

SOLANO
City-County Coordinating Council

MEMBERS

Elizabeth Patterson
Chair
Mayor, City of Benicia

John Vasquez
Vice Chair
*Supervisor, Solano
County, District 4*

Thom Bogue
Mayor, City of Dixon

Harry Price
Mayor, City of Fairfield

Norman Richardson
Mayor, City of Rio Vista

Pete Sanchez
*Mayor, City of Suisun
City*

Len Augustine
Mayor, City of Vacaville

Bob Sampayan
Mayor, City of Vallejo

Erin Hannigan
*Supervisor, Solano
County, District 1*

Monica Brown
*Supervisor, Solano
County, District 2*

Jim Sperring
*Supervisor, Solano
County, District 3*

Skip Thomson
*Supervisor, Solano
County, District 5*

SUPPORT STAFF:

Birgitta Corsello
*Solano County
Administrator's Office*

Michelle Heppner
*Solano County
Administrator's Office*

Daryl Halls
*Solano Transportation
Authority*

Jim Lindley
City of Dixon

AGENDA

January 12, 2017

Location - Solano County Water Agency, Berryessa Room,
810 Vaca Valley Parkway, Suite 203, Vacaville, CA.

7:00 P.M. Meeting

PURPOSE STATEMENT – City County Coordinating Council

“To discuss, coordinate, and resolve City/County issues including but not necessarily limited to land use, planning, duplication of services/improving efficiencies, as well as other agreed to topics of regional importance, to respond effectively to the actions of other levels of government, including the State and Federal government, to sponsor or support legislation at the State and Federal level that is of regional importance, and to sponsor or support regional activities that further the purpose of the Solano City-County Coordinating Council.”

Time set forth on agenda is an estimate. Items may be heard before or after the times designated.

ITEM

AGENCY/STAFF

I. CALL TO ORDER (7:00 p.m.)

Roll Call

II. APPROVAL OF AGENDA (7:00 p.m.)

III. OPPORTUNITY FOR PUBLIC COMMENT (7:10 p.m.)

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter of the jurisdiction of the agency and which is not on the agency's agenda for that meeting. Comments are limited to no more than 5 minutes per speaker. By law, no action may be taken on any item raised during public comment period although informational answers to questions may be given and matter may be referred to staff for placement on future agenda.

This agenda shall be made available upon request in alternative formats to persons with a disability, as required by the Americans with Disabilities Act of 1990 (42U.S.C.Sec12132) and the Ralph M. Brown Act (Cal.Govt.Code Sec.54954.2) Persons requesting a disability-related modification or accommodation should contact Jodene Nolan, 675 Texas Street, Suite 6500, Fairfield CA 94533 (707.784.6108) during regular business hours, at least 24 hours prior to the time of the meeting.

IV. CONSENT CALENDAR

1. Approval of Minutes for November 10, 2016 (Action Item) Chair Patterson

V. DISCUSSION CALENDAR

1. Legislative Update – Governor's FY 2017/18 Proposed State Budget
(Verbal Report)
(7:15 p.m. – 7:40 p.m.)

Presenters: Michelle Heppner, Legislative, Intergovernmental, and Public Affairs Officer, Solano County, and Karen Lange and Matt Robinson, Shaw/Yoder/Antwih, Inc.

2. Provide Input and Adopt the City-County Coordinating Council's Proposed 2017 State and Federal Legislative Platform (Action Item)
(7:40 p.m. – 8:00 p.m.)

Presenters: Michelle Heppner, Legislative, Intergovernmental, and Public Affairs Officer, Solano County

3. Receive an update on Moving Solano Forward and Next Steps
(8:00 p.m. – 8:30 p.m.)

Presenters: Sean Quinn, Project Manager, Dr. Robert Eyler, President, Economic Forensics and Analytics, and Audrey Taylor, President, Chabin Concepts

4. Receive a presentation on the proposed Travis Sustainability Study (formerly the Travis JLUS).
(8:30 p.m. – 8:50 p.m.)

Presenters: Jim Leland, Principal Planner, Department of Resource Management, Solano County

VI. ANNOUNCEMENTS

VII. CCCC CLOSING COMMENTS

ADJOURNMENT: The next City-County Coordinating Council meeting will be held on March 9, 2017 at 7:00 p.m. at the Solano County Water Agency – Berryessa Room, 810 Vaca Valley Parkway, Suite 203, Vacaville, CA..

Future Items for Upcoming Meeting:

- Moving Solano Forward – Final Report and Implementation
- Travis Sustainability Study
- AB 403 Foster Care System Changes(H&SS)
- Cap Solano / Continuum of Care Implementation Strategies Plan & Results of Homeless Point in Time Count
- Federal {Policies and Budget and the Affordable Care Act

CITY-COUNTY COORDINATING COUNCIL
November 10, 2016 Summary Meeting Minutes

The November 10, 2016 meeting of the Solano City-County Coordinating Council was held in the Berryessa Room at the Solano County Water Agency located at 810 Vaca Valley Parkway, Ste. 303, Vacaville, CA 95688.

I. Roll and Call to Order

Members Present

Elizabeth Patterson, Chair	Mayor, City of Benicia
John Vasquez, Vice Chair	Solano County Board of Supervisors (District 4)
Jack Batchelor	Mayor, City of Dixon
Harry Price	Mayor, City of Fairfield
Norm Richardson	Mayor, City of Rio Vista
Pete Sanchez	Mayor, City of Suisun City
Len Augustine	Mayor, City of Vacaville
Erin Hannigan	Solano County Board of Supervisors (District 1)
Linda Seifert	Solano County Board of Supervisors (District 2)
Jim Spering	Solano County Board of Supervisors (District 3)

Members Absent

Osby Davis	Mayor, City of Vallejo
Skip Thomson	Solano County Board of Supervisors (District 5)

Staff to the City-County Coordinating Council Present:

Birgitta Corsello	County Administrator, Solano County
Nancy Houston	Assistant County Administrator, Solano County
Michelle Heppner	Legislative Officer, CAO, Solano County
Tammi Ackerman	Office Assistant III, CAO, Solano County

Guest Speakers and Other Staff Present

Jim Frazier	California Assemblyman, 11 th District
Mat Ehrhardt	Executive Director, Yolo-Solano AQMD
Eric Stevenson	Director of Meteorology, Measurement and Rules,
Rochelle Sherlock	Consultant, Senior Coalition of Solano County
Paul Yoder	Legislative Advocate, Shaw/Yoder/Antwih, Inc.
Bob Macaulay	Director of Planning, Solano Transportation Authority
Sandy Person	President, Solano EDC
Sean Quinn	Project Manager, Solano EDC

I. Meeting Called to Order

The meeting of the City-County Coordinating Council was called to order at 6:58 pm.

II. Approval of Agenda

A motion to approve the Agenda was made by Supervisor Hannigan and seconded by Mayor Price. Agenda approved by 10-0 vote.

III. Opportunity For Public Comment

No public comments were received.

IV. Consent Calendar

A motion to approve the August Minutes was made by Mayor Batchelor and seconded by Supervisor Vasquez. Minutes approved by 10-0 vote.

V. Discussion Calendar

1. Presentation on Air Quality In Solano County

a. Yolo/Solano Air Quality Management District (YSAQMD)

Mat Ehrhardt, Executive Director, Air Pollution Control Officer, Yolo-Solano Air Quality Management District (which includes all of Yolo County, Dixon, Vacaville and all unincorporated areas north of Fairfield and Rio Vista), gave an update on the air quality in the Yolo-Solano area. For the Summer Ozone, Yolo-Solano was in nonattainment of 2008 8 hour standard (75 ppm) and the EPA released a tighter standard of 70 ppb in 2015. He stated the compliance deadline is in 18-20 years, but it looks feasible based on emission trajectory. He noted the biggest immediate impact is that the Air Quality Index has changed; there was one AQMD 4 ozone exceedance last summer in Vacaville (under the old standard, Vacaville had 4 in the previous 6 years combined). He also noted that there were also 17 "Spare the Air" days, which was higher than usual for the district. Mr. Ehrhardt noted that 2016 had a quieter wildfire season with minimal local smoke impact from the fire in the City of Winters (Aug 3, 2016). He also noted that the State has revised its manual for assessing airborne toxic pollution risks in 2015, creating a new methodology for toxics which caused the District to update its modeling tools to reflect the new risk factors.

Mr. Ehrhardt noted there were some recent rule revisions regarding Rule 2.14 – Architectural Coatings, Rule 2.21 – Organic Liquid Storage and Transfer and Rule 4.9 Air Toxics Hot Spots Fees. Staff intend to bring the following to the YSAQMD board in 2017; Agricultural and Open burning (do not currently recover their costs for this program), PM 2.5 New Source Review, Graphic Arts, Solvent Cleaning and Degreasing, and Boilers/Steam Generators. Boilers/Steam Generators will be the most costly rule requiring replacement of many older systems. Clean school buses have been recently addressed, with AB 923 funds that stem from a \$2 DMV registration fee within the district. With the strict State guidelines on the funds, the District has focused on reduced school bus emissions, modifying or replacing all buses in inventory. He noted that the Air Resource Board has also expanded the school bus inventory eligible for AB 23 funding and they will focus on new purchases to keep the school bus fleet in compliance.

