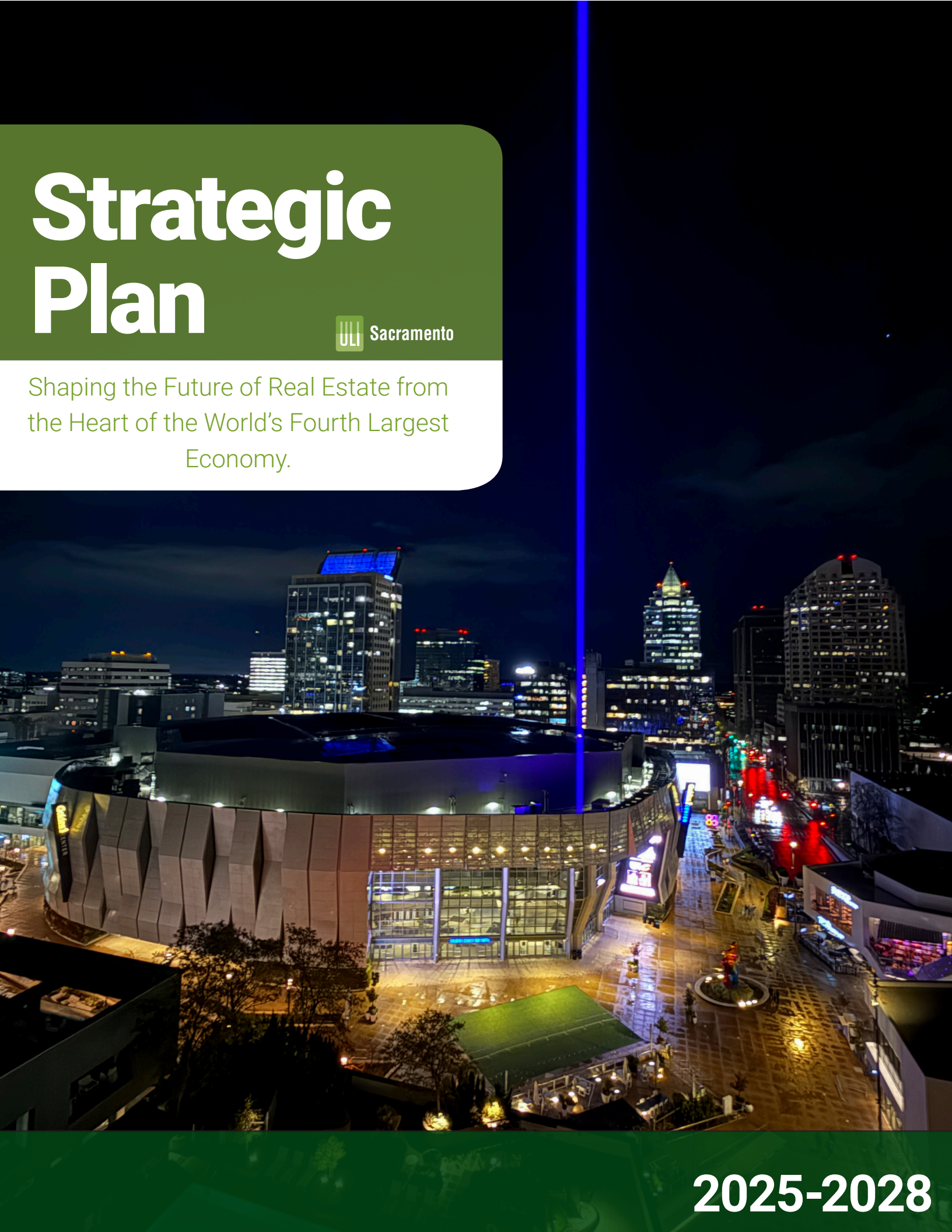


# Strategic Plan



Shaping the Future of Real Estate from  
the Heart of the World's Fourth Largest  
Economy.



