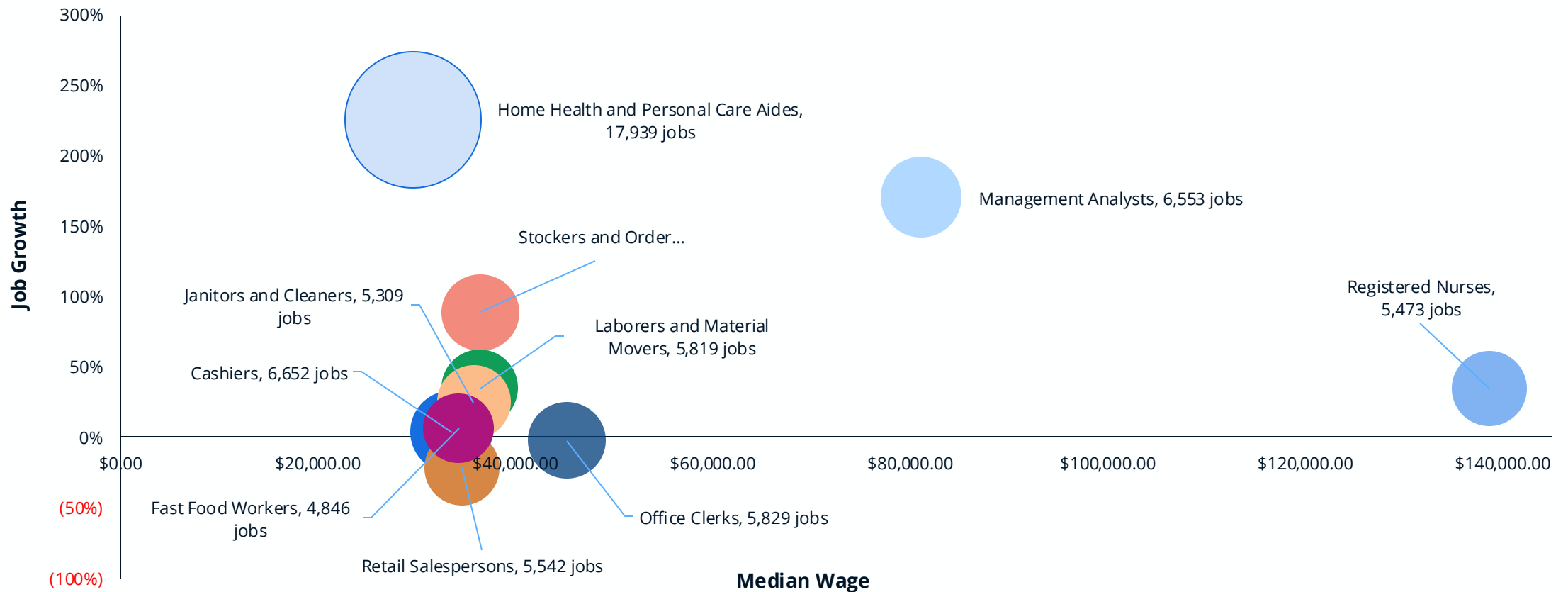


Source: Lightcast. Top 10 largest sectors by employment, 2022 data. Industry data is measured by employer location.

## WORKFORCE PROFILE

The county has strong labor force participation, however growth in highest wage sectors is relatively stagnant. A large number of jobs are in occupations with low wages and modest to strong growth.

OCCUPATIONS IN UNINCORPORATED SACRAMENTO COUNTY BY EMPLOYMENT, MEDIAN WAGE, AND RECENT JOB GROWTH

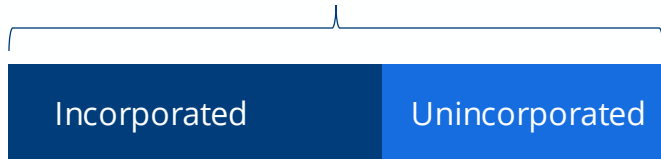


# REAL ESTATE MARKET PROFILE

There is strong demand for industrial space. Office market performance has been relatively stable, compared to other parts of California.