Mr. Ehrhardt also addressed residential wood burning, noting a ban on non-EPA devices in new construction and the continuing voluntary wood smoke abatement program. He noted that the District intends to complete a community survey this winter to assess awareness and behavior around wood burning. There is approximately \$ 5 million in funding available from Cap and Trade in the State budget in Sacramento and some of that should be available to Yolo-Solano to fund more woodstove change-out incentives.

b. Bay Area Air Quality Management District (BAAQMD)

Eric Stevenson, Director of Meteorology, Measurement and Rules, Bay Area Air Quality Management District (which includes Vallejo, Benicia, Suisun City, Fairfield, Rio Vista and the unincorporated areas) gave an update on the latest refinery emissions rulemaking, and the schedule for the next steps. Draft Rule 12-16 regarding refineries and Draft Rule 11-18 regarding refineries and other facilities. He noted Draft Rule 12-16 affects five refineries and three related facilities in the Bay Area. These rules were taken from community group policy statements and set

a numeric cap for limits and on GHGs PM₁₀, PM_{2.5}, SO₂ & NO_x. Draft Rule 11-18 will potentially affect 100's of facilities including refineries, gas stations, hospitals, foundries, data centers, landfills, POTWs, crematoria, chemical plants, schools and universities, military facilities and power plants. Currently only one large facility is above the levels, but with the new more conservative levels, more facilities may be elevated above the minimum. He stated that the goal is to reduce health risks for high facilities. Facilities above 10 parts per million must develop a Risk Reduction Plan for Air District approval. In mid-October 2016 the staff completed the draft rule language, the CEQA Notice of Preparation, an initial study and an initial staff report. By mid-November workshops will be attended around the bay area and in May 2017 there will be public hearings regarding the final rule language and staff report, socioeconomic analysis (costs to various facilities) and a CEQA Environmental Impact Report.

2. Receive an Update on Addressing Senior Poverty

Rochelle Sherlock, Consultant, Senior Coalition of Solano County, presented on the growing problem of senior poverty. Ms. Sherlock discussed the Bridging Opportunities program which is designed to reduce older adults from isolation and connect them to needed resources and services in an effort to relieve some of the "sting" of senior poverty and improve their quality of life. She noted that the Bridging Opportunities program utilizes a social network approach and differs from traditional outreach strategies in that it targets hard to reach, isolated seniors, assesses needs, tailors services to address those needs and fosters communities of support. Ms. Sherlock stressed that the Senior Coalition would like to work with the cities to identify and connect the seniors in each city with services and benefits such as eyeglasses from the Lions OneSight Program, the CalFresh Program and the heat program noting that seniors are often isolated and hard to reach, therefore missing needed services. She stated the Senior Coalition is requesting the help of Solano Cities to 1) Identify pockets of poverty within the city, 2) Disseminate the information and 3) Connect seniors to much needed services. She is asking that the cities agendaize a presentation on senior poverty with the City Councils and assign a liaison to be a City Partner. Ms. Sherlock stated that the Senior Coalition will work with the cities to identify the unique needs of seniors in their community, implement the Bridging Opportunities Program and coordinate services to be delivered directly to the clusters of seniors. They intend to train volunteers in order to build up a network so the outreach can move faster. A Time and Action Plan was presented, starting in 2016-2017 with Dixon, moving to Rio Vista in 2017, Fairfield in 2017-2018, Suisun City in 2018-2019, Vacaville in 2019-2020 and Benicia/Vallejo by 2020-2021. These would be subject to the interest of the cities. Ms. Sherlock closed by stating they are already working with other outreach programs such as Meals on Wheels and at various Senior Centers to help connect the seniors to needed services.

3. Receive an End of Session Legislative Update (Verbal Report)

Paul Yoder, Legislative Advocate, Shaw/Yoder/Antwih, Inc., spoke regarding the legislative end of State session. He noted that with the new State elections there will be 55 Democratic members of the assembly which gives them a 2/3 majority and 26 members of the State Senate, leaving them one shy of a 2/3 majority. California legislative actions thus far: the Pro Tem of the State Senate and the Speaker of the Assembly jointly issued a statement in regards to their intention to maintain progressive policies in California. Mr. Yoder stated there has been discussion concerning the changes expected to impact healthcare with the new Administration. He also noted the passing of Proposition 55 should keep the Governor's budget on track, Proposition 64 which legalized recreational cannabis, Proposition 57, which releases certain prison inmates early, and the defeat of Proposition 53 which could have affected the high speed rail and tunnel projects based on the total project costs potentially exceeding \$2 billion.

Assemblymember Jim Frazer, State Assembly, 11th District, gave an update regarding the State efforts for a transportation package. He noted that as there are only twenty days left in the legislative session to pass pending transportation package, he is trying to get enough votes for a special session but it is difficult to schedule. He commented that the Governor is on board but legislative recess makes it more difficult to schedule. He has been confirming votes and is very positive; he believes that if the vote does not happen on the transportation package in special session then they will lose momentum and it may not be approved for many years. He stated that many assembly members are leaning towards allocating the funds (\$6–7.4 billion) towards affordable housing instead of transportation.

Birgitta Corsello, County Administrator, Solano County provided a quick update regarding federal appropriation bills. She noted that the 114th congress is back in session. She commented she will forward the information the county received from the County's federal legislative advocate to the CCCC members. Eleven of twelve federal level appropriation bills were not approved before their legislative break and the Continuing Resolution expires December 9, 2016. She stated that with the number of changes in Washington the bills will likely be continued. There are a number of chair positions in Washington that will be term out or have retired, so it may be mid to late January before details of a new federal budget is available.

4. Receive a Presentation on the Preferred Plan Bay Area Land Use Scenario

Bob Macaulay, Planning Director, Solano Transportation Authority (STA), gave an update on the Plan Bay Area Land Use scenario. He stated there were three draft scenarios put out by the Metropolitan Transportation Commission (MTC) released for comments earlier this year, with one chosen as the preferred draft scenario. The STA and MTC agreed with most of the key points in the preferred draft scenario. He noted a letter was sent regarding extending the express lanes, which were not included in the preferred scenario, but, they have requested be reinserted. The MTC is showing less housing and employment growth in Solano than expected, which was also addressed in the letter. Mr. Macaulay stated they expect much more growth in the San Francisco, San Mateo and Santa Clara corridor areas, so there was not much left to allocate to Solano County. He noted Solano is a small impact on what happens in the overall Bay Area.

Mr. Macaulay noted the proposed scenario highlights that housing is becoming a large issue with fewer houses built than new jobs created. He noted this leads to more congestion on the transportation system and reduces access to jobs. The report highlighted three key targets that are moving in the wrong direction: 1) Housing and transportation affordability, 2) Risk of displacement of low income residents and 3) Access to jobs. He noted that MTC is establishing a working group to address these three key targets. He also noted that more emphasis may be placed on housing in four years when a new Regional Housing Needs Allocation report is completed.

5. Receive an Update on Moving Solano Forward

Sandy Person, President, Solano Economic Development Corporation and Sean Quinn, Project Manager, gave an update on Moving Solano Forward Phase 2. They passed out two handouts; 1) A brief update and 2) Working Papers with trading sectors for review and are included as part of these minutes.

Mr. Quinn noted a primary focus is business retention and that working with existing businesses and keeping them healthy is the best source of jobs. He referenced Executive Pulse, new contact management software, which is the gold standard. Staff in the County and the cities have been trained to use the software over the last two months

as well as the Workforce Development Board who purchased a module. He stated they had identified 205 industrial sites for another tool, these are sectioned into Tier 1) has all infrastructure, and Tier 2) needs something and Tier 3) no roads or water service. He noted the team would come back with a very detailed final model to work from in the near future.

Ms. Person noted that the project is in its final months, is under budget, on time and working well in the spirit of collaboration. She noted that this is a new approach to looking at industry sectors and that there are some key statistics driving the new initiatives. She noted manufacturing is a halo industry that generates wealth for our communities. She noted that economic output is high in four key sectors, 1) Bio-technology, 2) Petro-chemical arena with Valero, 3) Applied Materials – metals, glass, and composites, and 4) Travis AFB. She stated that Travis AFB is the County's largest employer with over 1.9 billion in economic output.

Mr. Quin discussed the project status. He stated there are seven main tasks and thirty sub-tasks and they are about 90 percent complete. They are working on 14 working papers and 7 tier 1-2-3 reports. He noted regarding Task 2 - Corridor Vision is 95 percent complete, Task 3 - clusters analysis is 85 percent complete, Task 4 - future catalyst projects is 95 percent complete, Task 5 - economic development Data/Website is 70 percent complete, and task 6 - public investment strategy is 30 percent complete. Mr. Quin noted the Moving Solano Forward team has upcoming presentations with the EDC Task Force, EDC Board, Project Review Committee, and the City Manager's Group. He noted they expect final presentations and report completion in January, but that the deliverables are the key focus.

6. Review Proposed 2017 CCCC Legislative Platform Discussion (Action Item)

Michelle Heppner, Legislative, Intergovernmental, and Public Affairs officer for Solano County noted that a request made to the cities for potential changes to the 2017 CCCC Legislative platform. She stated Benicia was the only response noting they are reviewing it internally. Ms. Heppner noted any comments should be forwarded to her directly and will be included at the January meeting.

7. Approve the Proposed 2017 CCCC Meeting Schedule and Work Plan

A motion to approve the 2017 CCCC Meeting Schedule and Work Plan was made by Supervisor Hannigan and seconded by Mayor Batchelor. The 2017 CCCC Meeting Schedule and Work Plan was approved by 10-0 vote.

VI. Announcements

There were no announcements.

VII. CCCC Closing Comments

Mayor Batchelor thanked the CCCC members noting this will be his last meeting. He commented that the CCCC is a very important committee and no City is an island and hopes Dixon will be as involved in the future. He noted his appreciation in having served with the other mayors and supervisors and that he has learned a lot from them.

ADJOURNMENT: The meeting was adjourned at 8:54 p.m. The next meeting will be on January 12, 2017, in the Berryessa Room at the Solano County Water Agency located at 810 Vaca Valley Parkway, Ste. 203, Vacaville, CA 95688.

**SOLANO
City County Coordinating Council
Staff Report**

Meeting of. January 12, 2017

**Agency/Staff: Michelle Heppner,
Solano County Administrator's
Office and Paul Yoder, Shaw,
Yoder, Antwih Inc.**

Agenda Item No: V.1

Title /Subject: Verbal Legislative Update

Background: At each CCCC meeting, staff provides a legislative update to keep members informed of activities at the State and Federal level.

Discussion:

Due to the timing of the release of the Governor's budget, staff and the County's Legislative advocate will provide a verbal update at the meeting.