2025-2028



# Why **ULI Sacramento**?

Just steps away from the policymakers and thought leaders driving the world's fourth largest GDP, **ULI Sacramento is uniquely positioned to be a leading voice in shaping the future of the built environment**, creating transformative impacts in communities worldwide. Our members—top land use professionals, policymakers, and stakeholders—work together to provide leadership in responsible land use, driving sustainable development, fostering economic growth, and enhancing the quality of life for residents.

Our membership and programming serves as innovation hub for the state's government, agriculture, and expanding tech sector, deeply connected to the greater Northern California region's economic activity. **The Sacramento region faces a range of challenges that ULI and its members are uniquely equipped to address:**

- a. Competing priorities persist among local, regional, and state governance on land use and development policies.
- b. The region is grappling with a housing crisis, marked by insufficient supply and affordability issues.
- c. Natural disasters, including wildfires and flooding, coupled with seismic risks, have raised the urgency for resilient and sustainable community planning.
- d. Economic inequality and the displacement of long-time residents are increasingly prevalent in urban centers.
- e. The growth and modernization of transit corridors, alongside evolving transportation networks, is a key aspect of sustainable urban development and the region's long-term livability.



**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

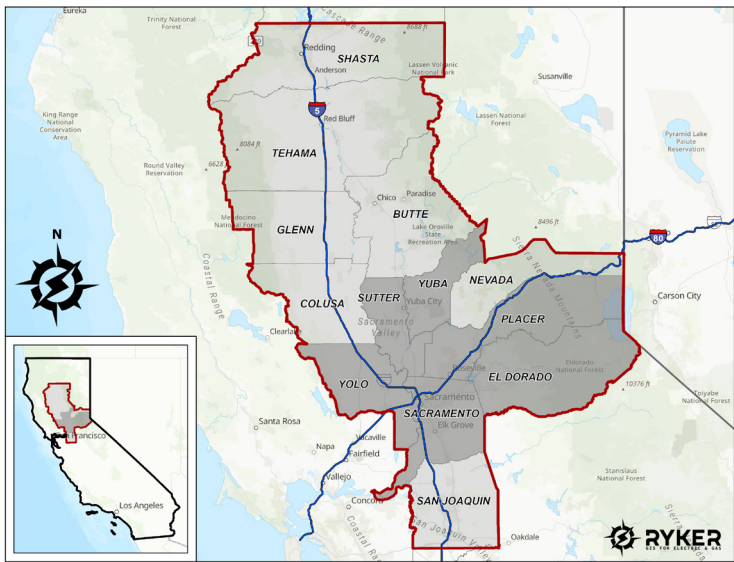
**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement

# Membership Statistics

On the organizational front, ULI Sacramento is at an exciting and pivotal moment. With an expanding membership base and increasing opportunities for collaboration, there is significant potential to influence both local and regional development conversations, positioning Sacramento as a leader in shaping innovative, sustainable urban solutions for years to come.

## Our Membership Boundary

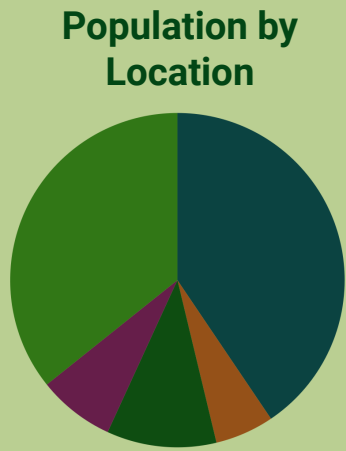
The ULI Sacramento District ranges from Stockton to Redding, and from Vacaville to Tahoe. We are committed to bringing leaders together to address and highlight solutions to land use challenges and to provide a vibrant forum for professional growth and development.