## INDUSTRIAL

County: 98.7M SF



2024: \$10.30 p/sf  
2019: \$5.80 p/sf  
(Pre-COVID)



2024: 9.3%  
2019: 6.2%  
(Pre-COVID)

## OFFICE

County: 84.6M SF



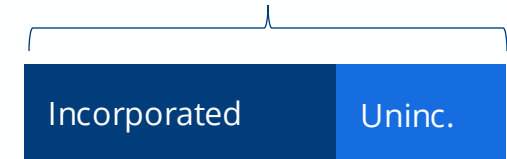
2024: \$20.4 p/sf  
2019: \$19.2 p/sf  
(Pre-COVID)



2024: 12.5%  
2019: 11.1%  
(Pre-COVID)

## RETAIL

County: 72.6M SF



2024: \$15.88 p/sf  
2019: \$15.17 p/sf  
(Pre-COVID)



Standalone Retail: 3%  
Regional Malls: 23%



# SWOT ANALYSIS: STRENGTHS & CHALLENGES

## STRENGTHS



Strong public sector activity provides a consistent economic baseline for the region.



The office market stayed relatively stable during COVID, and standalone retail is performing well.



The county is relatively affordable compared to surrounding counties, which helps attract businesses & residents.



Population growth is outpacing the state, and the county is well-positioned to attract residents from elsewhere.

## CHALLENGES



Tradable sector activity is limited, and emerging industries are in their early infancy.



Changes in shopping patterns, among other trends, have resulted in visible retail vacancy in commercial corridors, particularly for large anchor spaces.



Small business and workforce development programs and offerings are not well known in the business community.



The County needs to create a unified vision for economic development to align on priorities.

# SWOT ANALYSIS: THREATS & OPPORTUNITIES

## THREATS



The county's economy is not diversified, which could present a threat if the government or healthcare sectors contract.



There are negative perceptions of physical safety and crime in the county.



Other regions have incentives and talent bases that make competition for jobs high.



The breadth of geographies and jurisdictions across the county makes it challenging to design universally beneficial policies.

## OPPORTUNITIES



The dominance of agriculture in the broader region presents opportunities for food manufacturing and other value-add activities, such as agtech and biotech.



Revitalization of commercial corridors presents an opportunity to create a more vibrant, thriving small business ecosystem.



OED is in a strong position to lead/strengthen external partnerships to drive business attraction and development.



Centralized information and support services for permitting, licensing, and planning can streamline business development processes.

# Economic Development Topics

## ECONOMIC DEVELOPMENT TOPICS OVERVIEW

Economic development encompasses a range of topics and activities. OED could play a role in leading or coordinating these economic development efforts.

### Grow Sacramento County's Economy - Directly or Indirectly



**Business/Industry  
Attraction**



**Small Business  
Support**

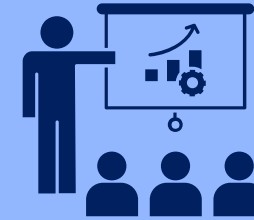


**Workforce  
Development**

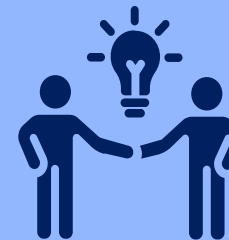


**Real Estate and  
Infrastructure**

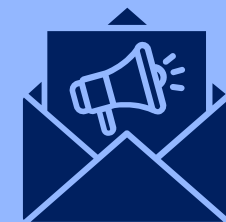
### Coordinate Efforts Across Partner Organizations



**Equitable Economic  
Development**



**Partnerships and  
Collaboration**



**Marketing and  
Communications**



## **BUSINESS AND INDUSTRY ATTRACTION**

Use incentives, outreach, and resources to encourage businesses to locate and expand in Sacramento County, particularly for target industries.



## **SMALL BUSINESS SUPPORT**

Provide resources and technical assistance to expand entrepreneurship and help small businesses start and grow in Sacramento County.



## **REAL ESTATE AND INFRASTRUCTURE**

Invest in infrastructure and other improvements to support major commercial corridors or large real estate development efforts.



## **WORKFORCE DEVELOPMENT**

Partner with workforce development providers and industry leaders to build strong pipelines of talent for target industries.



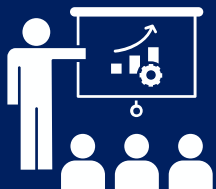
## **MARKETING AND COMMUNICATIONS**

Strengthen Sacramento County's brand identity as a place to do business and communicate Sacramento County's economic development capabilities.



## **PARTNERSHIPS AND COLLABORATION**

Build capacity by coordinating efforts among economic development entities.



## **EQUITABLE ECONOMIC DEVELOPMENT**

Reduce economic disparities by helping residents and workers achieve a living wage, build assets, and increase their economic opportunities.



# Sacramento County Economic Development Strategic Plan

## Community Meeting

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