Recommendation: Receive update on legislative matters of concern.

**SOLANO
City County Coordinating Council
Staff Report**

Meeting of: January 12, 2017

Agency/Staff: Michelle Heppner, Solano County, Legislative, Intergovernmental, & Public Affairs Officer

Agenda Item No: V.2

Title /Subject: Provide Input and Adopt the City-County Coordinating Council's Revised Proposed 2017 State and Federal Legislative Platform.

Background/Discussion:

The Solano City County Coordinating Council (CCCC) began adopting annual State and Federal legislative platforms in 2006 and has continued this practice.

The CCCC legislative platforms represent a compilation of shared concepts and priorities created with input from Solano cities, the County, the Solano Transportation Authority, and the Travis Community Consortium with the goal of capturing all of the significant regional priorities, as well as the priorities established by the League of Cities and the California State Association of Counties.

Staff reached out to the City Manager's Group, the County's departments, and Paul Yoder, Solano County's State Legislative Advocate. No changes were received. Staff is requesting input from the CCCC and approval of the 2017 State and Federal Legislative Platform if no changes are requested.

While the Proposed 2017 State and Federal Legislative Platform seeks to accurately reflect the current challenges and threats imposed by both the state and federal governments, should unanticipated issues arise, additional modifications may be required in future.

Recommendation: Provide input and approve the CCCC's Proposed 2017 State and Federal Legislative Platform.

Attachments:

1 - Proposed City-County Coordinating Council's 2017 State and Federal Legislative Platform (Redline)

SOLANO
City-County Coordinating Council
2016-2017 State & Federal Legislative Platform

Overview

The Solano City-County Coordinating Council (CCCC) consists of the Mayors of all seven cities in Solano County – Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville and Vallejo - and the five members of the County Board of Supervisors. On an annual basis, the CCCC adopts a legislative platform; recommending positions and strategies on both state and federal legislative and budget related issues. The platform takes into consideration and seeks to support the legislative priorities of all seven cities, the County of Solano, Solano Transportation Agency (STA), Solano County Water Agency (SCWA), Travis Community Consortium (TCC), Yolo-Solano Air Quality Management District and our public higher education institutions (Solano College, UC Davis and CSU Maritime Academy).

Listed below are the CCCC's highest State and Federal legislative priorities as well as other significant policy issues. These are issues that CCCC believes are important to support and partner on. These priorities are extracted from other regional entities and are not intended to conflict or compete, but rather support and compliment efforts to improve funding of regional needs and priorities.

2016-2017 State and Federal Legislative Priorities (Listed Alphabetically)

1. **Funding for Key Water Infrastructure Projects.** Support efforts to authorize and fund key water infrastructure projects in Solano cities and the County, including dredging, water reuse and recycling, and flood control projects.
2. **Protect the Sacramento-San Joaquin Delta.** Ensure that Solano cities and the county is adequately represented in efforts to develop policy impacting the Sacramento-San Joaquin Delta, including policies to address water quality and supply, flood protection, environmental preservation and emergency response. Support legislation that protects Solano County water sources and supplies and provides for mitigation with regard to disaster preparedness, water rights, North Delta Water Agency Contract with the California Department of Water Resources, socio-economic vitality, water quality, water elevations, levee protection, loss of agricultural production, aquaculture, and access to fresh water supplies. Support efforts to develop other water supply options outside the areas-of-origin so as to reduce stresses in the Delta region. In general, support legislation that would provide for assurances and mitigations to the County, local Districts, and our residents and ensure sustainable funding outside of the General Fund for existing and future obligations created by State / Federal water projects and their Habitat Conservation Plans. Support appropriations from Proposition 1 that will facilitate key water infrastructure projects.
3. **Public Safety and Emergency Preparedness.** Support funding for programs that assist Solano cities and the county with efforts aimed at reducing crime and enhancing public safety through community partnerships and multi-jurisdictional efforts, such as the Community Oriented Policing Services (COPS) program and the Justice Assistance Grant (JAG) program. In addition, support funding for programs that assist the County and cities with disaster response and preparedness and homeland security-related needs, including efforts aimed at achieving communications interoperability. Monitor legislation and state budget actions regarding the implementation of Proposition 47 to ensure that proper resources exist at the local level. Also monitor the implementation of state legislation such as AB 403 (Stone), which will significantly revamp placement options for foster youth.
4. **State Realignment & Cost-Shifts.** Oppose proposals to restructure, realign, or otherwise shift the cost of state programs to local government, without commensurate compensation and a legislative ability for counties to draw down available federal funding. Support efforts

to constitutionally guarantee continued funding for realigned programs. Support efforts to obtain and improve the stability of current Solano cities and the county's revenue sources. Oppose any realignment initiatives which fail to fully fund services shifted to the County and cities. Advocate for funding for local police agencies and the Sheriff's Office dealing with the increase in specific crimes in Solano cities and the county due to realignment.

2016-2017 State and Federal Legislative Principles (Sections Listed Alphabetically)

Agriculture, Natural Resources, and Water

1. Support efforts to protect the Suisun Marsh consistent with the Suisun Marsh Preservation Act and the Suisun Marsh Plan;
2. Support improved mapping of flood hazard areas and advocate for the US Army Corps of Engineers and other federal and state agencies to protect Solano cities and the county from these hazards, either directly or via funding and technical assistance.
3. Support, develop, or seek out legislation that protects the Solano cities and the county's quality of life, its diverse natural resources, and preserves the essence and history of Solano.
4. Support legislation to establish the Sacramento-San Joaquin Delta National Heritage Area to protect and promote the economic vitality and cultural, historical, and natural assets of the region.
5. Support protections and assurances to assure a reliable supply and access to high quality water for drinking, agriculture and recreation in the County.
6. Support funding for an alternate intake to the North Bay Aqueduct; monitor and advocate for the appropriate and timely allocation of resources from Proposition 1
7. Support legislative or regulatory efforts to maintain local control/involvement in allocation of water resources.
8. Support new funding to support local priorities for implementing water storage, recycling, and conservation measures.
9. Support funding for efforts to mitigate or adapt to sea-level rise impacts, including shoreline restoration, flood mitigation, and recreation projects.

General Government

1. Support efforts to realign government services with necessary funding in order to improve the delivery of services and make government more accountable and efficient to the people they serve.
2. Seek out, develop, and support legislative, regulatory, and budget efforts that protect and/or enhance local governments' revenues, maximize Solano cities and the county's access to Federal funding sources, and/or increases local funding flexibility.
3. Support legislation that provides tax and funding formulas and regulations for the equitable distribution of Federal monies while opposing attempts to decrease, restrict, or eliminate Solano cities special districts and the county's revenue sources.
4. Support any expansion, continuation, and/or increased flexibility in the bidding/procurement, delivery, and management of construction projects.
5. Oppose legislative or administrative actions that would create State or Federal unfunded mandates and/or preempt local decision-making authority.
6. Oppose attempts to restrict local authority with respect to issues that affect local communities.
7. Oppose any effort to balance the state budget through the taking of local government resources.
8. Support the enactment of legislation to allocate statewide bond funding based on objective criteria developed with local input.
9. Support budgetary efforts for outstanding Payment-in-Lieu-of-Taxes (PILT) funding that is owed to the County and support legislative and budgetary efforts to continue PILT funding based on the allocation provided in the 2015-16 State Budget.

Housing, Community and Economic Development, and Workforce Investment

1. Support additional flexibility for Proposition 63 that could provide a one-time statewide infusion of funding for supportive housing in California.
2. Support Housing Element reform that provides for self-certification process for all jurisdictions that have a housing allocation, and that provides greater flexibility to agencies with limited urban services and strong city centered development policies.
3. Support continued funding for existing programs including the Community Development Block Grant (CDBG) program, the HOME Investment Partnerships Program (HOME), and the Neighborhood Stabilization Program (NSP). Oppose efforts to reduce funding and operational flexibility for these programs.
4. Encourage and seek legislation to facilitate orderly economic expansion and growth, and increase the opportunity for discretionary revenues, programmatic and financial flexibility for Solano cities and the county.
5. Support funding and incentives for smart growth and sustainable development, including infrastructure funding.
6. Oppose Federal legislation that would reduce U.S. Economic Development Administration (EDA) funds and support the expanded eligibility and access to these funds.
7. Support legislation that encourages job growth and the success of the business community.
8. Support legislation that provides a stable national-level appropriation for workforce development programs as a longer-term investment strategy for the nation's economy. Support or seek federal grant funding opportunities that advance and improve housing, community and economic development, and workforce investment opportunities for disadvantages individuals and families including the homeless.
9. Support and/or advocate for funding programs that would provide funding for community youth programs, including programs targeting underserved youth.
10. Oppose Federal legislation that would reduce funding to the Department of Housing and Urban Development (HUD) that provides rent subsidies and administrative funding to the Housing Choice Voucher (Section 8) Programs.
11. Support State legislation that would create a new funding mechanism for local governments to provide funding for affordable housing (new construction, acquisition and rehabilitation).
12. Support State legislation that would create funding for local governments for economic development purposes.
13. Support efforts to increase employment opportunities and linking training programs to local available employment.

Public Safety and Emergency Disaster Preparedness

1. Support the preservation of funding levels for existing public safety programs such as the Byrne Justice Assistance Grant (Byrne/JAG) Program, California State Law Enforcement Funding (SLEF), California Fire Fighter Joint Apprenticeship Committee (CFFJAC), Office of Traffic Safety (OTS) grant funding, Department of Alcohol and Beverage Control programs, and the Community Oriented Policing Services (COPS) program. Oppose efforts to reduce or divert funding away from these programs.
2. Support continued or new funding for emergency disaster preparedness programs such as FEMA - Emergency Management Performance Grants (EMPG), the Urban Areas Security Initiative (UASI), and emergency disaster preparedness and infrastructure damage recovery programs. Oppose efforts to reduce or divert funding away from these programs.
3. Support funding for the State Office of Emergency Services to enhance Disaster Preparedness by linking local Emergency Operations Centers and by providing training.
4. Support funding to integrate climate change and sea level rise impacts into Local Hazard Mitigation Plans and Emergency Operation Plans. Support funding for regional hazard mitigation planning.