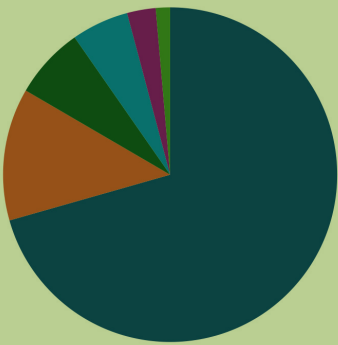
### Membership Overview\*

- Total Membership: 289
- Two-thirds male vs one-third female members, similar to national average
- Strong Young Leader component (24% vs 18% nationally)

\* as of Jan 1, 2025

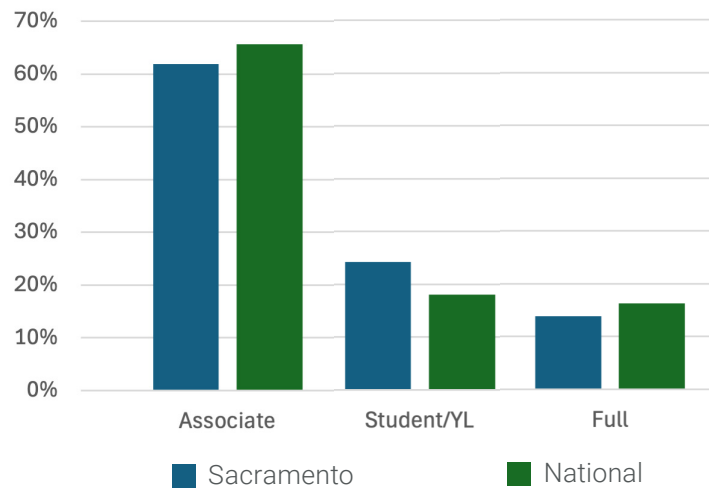


### Membership by Type



- Sacramento County
- Yolo County
- Placer County
- Outside ULI Sac Territory
- El Dorado, Yuba, Sutter
- ULI Sac Larger Territory

## Membership by Product (2025)



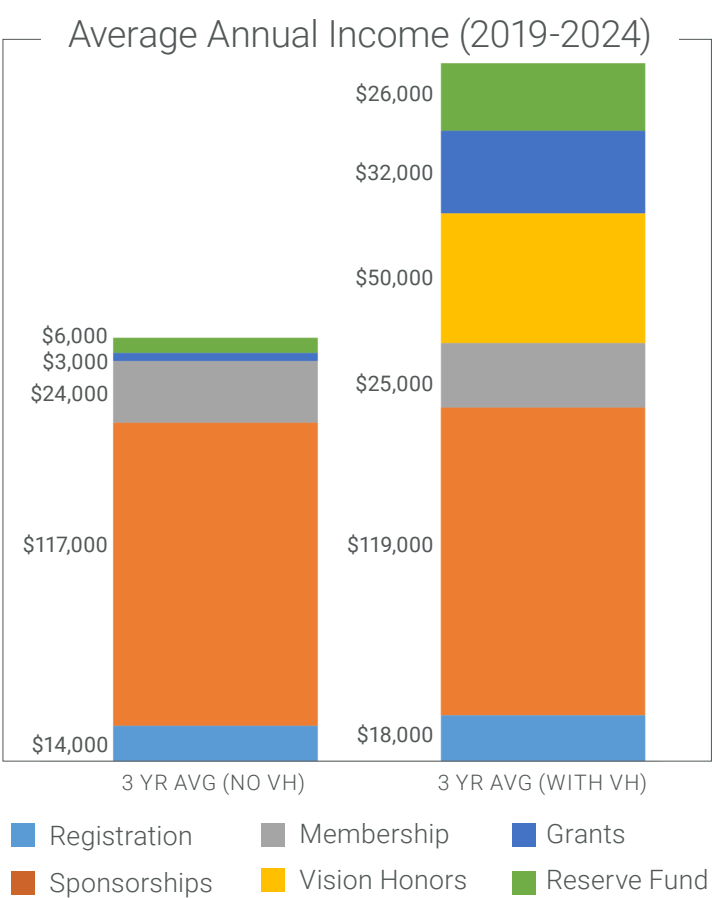
### Opportunities for Membership Growth and Stability