5. Support funding to address emergency preparedness needs, particularly those that include communications equipment, training/exercises, or ongoing operations and maintenance costs.
6. Support the preservation of funding for the State's Police Officer Standards and Training program that reimburses local agencies for training.
7. Support changes to US Corps of Engineer's current flood control inspection standards that have resulted in the loss of Public Law 84-99 eligibility for post disaster restoration funding for local governments.
8. Support legislation that improves the availability, affordability and coverage for earthquake and flood insurance. Support legislation to improve the affordability of fire coverage in California's more forested areas.
9. Support efforts to improve safety of hazardous materials transported by rail, including crude by rail and enhance capacity of local emergency responders to appropriately respond to potential emergency events resulting from derailment or releases.

Resource Management, Environmental Health, and Sustainability

1. Support measures and funding for County, city, and special district programs and projects that address sustainability issues such as air quality improvement, energy efficiency, water efficiency, renewable energy, fuel efficiency, energy adequacy, and security while balancing the reduction of emissions with impacts on business.
2. Support legislation and administrative action that further the goals of the Solano cities and the county's climate protection and sustainability efforts, including programs that promote energy-efficient home improvements like the Property Assessed Clean Energy (PACE) program and as referenced in their approved Climate Action Plans.
3. Support Federal and state climate change legislation and policies that include local government funding and consideration for implementation at the local level.
4. Support legislation and grant funding opportunities that improve land use planning for major economic drivers and infrastructure projects in Solano cities and the county.
5. Support sensible CEQA reform that streamlines processes for broader range of infill development while maintaining strong analytic and mitigation requirements for large projects that clearly have significant environmental consequences at a regional or statewide level.
6. Support regulatory processes that are not a one-size-fits-all approach and maintain flexibility for Solano cities, special districts, and the County to determine the best means of achieving water conservation mandates.
7. Support legislation that fosters, establishes or expands regional purchasing capabilities and inter-jurisdictional infrastructure development to achieve local environmental and sustainability goals/requirements.
8. Support legislation that enhances funding options for sustaining and expanding a countywide parks system.
9. Support efforts to direct Cap and Trade revenues to reduce greenhouse gas emissions in communities disproportionality impacted by large sources of industrial pollution. Support the more timely and regular allocation of Cap and Trade funds.
10. Support restored State Parks funding and legislation that facilitates implementation of the recommendations of the Parks Forward Commission and the State Parks Transformation Team.

Transportation

1. Support efforts to reduce requirements and restrictions on the use of street maintenance funding by local agencies.
2. Support efforts to maintain existing or increased funding for transportation programs and projects within the County.
3. Support legislative efforts for Federal transportation reauthorization measures that reflect the needs of Solano cities and the county and project priority in funding streams.

4. Support consideration of an increase or the indexing of the Federal gasoline tax and alternative sources of funding for pavement maintenance.
5. Support legislation and budget action that provides additional and continuing funding for local infrastructure, including local roads, bridges, and transit priorities.
6. Ensure that existing transportation funding sources are retained.
7. Seek to reverse the current diversion of the Off Highway Vehicle funding so that it returns to local source.
8. Continue to seek funding from Cap and Trade for enhancements to the county's transportation network that reduce greenhouse gas emissions including regionally integrated transit, active transportation, congestion relief, trade corridor improvements, and clean vehicle deployment consistent with the region's sustainable communities strategy - Plan Bay Area.
9. Support or sponsor legislation that provides for the establishment, extension, or increase of a special tax for the purpose of providing funding for local transportation projects, including pavement maintenance, and lowers the threshold for voter approval to 55%.
10. Support legislation and administrative rule making that improves rail and rail car safety, including positive train control (PTC) technologies, for transport of hazardous material including crude oil.
11. Seek funding and maximize opportunities to develop, support, and maintain a robust active regional transportation strategy, with particular attention to transportation and health equity issues.

Other Agency Interests

1. Travis Community Consortium. Support the mission of all military organizations located within the County. Support the 2014-2018 strategy adopted by the Travis Community Consortium. Work with the Governor's Military Council to protect California's interest with the decline in defense spending and the probable realignment of missions and closure of bases. Support Travis AFB moving forward in ~~2016~~2017 with the Air Force Community Partnership (AFCP). Support additional assets/missions such as C-17, KC-46 squadrons, modernization of existing aircraft, and gaining other aviation and non-aviation missions.
2. Solano Transportation Authority. Support the ~~2016~~2017 legislative state priorities and programs as outlined and adopted by the Solano Transportation Authority.

SOLANO
City County Coordinating Committee
Staff Report

Meeting of: January 12, 2017

**Agency/Staff: Audrey Taylor, Chabin Concepts,
Sean Quinn and Sandy Person, Solano EDC**

Agenda Item No: V.3

Title/Subject:

Receive a presentation on Task 2.4 Strategy (implementation) component of Moving Solano Forward Phase II project. Provide guidance on the outlined Project Completion – Next Steps

Background:

In 2013, the Board of Supervisors accepted a grant from the Office of Economic Adjustment (OEA) to develop a countywide economic strategic approach to further diversify the Solano County economy so that the local economy is less dependent on defense expenditures at Travis Air Force Base. That project, called Moving Solano Forward-Economic Diversification Study Project (EDSP) was completed in 2014.

In August of 2015, Solano County was awarded a second grant from the OEA in the amount of \$453,460. The County and Solano Economic Development Corporation (Solano EDC) provided \$53,208 in match funding to meet the 10% local match requirement. The grant funding is to undertake an economic diversification project called Moving Solano Forward Phase 2 – Implementation of Diversifying Actions (IDEA) Project. The Board approved a Memorandum of Understanding (MOU) with the Solano EDC to assist with administering the grant, manage the project and to undertake additional work related to the project. The MOU is for \$176,625.

In November of 2015, the Board of Supervisors approved a contract with Economic Forensics and Analytics (EFA) and their team to deliver the Moving Solano Forward Phase II Project, after completing a competitive solicitation Request for Proposal process. The team consists of Dr. Robert Eyer of EFA, Audrey Taylor of Chabin Concepts, Don Schjeldahl, DSG Advisors and Debbie Kern of Keyser Marston Associates. A kick-off meeting was held on November 30, 2015 between the County, EDC and the consultants.

The project is scheduled to be completed no later than February 1, 2017, although a portion of the Solano EDC work funded separately from the grant will continue until September 30, 2017. The consultant team and the EDC have been working diligently since the kick-off meeting with the County, cities, business community, and workforce providers in working on the identified tasks and developing tools and strategies.

Moving Solano Forward II will provide:

- 1) An economic development strategy, based upon best practices that focuses on marketing concepts, recruitment strategies, business retention and expansion, workforce development and the readiness of key sites that will assist in creating a competitive advantage.
- 2) A robust state-of-the-art website with information that will assist businesses, local governments, brokers and site selectors. The web site is data rich that will serve as a virtual one-stop clearinghouse.
- 3) A set of tools, resources and initiatives that best address the labor, real estate, capital and

other needs of key business clusters, which have been identified in this Project.

- 4) The identification of and analysis of new infrastructure financing structures that can be used to invest in infrastructure in key sites to attract economic activity in the short and long term.
- 5) Recommendations on potential local, state and federal funding sources that can be used assist businesses and fund economic development activities.

Project Status

The Project consists of seven (7) main tasks, 21 sub-tasks, stakeholder engagement and multiple meetings with Project Review Committee, organizations and agencies and training with Solano EDC Economic Development Task Force. The tasks are as follows:

Corridor Vision and Development: Develop a corridor development strategy that will maximize the economic performance of the I-80 corridor and other major corridors, focusing on key sites and catalytic projects of countywide significance that promote and establish the county as a distinctive and desirable region

Identified Cluster Analysis: Determine the needs of each identified business cluster and develop strategies to address the gaps.

Development Sites: Identify the best-positioned Tier 2 and Tier 3 sites, based upon their potential to develop and create economic activity in the short term.

Economic Development Data: Develop a comprehensive database of information and build into a web-based application to be used by local jurisdictions, economic development partners, landowners and site selectors.

Funding Mechanisms: Identify and provide a focused evaluation of potential funding opportunities that will induce private sector investment in key corridor sites, priority 2 and 3 sites and address the needs of the identified clusters.

The two other tasks are project management and presentation of the final report.

The chart below outlines the project tasks and work completed (referred to as Working Papers). Working Papers were completed as each tasks/sub-tasks was completed.

Project Task (as defined by Scope of Work)	Working Paper(s)
Task 2: Corridor Vision & Development	<ol style="list-style-type: none"> 1. Task 2.1 Site Inventory and Evaluation (includes, 2.3 Fatal Flaws, Task 4.1 & 4.2 evaluation of Tier 2 sites and identification of sites for evaluation of financing) 2. Task 2.0 & 4.0 Preliminary Property Site County-wide Overview 3. Task 2.1-2.3-5.2 Business park Boundaries for Website Development 4. Task 2 & 4 City-specific Site Reviews, Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville, Vallejo (Preliminary and Final Reports) 5. Task 2.2 Corridor Review Research 6. Task 2.2a Corridor Research Supplement 7. Task 2.4 Strategy 8. Task 2.5 Perception-Identity Research 9. Task 2.5 Marketing Concepts
Task 3: Cluster Analysis	<ol style="list-style-type: none"> 10. Task 3.0 Economic Analysis & Cluster Selection 11. Task 3.1 Business Lists 12. Task 3.2 Business Survey 13. Task 3.3 Business Retention & Expansion Program (Tool: Executive Pulse CRM System for all economic development entities) 14. Task 3.4 Linking Traded Sectors to Workforce
Task 4.0 Sites	15. All work on sites whether Tier 1, 2 or 3 are included in Task 2.0
Task 5.0 Data	<ol style="list-style-type: none"> 16. Task 5.1 Website Design Overview 17. Task 5.1 Web GIS Property Design (built with County GIS system) 18. Task 5.2 Data Tables (created in accordance with IEDC Data Standards, posted on website) 19. Task 5.2, 5.3, 5.4 is new Solano EDC website
Task 6.0 Funding	<ol style="list-style-type: none"> 20. Task 6.1 Economic Development Funding 21. Task 6.2 & 6.3 Infrastructure Financing and Funding Source Guide

Working papers are available on the Moving Solano Forward project website, www.movingsolanoforwardii.com.

Task 2.4 Strategy

Task 2.4 Strategy, is based on the findings of all tasks and how these elements tie together to build an economic development collaborative that leverages assets and resources to maximize outcomes.

With input from stakeholders on priority actions for economic development, four goals were set forth:

- 1) Create and sustain a robust Business Retention and Expansion Team and program addressing the needs of existing businesses.
- 2) Promote and market Solano County as a location of choice for key traded-sector businesses.
- 3) Champion strategic projects that improve Solano County's business climate and competitiveness.
- 4) Create and maintain a one-stop data source used by business, corporations, site selectors

and others to make strategic decisions.

The Strategy is an interlinking four-point framework with two initiatives focused on business (outward facing) and two initiatives focused on business-friendly and competitive operating environment (inward facing). All initiatives need to be happening in concert in order to meet the goal of economic growth and diversification.

An early outcome of the project is the esprit de corps created with the Solano EDC Economic Development Task Force (ED Task Force), representatives of each city, education, workforce development, transportation and utility entities. The Business Retention & Expansion program has become their center piece. The project provided a software system that each city has access to for managing their internal programs while interfacing with other resources. Working together the ED Task Force is customizing the system for internal use while planning broader opportunities that address needs in their cities.

The strategy proposes a completely new economic development effort, multi-phased and mission-focused on business development and job creation. An emphasis on launching a strategic marketing campaign to create awareness of Solano County and its assets – Solano Means Business. The strategy is sensitive to all cities as well as the county on their opportunities and capacities for new business and job create opportunities.

As the strategy framework was developed, the Project Review Committee reviewed and prepared an extensive performance metric matrix to proposed initiatives.

Project Completion – Next Steps

Moving Solano Forward II is nearing completion. There has been significant stakeholder input through the Board of Supervisors; City Managers group; Solano EDC Board of Directors, Executive Committee and Economic Development Task Force; Project Review Committee (consisting of representatives from the private and public sectors), this City/County Coordinating Committee – 178 stakeholders.

The Project will be completed in February of 2017. Remaining tasks include delivery of each cities site assessment reports, final Task 2.1, 2.3 and 4.0 Working Paper (sites), launch of EDC Website, GIS Property Portfolio (County GIS) and final report.

The strategy articulates the goals and objectives heard from stakeholders supported by assets to accomplish the goals. There remains challenges for the next step – implementation. As noted by the consultant team, the success of this strategy will only happen if everyone buys-in, invests in implementation of the business development-job creation initiative and is accountable. Task 6.1 discusses economic development funding, or lack there of, as a constraint to moving this strategy to the next level.

Meet with city managers to discuss the strategy, funding model, and draft MOU.

Launching a private sector investment campaign.

Continue working with the Economic Development Task Force on building the existing business outreach and assistance collaborative.

Begin implementation of the marketing and outreach programs.

Prepare a Comprehensive Economic Development Strategy (CEDS) as required by the Economic Development Administration to access federal resources for local infrastructure.

This City/County Coordinating Committee has served to provide direction, advise, discussion of policy issues and implementation steps with the EDC and the consultant team.

Recommendation:

Receive the presentation on Moving Solano Forward Phase II on the Economic Development Strategy, which is an integral part of the overall Project.

It is the recommendation of the consultant team that a restructured and refocused Solano EDC implement the strategy with a 5-year goal that would include the number of new jobs, new investment and economic impact.

However, for this strategy to be successful, the funding challenge has to be addressed. Without new investment, the EDC and countywide economic development efforts would be forced to operate in a status quo mode. Implementation of marketing and business attraction will continue to be put on the shelf.

A funding model has been developed that proposes new public investment, which for the cities, is based on a per capita basis, Task 6.1. The funding model also proposes additional private sector funding.

A draft Memorandum of Understanding (MOU) has been provided to the cities and the County that will set forth any new funding and performance metrics to implement this strategy. It is recommended that the MOU's be for a term of five (5) years.

It is recommended that the consultant team move forward with the Project Completion – Next Steps outlined above.

Attachments:

- A. MSF Findings Overview
- B. Draft Memorandum of Understanding



Moving Solano Forward Phase II

Solano EDC Strategy

■ Overview of Project Findings

The MSF II Project has involved seven (7) main task and 29 subtasks focused on three main goals. As tasks and sub-tasks were completed Working Papers were prepared, reviewed with stakeholders and posted on project website www.SolanoMovingForwardII.com.

For background, the following highlights the key findings for each project goal. These findings set the foundation for the Economic Development Strategy.

MSF Project Goal 1: Prepare Product Analysis

- Solano County is well positioned with a broad range of real estate offerings – office, industrial, distribution, and technology – an inventory that is superior to many other Bay Area counties, *however, the inventory is not packaged for marketing or prospecting.*
- There are presently a sufficient number of Tier I sites for the traded sector industry targets, 1,016 acres, to meet demand (with exception of Benicia, Rio Vista and Suisun City) and an additional 1,000 acres in Tier 2¹. *Red Flag – with strong demand for residential land there will be increasing pressure to change job supporting land to residential; with Solano County being an ideal location for warehouses, especially serving the wine industry, a balance needs to be maintained between land for warehouses and land for manufacturing, which has a significantly greater economic multiplier.*
- Tier I sites are in the smaller acreages, less than 10 acres, most in the five acre or less.
- Based on industry location scenarios created, Solano locations are very competitive with Bay Area location but not as competitive to Central Valley and outside locations.
- Solano County is competitively positioned with regard to water, wastewater, electric, telecom, and natural gas infrastructure and system capacities *except for utility cost in SMUD territories in Sacramento are to 20% less than PG&E.*
- Although there is good documentation on water and water availability, from a site selector perspective there are still serious concerns about the long-term dependability of water supplies being made available to industry in the quantities needed. This is a statewide issue due to drought and the state’s reputation “taking” or enforcing new regulations. To enhance the “water” asset, Solano County should attempt to bring certainty to local water entitlements, such that water would be available for any industry.
- Typical areas where competitiveness can be strengthened are *permitting process and fees.* All cities seem to have a permitting process in place that works well (California style). Faster and simpler is always better, *time is money.* High development fees create a barrier to entry

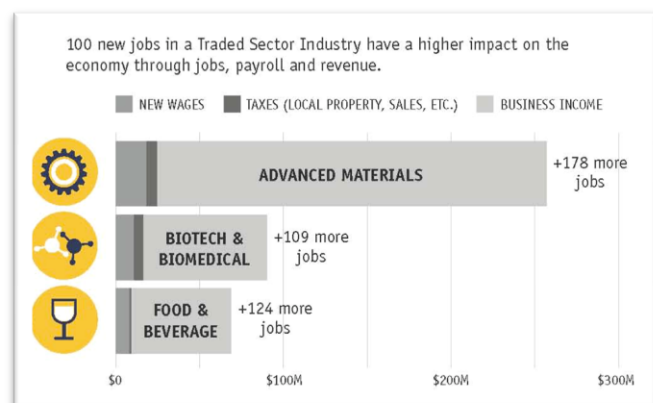
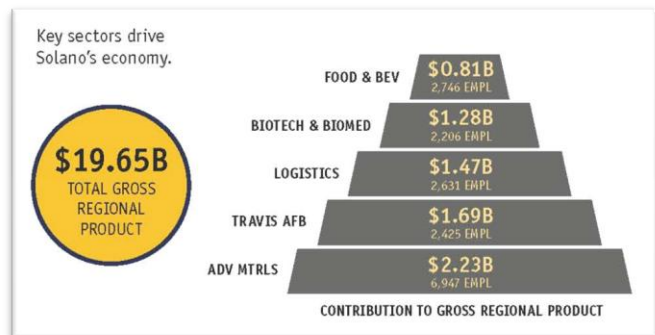
¹Task 2, Sites Working Paper.

for many companies who could benefit from a Solano County location but can't achieve required ROI under the current fee structures. *Solano County must stay competitive within the region.*

- Infrastructure Financing Districts (IFDs) are not as robust as Redevelopment but could be a significant source of funds for financing infrastructure improvements. Solano County and a governing city (of an IFD) would need to participate in order to generate sufficient capacity for an IFD. Developments with higher assessed values, such as biotech and food/beverage generate the most funding capacity.
- Operating constraints imposed by traffic congestion deter companies from in Solano County.
- Workforce development training would be rated a weakness by a site selector (for the traded sector). The breadth and depth of offerings are narrow in scope, not designed to pave the way for new industries, new skills sets and industry's need for skilled workers. *BioTech and BioMedical perhaps the lone exception.*

MSF Project Goal 2: "Shared-Purpose" Research & Analysis

- Population growth has been outpacing job growth since 2010, an indicator there needs to be focus on jobs.
- Local employment has returned to 2007 level in Solano County.
- 2015 Solano's Gross Regional Product (GRP) was **\$19.65 Billion**.
- Manufacturing drives the economy, largest contributor, 24% of the GRP,
- Traded sector industries, specifically Advanced Materials, BioTech/BioMed and Food/Beverage have a total direct and indirect impact/contribution of \$5.8 Billion to the GRP.²
- Traded sector manufacturing and logistics have a high Location Quotient³ (LQ) all over 1.0.
- Traded sector targets create the large economic impact. 100 jobs in Advanced Materials would create 178 indirect jobs, \$19.1 million in wages, \$233 million in business income and \$5.74 in state and local taxes **annually**.
- Travis Air Force Base is approximately 10% of the economy. As an existing industry, it is important to maintain and (if possible) grow this presence or related supply chains.
- Manufacturing's projected net job growth rate is not as high as others, but replacement jobs for those