- New members from beyond Sacramento and Yolo counties
- New members with Executive occupations
- New Associate members

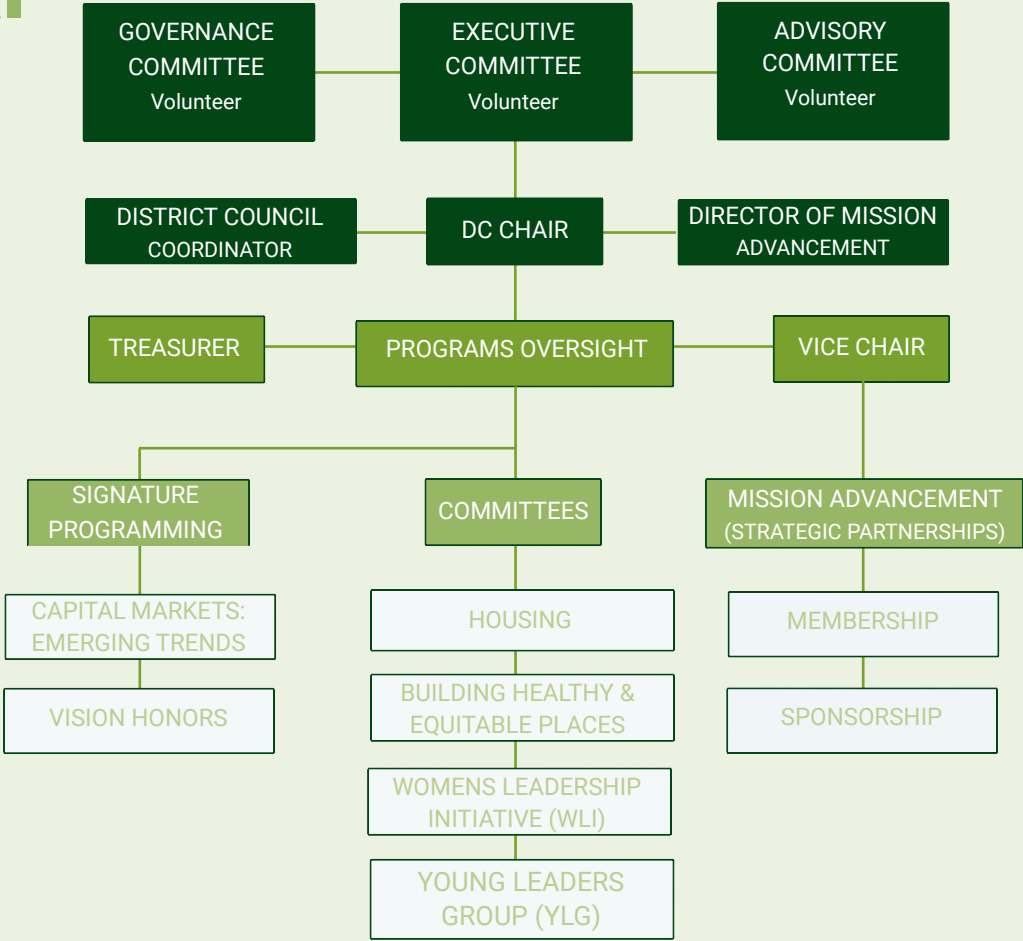
***Our goal is to bring industry leaders together from Stockton to Redding.***

# District Finances Highlights (2019-2024)

- Average annual revenue, 2019-2024: \$217,000
- Major sources of income include annual sponsorships, Vision Honors (industry awards event held every other year), local and national grants, and a share of ULI Sacramento membership revenue.
- While Vision Honors (VH) generates significant revenues (around \$50,000), required draws on the reserve fund also tend to be higher in those years (avg. \$26,000 vs \$6,000 in years without VH).
- Multiyear sponsorships, although rare, have been a critical source of stabilizing revenue for ULI Sacramento.
- Grants come from national and local sources and have funded technical assistance panels, national speakers, and events that align with ULI’s broader objectives set at the national level.