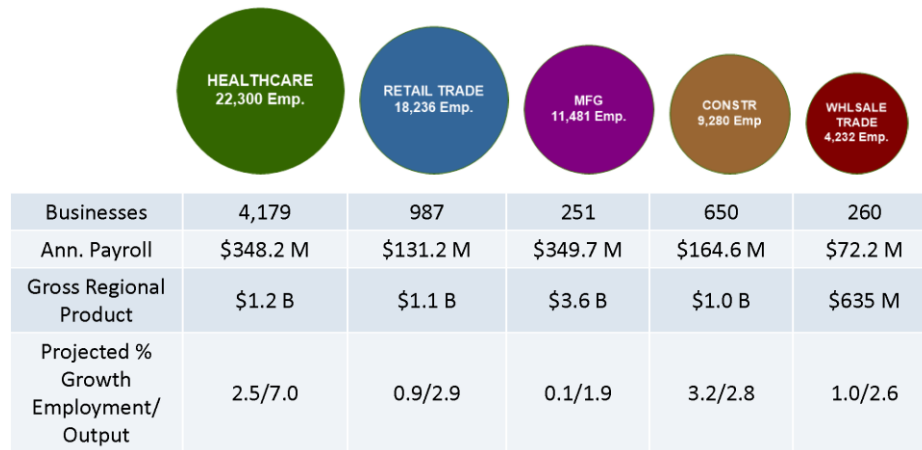


² Task 3.0-3.1, Working Paper, Cluster Analysis

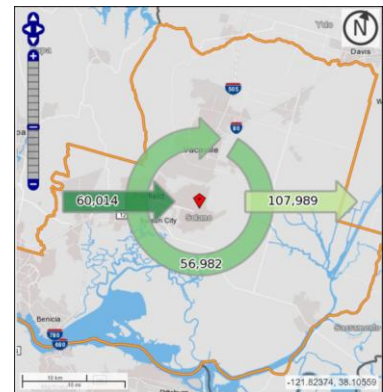
³ Location quotient (LQ) quantifies how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Reveals what makes a particular region "unique" in comparison to the national average.

retiring remain high for several years with a demand for new skill sets.

- The Healthcare sector is the County’s largest employer with a high projected job growth rate where education and training are in demand to fill these positions. This is a priority job sector.



- Government could continue to be a source of jobs as government expands into areas of cyber-security and experiences need for expansion locations.
- Over 107,000 Solano residents out-commute daily for work⁴.
- Workers out-commuting have a high occupational quotient for similar jobs in demand in Solano County and for industry targets.
- 50% of all Solano businesses have less than 4 employees, 84% are under 20 employees; 2% have over 100 employees.
- Solano County reports 1 in 4 residents are on some public-assistance, an indicator for job creation and upward mobility programs.
- The County’s work on alignment of education and all workforce development entities (private and public) to address the workforce/talent challenge for existing and new businesses, particularly health care, and traded-sector industries, should continue to be a priority.
- Employers (over 70 responding to survey and interviews) are facing workforce challenges. Employers do rank employee’s productivity relatively high.⁵



MSF Project Goal 3: Strategic Execution Plan

- All stakeholders desire more aggressive marketing, business attraction and lead generation programs.
- Cities prefer their own local staff be leads for business retention and expansion, while coordinating and minimizing multiple calls by multiple agencies on businesses.
- Economic development is “mission-focused” on economic growth and competitive advantage.
- Strategy findings as it relates to product:
 - Solano’s County’s competitive position with the nine-Bay Area counties should be as a place to scale businesses.
 - New job creating projects will most likely occur in individual cities.

⁴ Task 3.4, Working Paper, Linking Traded Sectors to Workforce

⁵ Task 3.2, Working Paper, Business Survey

- The three larger cities, Fairfield, Vacaville and Vallejo, have active developer activity, more mature industrial areas as well as Tier 1 and Tier 2 space.
- Dixon is an emerging market with site opportunities and strategic location.
- Benicia and Rio Vista need to be more “niche-oriented” due to small land portfolios.
- Suisun City has a unique property, city-owned, which has potential to be marketed to developers, and a unique opportunity on a large potential annexation.
- Specific county properties are also niche-oriented, such as Caymus winery.
- Targeting strategy may require sitting on land, waiting for “right investment”. Developers control much of the land, are not necessarily focused on job or economic growth needed for the county/cities and need speedier ROI on land.
- Findings as it relates to industry/business targets and lead generation:
 - Need for focused prospecting and lead generation.
 - There are similarities among surrounding counties (non-Bay Area) that are also prospecting and competing for a similar mix of industries and businesses. There is little cost difference between these area, approach must be strategic and differentiate Solano from other areas.
 - Position as a place to scale, target businesses in the (20-50 range of employees).
 - Need to build a bigger pipeline of leads and prospects (lead-to-prospect-to-location).
 - Successful rate with State GO-Biz leads is not as high as direct or referral leads.
- Findings as it relates to implementing the MSF Strategy:
 - Collaboration needs to be more than meetings, should be a shared-purpose commitment by all organizations to maximize opportunities/impact and leverage resources.
 - EDC Economic Development Task Force is a critical asset. Demonstrated ability to embrace and collaborate on using technology for Business Retention and Expansion⁶, agree on goal to minimize calls on business by multiple agencies through sharing.
 - EDC needs to transition their operating model to increase lead generation.
 - Need materials for promoting and prospecting – maps, datasheets, value proposition⁷.
 - Continuous improvement in Solano’s competitiveness for locating and expanding business is required particularly around infrastructure, sites, buildings and workforce.
 - Major challenge to fund the Solano EDC at a level for promoting Solano County as a premier location and generating leads (existing and new) in traded-sector industries.⁸



⁶ Task 3.3, Working Paper, Business Retention & Expansion

⁷ Task 2.5 Solano Marketing Campaign Style Guide

⁸ Task 6.1, Working Paper, Economic Development Funding

MSF Strategic Framework

Matrix provides brief overview of recommended actions for each initiative.⁹

OUTWARD FACING INITIATIVES



ASSIST EXISTING BUSINESSES EXPAND

1. BRE Program & Team
2. Solano Industry Groups
3. Travis AFB
4. Direct Business Services



ATTRACT NEW BUSINESSES

1. Team Concept
2. Industry Target
3. Design Concepts
4. Messaging Platform
5. Collateral for Prospecting
6. Business Attraction Tactics

INWARD FACING INITIATIVES



MAINTAIN COMPETITIVE ADVANTAGE

1. EDA – CEDS
2. Land & Buildings-Shovel-ready
3. Assets
4. Competitiveness Challenges
 - Workforce & Education
 - Transportation
5. Business Friendly Policies
6. Infrastructure



MAINTAIN A RESOURCE HUB

- Continuous Research
- Access Resources
- Robust Website
- Tools
- Property Portfolio
- Consultant Pool
- Performance Metrics

⁹ Task 2.4 Solano Economic Development Strategy, Section 4.0

**MEMORANDUM OF UNDERSTANDING
 BETWEEN THE SOLANO COUNTY ECONOMIC DEVELOPMENT CORPORATION AND THE
 CITY OF _____
 REGARDING
 THE COLLABORATION IMPLEMENTATION OF THE MOVING SOLANO FORWARD
 ECONOMIC DEVELOPMENT AND MARKETING STRATEGY**

The Solano County Economic Development Corporation (EDC) and the City of _____, (CITY) intend to work together through the implementation of the ***Moving Solano Forward*** Economic Development Strategy focused on business retention and development, marketing and attraction activities in key traded sectors to improve the economy and provide assistance in marketing the city’s business and industrial sites. This Memorandum of Understanding (MOU) serves as a guideline to describe the actions that both parties should take in order for *Moving Solano Forward* to be successful. The term of this MOU is five (5) years from the date of execution.

This Memorandum of Understanding is a non-binding contract. However this agreement establishes the basic tenements of a collaborative working relationship between the City of _____ and the EDC to create more jobs for _____ and the region, but does not impose a legal obligation on either party. The EDC’s Moving Solano Forward 5-year goal is _____ Jobs, _____ Million – new investment and _____ Million – economic impact a result of implementing a strategic economic development roadmap. The EDC proposes to provide services and shared resources that will provide value to each city:

Services :	Shared Access:	Liaison with:
<ol style="list-style-type: none"> 1. Business Retention & Expansion, CRM Tracking System, Private Module 2. Launch Business Attraction for key target traded-sector industries: <ul style="list-style-type: none"> • Direct Marketing & Outreach • Earned Media & Communication • Lead Generation • Prospecting • Lead Response • Prospect Handling 3. Prepare and maintain EDA CEDS-Infrastructure 4. Coordinate Industry Groups 5. Participate with Industry, Education & Workforce on talent development 6. Access GIS web-based property portfolio for marketing key sites 7. Coordinate RMDZ program with clients 8. Provide research and analysis for prospects include workforce and incentives 	<p>The following resources will be maintained by the EDC and be available to cities and county staff:</p> <ul style="list-style-type: none"> • Loop Net Premium • Claritas Reporting • Data Bank • Industry Research & Intelligence • Consultant Pool <p>New Tools</p> <ul style="list-style-type: none"> • <i>Impact Model</i> • <i>Metro Comp Model</i> 	<p>The EDC will maintain relationship/membership with the following organizations and report meetings back to cities/county</p> <ul style="list-style-type: none"> • Bay Area Business Coalition • Bay Area Council • Bay Planning Coalition • Ca Gov. Military Council • Comstock Editorial Board • Bay Area CEDS • Valley Vision • GoBIZ Military Supply Chain Project • North Bay Life Sciences • TREC • UC Davis

In addition, the purpose of this Memorandum is to facilitate the EDC and the City of _____ to maximize their contribution toward the achievement of City’s economic development goals. Because each City in Solano County has different goals as well as different objectives, opportunities and resources (such as real estate) for economic development that fit their city,

the EDC will also provide the City of _____ the following services to assist the city in their economic development efforts:

(add customize services)

This can only be accomplished with the partnership and investment of the City and other key stakeholders:

1. Participate as key partners on the Solano EDC Economic Development (ED) Task Force which includes representative of all cities, county and other key organizations involved in Economic Development;
2. Collaboratively execute city-focused Business Retention programs utilizing a customer relations system (CRM) sponsored by the EDC, available to cities in a confidential and secure system.
3. Work together to identify priority traded sectors for target marketing and business attraction;
4. Explore opportunities for joint promotional activities;
5. Exchange best practices/research and industry intelligence to better communicate, promote and respond to industry;
6. Examine options for co-operative activity to facilitate development of strategic partnerships/collaborations between the jurisdictions' related to increasing "value-added production" and other complementary services that support respective businesses;
7. Examine options for co-operative marketing activities to promote the Cities and the County to create an awareness in key markets as a premier location for businesses;
8. Leverage collaborative efforts throughout Solano County with a particular focus on business development of traded sector businesses, knowledge/innovation economy development, biotechnology, advanced materials, food and beverage and also sectors important to maintaining a quality of life desired by companies, such as healthcare, and that are job generators.
9. The EDC shall work with industry and workforce providers to provide focused workforce training programs aimed at meeting the needs of industry.

The City of _____ and the EDC recognize the benefits of ongoing, regular contact between their respective organizations to promote economic development and job creation and identify areas in which there are opportunities for joint co-operation.

The Solano EDC will:

1. Implement and execute, dependent on available funding, the *Moving Solano Forward* Economic Development Strategy to increase business lead generation and provide services to convert those leads to successful locations in Solano County;
2. Host and maintain the new business retention/expansion/attraction customer relations system, Executive Pulse, which the City will have separate and confidential access to manage their Business Retention/Attraction Program. The City will lead and execute city-focused Business Retention program. The ED Task Force will be the collaborating group to coordinate among partners identified needs and areas where collaboration provides economic benefit and lead the effort;

3. Initiate a marketing-communications campaign, which has been designed for Cities to participate as part of a “Solano-family marketing concept”, to promote and create awareness in key markets of the opportunities in Solano and its cities;
4. Initiate a focused business attraction program targeting key traded sector businesses to attract businesses to facilities and sites available in Solano County cities. EDC will coordinate missions (visits to businesses) with city ED staff.
5. Staff the ED Task Force to create annual business attraction program and schedule of traded shows, messaging campaigns and missions.
6. Promote “featured” sites and buildings of the city, collaborate with county cities posting sites to the new GIS-based featured site and building website.
7. Collaborate with cities to assist in development of infrastructure financing programs to Tier 2 & 3 sites and buildings:
8. Prepare annual Economic Development Administration, Comprehensive Economic Development Strategy (CEDS) including city priority goals and objectives and infrastructure projects;
9. Assist city to access state and federal resources for critical projects;
10. Focus BRE outreach to key traded sector businesses aligned with business attraction targets coordinated with a representative of the City on those interactive visits. Provide the City with on-going market and economic analyses through the EDC Resource HUB on a variety of important business sector topics.
11. Continue coordinating with the Recycling Market Development Zone program and the ED Task Force. Continue providing small business Energy Watch services.
12. Provide shared access to tools and resources, such as, Loop Net, Claritas, Data Bank, Consultant Pool, *Impact Model*, *Metro Comp* (when acquired)
13. Facilitate, in a transparent manner all potential development and prospect leads as well as provide an update or status on leads.
14. Quarterly EDC progress reports shall be submitted describing activities in business attraction, business assistance/expansion and business advocacy efforts.

The City will:

1. Participate as key partner on the Solano EDC Economic Development (ED) Task Force which includes representative of all cities, county and other key organizations involved in Economic Development to lead Business Retention/Expansion and Attraction.
2. Keep EDC apprised of any new sites or buildings available to be marketed and promoted for new business locations;
3. Will assist prospect handling by providing the required and timely staff support based on the availability of staff resources and the City’s specific priorities in response to stated business needs as they pertain to existing companies or new firms interested in relocation or expansion to the area.
4. Will facilitate ease of access and assistance to all businesses with regards to zoning and permitting in compliance with City’s adopted land use regulations and building codes and consistent with city’s adopted growth and land use policies and objectives.

5. Will provide current data as it relates to changes in land use issues, infrastructure upgrades, zoning, fee structure or any other jurisdictional actions which assist in meeting the stated objectives of this Memorandum of Understanding and that impact the ability to respond to stated business issues and concerns.
6. Will commit to interact with the ED Task Force, Business Retention and Marketing, to the level of capability based on staffing, time and monetary constraints. Participation will be at a level deemed appropriate based on any restraints as defined.

This MOU sets forth the current intentions of the EDC and the City of _____ with respect to the Calendar Year 2017 operations of the EDC. The further intent is to provide a general understanding of the levels of responsibility and interaction for each party to this agreement. The MOU is not a binding contract but rather a document to serve as a guideline for the implementation of *Moving Solano Forward*, a collaborative effort of the county and cities to unite and achieve economic, business and job growth in Solano County and all cities.

A critical element of this document is the ability for each party to engage in a level of flexibility in implementing regional and local economic development plans.

In compensation for providing the EDC 2017 level of activity as outlined in the MOU, the City of _____ will invest an annual amount based on \$0.40 per capita applied to the City's population as reported by the California Department of Finance Demographic Research United.

Population 2015	Proposed Investment 2017
	\$

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by and through their respective officers' thereunto duly authorized.

Further, this MOU is consistent with the original intent of the *Moving Solano Forward* Strategy and the responsibilities as outlined, meets with the approval of both parties to this Memorandum of Understanding.

EDC

City of _____

Signature: _____

Signature: _____

Date _____

Date _____

**SOLANO
City County Coordinating Council
Staff Report**

Meeting of: January 12, 2017

**Agency/Staff: Jim Leland, Principal Planner,
Department of Resource Management,
Solano County**

Agenda Item No: V.4

Title /Subject: Receive a presentation on the proposed Travis Sustainability Study (formerly agendized as the Travis JLUS).

Background: Travis AFB was nominated for a Joint Land Use Study (JLUS), funded by the Department of Defense, Office of Economic Adjustment. At their August 11, 2016 meeting, the City-County Coordinating Council elected to rename the JLUS to the Travis Sustainability Study (TSS) since it does not deal with land use issues but rather the sustainability of the Base and its mission. The study is conducted in partnership with local governmental agencies and other stakeholders in order to:

- Plan compatible civilian uses around local military facilities and to carry out efforts to ensure compatible use,
- Engage the private sector to support compatible use, and
- Partner with the Military Departments as they seek compatible civilian activities consistent with their local missions

The County of Solano was identified as the local partner to sponsor the project and has since engaged Matrix Design (Matrix) to conduct the study.

The study commenced last winter. The study is designed to take 15 months to complete. Key elements of the study will address:

- Spectrum Encroachment Issues
 - There is a need to review shared spectrum requirements to ascertain whether or not there is any digital surface radar interference that may be experienced between wireless cell phone towers and microwave communications.
- Urban Issues
 - Enhancing anti-terrorism/force protection near the base entry;
 - Future use for a former leaseback area near the northeast corner of base.
 - Economic pressures to expand urban growth toward the Base.
 - Establishing a new Engineering Office Complex at the Base.
- Environmental Issues
 - Mitigation Banks, which could generate additional bird activity and the threat of bird strikes.

The process will culminate with a Final Report which, if successful, will provide a consensus of steps to be taken by individual agencies to address land use and infrastructure issues facing the Base and its surrounding communities.

The TSS process includes public outreach to the relevant stakeholders and on-going engagement with local officials. An important part of that process is the reliance on a Policy Advisory Committee. The City-County Coordinating Committee, with expanded representation from Travis AFB, agreed to serve in that role. In addition, an Ad-Hoc Committee to advise the staff, as needed, in between the quarterly meetings of the Council. The Ad-Hoc committee consists of the Mayors from Fairfield, Suisun City and Vacaville as well as the Supervisors from the 3rd and 5th Districts.

The study has already completed the data collection phase. A Technical Advisory Committee, consisting of planners from Fairfield, Suisun City, Vacaville and the County participated in a Base tour with Travis personnel and the consultants in March of last year.

Interviews with various stakeholders were conducted last summer and several issues emerged from that process. These issues were presented to the TAC and Policy Committee as well as discussed at the first public outreach meeting.

Discussion:

Matrix has now entered into the policy formulation phase of the study and will be making a presentation (Attachment A) to the Council at its regular meeting on Jan 12, 2017. The presentation will include preliminary identification of issues and potential strategies to address those issues in the remaining TSS planning effort. Matrix will also be meeting earlier that day with the Technical Advisory Committee (TAC). The TAC is comprised of staff from the cities of Fairfield, Suisun City and Vacaville as well as the County and the Base, and their meeting will focus on a detailed review and revision of the information in Attachment A. Matrix will provide an overview of this meeting to the City County Coordinating Council.

Recommendation: Receive a presentation from the County staff and Matrix on the work-to-date on the TSS, and provide feedback, comments and concerns.

Attachments:

A - Draft Strategies Workshop




Travis AFB Sustainability Study

Policy Committee

Technical Advisory Committee

January 12, 2017

The tables that follow are an initial draft of strategies that can be used to address the compatibility issues identified during the Travis AFB Sustainability Study (TSS) process. These draft recommendations have been developed based on input from stakeholder interviews, committee meetings, and the first public workshop, as well as ideas developed by Matrix Design Group based on previous compatibility planning experience at other Air Force installations.