# Organizational Structure 2025-2028







## 2024 Member Survey Key Findings

### Which regional issues are most critical to your specific work in this region?

1. How/Where the Sacramento Region should accommodate growth (50%)
2. Cost of new development (39%)
3. Traditional affordable housing; downtown development (tied at 29%)
4. Housing for the homeless & infrastructure (tied at 25%)

### What programs/initiatives would you like to see ULI Sacramento engage in?

1. Exclusive new developments/things that are being worked on (79%)
2. Programming throughout the Sacramento Region (64%)
3. Quarterly Market Update; Mentorship Programs pairing younger members with senior members (tied at 36%)

### What do you want to get out of ULI programming

1. Networking with others in the industry (50%)
2. Solution-focused actions (rather than studying problems); more information, learning, and speakers from outside the region (tied at 46%)
3. How do other regions' solutions translate to our region (39%)

### Who do you want to network with?

1. Developers (64%)
2. Public agency department heads (43%)
3. Elected officials; other consultants (tied at 39%)\*
4. City managers/county executives (36%)

*\*\*Includes engineers, economics, CEQA, and landscape architects. Primary consultants (architects, planners, and attorneys) were listed separately.*



# Focus Groups Key Takeaways

In May of 2024, the Steering Committee facilitated six focus groups with members and non-members engaged in various aspects of land use development. Each focus group discussed issues unique to that group as well as broader real estate issues.

## FOCUS GROUP

### Developers

### TAKEAWAY #1

Sacramento faces numerous challenges for outside investors (state-led environment shuts down after 5pm, remote work, homelessness, property maintenance, etc.).

### TAKEAWAY #2

ULI has gained a reputation as focusing solely on urban infill and the city of Sacramento, making its offerings a less attractive resource to those working outside those areas.

### External Communications

Event fatigue persists since the pandemic ended.

Many people are unaware of the significant impact of ULI's member expertise in shaping regional developments and infrastructure projects (i.e. Broadway Corridor and the Downtown Arena).

### Other Groups Operating in Real Estate

ULI is well positioned to continue to provide technical assistance for major redevelopment areas.

ULI excels in unique programming, including Urban Plan, Women's Golf Academy, and developing young professionals. ULI excels in unique programming that develops young professionals such as Urban Plan, Women's Golf Academy, YLG Forums.

### Leadership Development

ULI Sacramento needs to consistently offer fresh perspectives to continue driving innovation and thought leadership in the region.

A deeper pool of active members is needed to continue to address regional challenges and solutions.

### Public Agencies

ULI can help address critical regional issues (affordable housing, growth, climate change from real estate, etc.)

Infrastructure and development costs are critical for growth, yet significant costs remain a challenge.

### Young Leaders

Time availability changes as members age due to family and/or career commitments.

The value of ULI Sacramento after aging out of YLG is unclear.



# ULI Sacramento Strategic Plan Process

2024 February	March	April	May	June	September	2025 April
Formation of Strategic Planning Steering Committee	SWOT Analysis Session with Steering Committee	Working Session & Prep for Focus Groups National Member Satisfaction Survey	Focus Groups (Steering Committee and Other Member & Nonmember Participants)	Sacramento-specific Member Survey	Strategic Plan & Implementation Session	Complete 3-yr Strategic Plan and Implementation Plan

## Steering Committee Participants

**Isabel Domeyko**, Domeyko Taylor Holding Company; Immediate Past ULI Chair & Strategic Planning Chair  
**Tim Denham**, Wood Rodgers; ULI Chair  
**Mark Ellinghouse**, Weintraub  
**Allen Folks**, Ascent; Past ULI Chair  
**Jamie Gomes**, EPS  
**Katie Hanten**, Vertical Pacific  
**Renner Johnston**, Mogavero  
**Josh Leachman**, LDK

**Joanna Mack**, Salazar Architects Inc.; Incoming ULI Chair  
**Jose Bodipo Memba**, SMUD; Past ULI Chair  
**Mark Polhemus**, City of West Sacramento  
**Justin Ray**, Langan Engineering  
**Nate Sebok**, WHA  
**Sahar Soltani**, Mutual Housing California  
**Eric Sotto**, Ibex Ventures  
**Lisa Stanley**, Cushman & Wakefield  
**Alvin Yee**, Cunningham Engineering

**Occupations:**  
4 Developers      2 Engineers  
4 Architects      1 Economist  
2 Land Planners      1 Broker  
2 Public Sector      1 Attorney

**Demographics:** 4 Young Leaders; 5 Females; 12 Males; 8 Exec Committee members; 3 Past ULI Chairs; Avg Industry Experience: 21 yrs; Avg ULI Membership Tenure: 13 yrs



## Areas of Focus for ULI Sacramento

With the assistance of ULI’s national district council department, these areas of focus were distilled down into three categories that could drive actions and growth for ULI Sacramento over the coming years.

### Membership Engagement

- Value Proposition of Membership
- Marketing Opportunities
- Growth Focus/Mindset
- Programming

*Work on ULI’s Programming and Brand Value & Marketing were folded into Membership Engagement category*

### Leadership Development

- Young Leader development
- Center For Leadership “Lite”

### Operational Excellence

- Expanding sponsorship and monetary resources: TAPs for Public Sectors (monetize); and Annual Sponsorship program
- Quality vs. Quantity
- Staff and member leader capacity
- Engagement of key sectors

# Goals, Strategies & Initiatives

## STRATEGIES:

- Increase active participation and engagement at the local and national levels
- Strive for membership and participation reflective of our industry
- Present four high-value events each year
- Promote ULI Sacramento's critical role in this region and state

## INITIATIVES:

- 1.1 Evaluate and update ULI Sacramento website.
- 1.2 Maximize usage of social media to promote ULI Sacramento's thought leadership in the land use industry.
- 1.3 Gather and harness membership and industry data to connect with critical segments of our industry.
- 1.4 Establish clear parameters to organize and execute high value events.
- 1.5 Prioritize events that facilitate healthy conflict and solution-based conversations focused on regional and statewide land use challenges.



**ONE:**  
**MAXIMIZE THE VALUE "EXPERIENCE"  
OF MEMBERSHIP**





# Goals, Strategies & Initiatives

## STRATEGIES:

- Identify and nurture a pipeline of potential new leaders for ULI Sacramento
- Develop new programs for leadership training
- Develop a new succession planning protocol

## INITIATIVES:

- 2.1 Cultivate relationships with highly engaged Young Leader members.
- 2.2 Create opportunities to place Young Leader and mid-career members in growth roles within ULI Sacramento.
- 2.3 Coordinate with annual sponsors to identify rising leaders within the industry.
- 2.4 Reinforce existing leadership programs.
- 2.5 Assess needs of young leaders and launch new leadership program to address.
- 2.6 Create well-defined pathways to encourage active members to become leaders within ULI Sacramento and nationally.
- 2.7 Define the roles and responsibilities of leadership positions and committees within ULI Sacramento.



## TWO: DEVELOP THE NEXT GENERATION OF LEADERS





# Goals, Strategies & Initiatives

## STRATEGIES:

- Operate the organization in a fiscally sustainable manner.
- Define day-to-day operational competencies and processes
- Implement successional plan and restructured governance to support improved operations

## INITIATIVES:

- 3.1 Create new operational structure to enable ULI Sacramento to serve its members.
- 3.2 Determine budget revenues needed to accomplish Strategic Plan goals.
- 3.3 Create new fundraising events that optimize revenues, balance financial exposure and provide rewarding volunteer leadership opportunities.
- 3.4 Develop leadership succession pipeline and program that ensures long term growth for ULI Sacramento.



## THREE: DEVELOP & MAINTAIN OPERATIONAL EXCELLENCE