 *The strategies on the following pages are designed to elicit discussion and cover a range of approaches to various issues. These have not been reviewed by any JLUS Partner organization at this time.*

At the Technical Advisory Committee (TAC) meeting scheduled for January 12, 2017, the committee members will work as a group to review, discuss and revise as necessary the draft recommendations provided on the following pages. The TAC will also discuss additional recommendations that should be included to address the compatibility issues identified. The TAC will also be asked to assign a priority level to each strategy. The "Recommendation Priorities" box shown on this page lists the issue priority types that will be assigned to each strategy.

An overview of the discussion and recommendations from the TAC meeting will be presented to the PC meeting at their meeting on the evening of January 12, 2017.

Following the TAC and PC meetings on January 12, 2017, Matrix will work with stakeholders to develop a refined list of recommendations that will be sent to the committees for review before publishing the Public Draft TSS.

Recommendation Priorities

#1 High Priority

These recommendations are critical to address within the year following completion of the TSS.

#2 Medium Priority

These recommendations are important and should be addressed in the 1-3 years following completion of the TSS.

#3 Low Priority

These recommendations need to be addressed in the 3-5 years following completion of the TSS.

#4 On-Going

These recommendations need to be address on an on-going basis.

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!	#	ISSUE / STRATEGY
AIR QUALITY (AQ)		
	AQ-1	Air quality attainment The region around Travis AFB is not in attainment for PM2.5 and Ozone, which could potentially limit future missions at the installation.
	AQ-1A	Air quality partnerships The TSS Partners should coordinate with the two air quality control districts serving the TSS Study Area to develop an air quality working group (this could be part of the TSS Coordination Committee [see Strategy COM-2A]) to enhance partnerships on air quality issues and develop programs for reducing emissions and maintaining levels of attainment.
	AQ-1B	Investigate higher ozone concentration areas Special studies should be performed to investigate higher ozone concentration areas, such as manufacturing and industrial sites.
		<i>New Strategy Idea</i>
ANTI-TERRORISM / FORCE PROTECTION (AT)		
	AT-1	Development near Travis AFB Main Gate Redevelopment in the commercial center on Parker Ave could become a security concern if additional floors are added that could provide a visual of the gate and into the installation.
	AT-1A	Identify locations of critical parcels As warranted, Travis AFB should develop a list of parcels that, if developed above a specified height, could allow viewing into sensitive areas of the base.
	AT-1B	Height limitations For parcels are identified through Strategy AT-1A process, Travis AFB should work with appropriate jurisdictions to limit heights in these areas through zoning overlays or similar techniques.
	AT-1C	Strategically located screening to protect on-installation assets Travis AFB should prepare a strategic viewshed analysis to prioritize critical view corridors and sensitive facilities on-base. Once these are identified, the base should explore appropriate natural and man-made screening systems to protect sensitive activities and systems within Travis AFB. Based on cost, appropriate DOD funding sources should be identified to implement screening.
	AT-1D	“Eyes” on Travis Program The City of Fairfield and Solano County should work with Travis AFB to develop a citizen vigilance program to report suspicious activity near Travis AFB to ensure the security of the base. This would include contact information for a dedicated point of contact at the base to receive calls and information.
	AT-1E (option)	Incentive program Develop incentive program for the landowners and businesses outside the Main Gate to encourage enhancement of the aesthetics of the area. Safety through design should be encouraged.
	AT-1E (option)	Volunteer program Develop volunteer incentive program for the landowners and businesses to encourage enhancement of the aesthetics of the area. Safety through design should be encouraged.
	AT-1F	Enhanced AT/FP at Main Gate Travis AFB should work with the City of Fairfield to discuss long-term redevelopment of areas along Parker Road to enhance base security.
		<i>New Strategy Idea</i>
	AT-2	Security concerns at hospital If a medical emergency happens in the surrounding area and Travis’s hospital is the nearest to it, they are taken there with, without background check / security clearance.
	AT-2A	Adjust Travis AFB fence Travis AFB should consider adjusting its fence to add a fenced separation between David Grant Medical Center and the rest of the base to reduce security concerns of people entering the hospital that should not have access to the base itself.
		<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
BIOLOGICAL RESOURCES (BIO)		
	BIO-1	Location of federally listed species on-base, including critical habitat There are several federally listed threatened and endangered species located on Travis AFB that impact operations on-base.
	BIO-1A	Develop Conservation of Sensitive Species Management Plan The California Department of Fish and Wildlife (CDFW), US Fish and Wildlife Service (USFWS), and Travis AFB should collaborate to fund and develop a management plan for the conservation of sensitive species and habitats that are found on Travis AFB. Any agreed upon strategies should be incorporated into an update of the installation's Integrated Natural Resources Management Plan (INRMP).
	BIO-1B	Protect environmentally-sensitive land with the Readiness and Environmental Protection Integration (REPI) program The TSS Partners and regional conservation groups should work with Travis AFB and willing landowners to apply for REPI funding to safeguard mission capability and protect critical habitat within areas adjacent to Travis AFB, particularly in areas within accident potential zones.
	BIO-1C	Continue monitoring of delisted species If any current listed species on-base becomes delisted, Travis AFB should continue to support the monitoring of the species to ensure the installation continues to maintain populations in balance with their habitat and the military mission so they do not become listed again in the future.
	BIO-1D	Coordinate the protection and conservation of sensitive species Travis AFB should work with USFWS and CDFW regarding the management of resources and areas suitable for sensitive species to ensure that military training operations are unimpeded and safety is maintained. Attention should be taken to habitat loss in the region to ensure that Travis AFB is not unduly burdened with habitat protection due to habitat destruction elsewhere in the region.
	BIO-1E	Off-base mitigation Travis AFB should look into the possibility of obtaining off-base mitigation for preserving habitat for listed species so that the habitat on-base can be used for operational needs. This could be partnered with regional conservation groups.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
	BIO-2	Bird / wildlife aircraft strike hazards Travis is located in the Pacific Flyway and has many water areas around it, which are natural bird attractants, causing potential for bird / wildlife aircraft strike hazards. Enhancement of habitat areas near Travis AFB flight paths and operation areas could attract additional birds to the area and increase bird-aircraft strike hazards.
	BIO-2A	Develop and distribute BASH educational materials Travis AFB should provide educational information to local jurisdictions, agencies and landowners in the region relative to reducing the potential for bird and wildlife attractants that may impede safe aircraft operations.
	BIO-2B	Control bird and wildlife attractants near base Travis AFB should continue to work directly with local jurisdictions and other appropriate agencies on control of bird and wildlife attractants in the vicinity of the base and within flight paths. Other partners: CDFW
	BIO-2C	BASH consideration in jurisdiction or agency projects All local jurisdiction / agency projects or plans affecting land near Travis AFB should not include features that attract birds into flight operational areas. Coordination with Travis AFB representatives on the review and mitigation of features that may directly or indirectly attractant birds should be undertaken.
	BIO-2D	Modify zoning regulations for BASH The TSS Partner jurisdictions should research and consider modifying zoning regulations and subdivision regulations to address bird attractant potential as part of project design and conditions of approval.
	BIO-2E	Improved coordination to limit BASH risk Travis AFB should improve coordination with California Natural Resources Agency to limit restoration projects within five miles of Travis AFB that could increase BASH risk.
	BIO-2F	Update Vacaville General Plan The City of Vacaville should consider updating their general plan to incorporate military compatibility policies and encourage design methods that do not attract birds into flight operation areas.
	BIO-2G	Identify water body design concerns for BASH Travis AFB or JLUS Partner jurisdictions should work with resource agencies to develop designs for stormwater facilities, wetland habitat reconstruction, species habitat protection, or similar items that could attract birds to minimize BASH concerns through design.
	BIO-2H	Coordinate water body installation with Travis AFB Based on the results of Strategy BIO-2G, JLUS Partner jurisdictions should include a policy in their general plans and appropriate design regulations that any new water bodies proposed larger than the minimum size to create a BASH concern should be submitted to Travis AFB for review and comment.

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!	#	ISSUE / STRATEGY
	BIO-2I	<p>Determination of BASH-relevant species</p> <p>Travis AFB should coordinate with other DOD installations and the USFWS to identify certain species that pose greatest BASH risk in order to know how to mitigate their presence in the region.</p>
		<p><i>New Strategy Idea</i></p> <p><i>New Strategy Idea</i></p> <p><i>New Strategy Idea</i></p>
COORDINATION / COMMUNICATION (COM)		
	COM-1	<p>Cannot hear radio communication from Nut Tree Airport</p> <p>Air Traffic Control Tower at Travis AFB cannot hear radio communications from pilots at Nut Tree Airport because of a hill between the two facilities that interferes with the communication frequency.</p>
	COM-1A	<p>Grant funding for equipment upgrades</p> <p>Solano County should apply for FAA grant funding to upgrade equipment at Nut Tree Airport and / or install a repeater site in the area to allow line-of-site communication access to Travis AFB.</p>
		<p><i>New Strategy Idea</i></p> <p><i>New Strategy Idea</i></p> <p><i>New Strategy Idea</i></p>
	COM-2	<p>Informal communication between Travis AFB and surrounding jurisdictions</p> <p>While there is generally good communication between Travis AFB and the surrounding communities, it is often done informally on a person-to-person basis and does not have a standardized procedure or established points of contact.</p>
	COM-2A	<p>Establish a TSS Coordination Committee</p> <p>Following the end of the TSS, a TSS Coordination Committee should be established to maintain efficient and effective coordination among the TSS Partners, oversee the implementation of TSS recommendations, and enhance long-term coordination on military compatibility issues. This could be integrated into another advisory committee appropriate to the area and issues addressed, or could be a continuation of the TSS Technical Advisory Committee. The TSS Coordination Committee should meet on a regular basis as agreed upon by the Committee.</p> <p>To continue the momentum produced through the TSS process, it is recommended that Solano County be the lead agency on developing and maintaining the TSS Coordination Committee.</p>
	COM-2B	<p>Develop a memorandum of understanding (MOU)</p> <p>The TSS Partners should collaborate through the TSS Coordination Committee (see Strategy COM-2A) to facilitate the development of a formal MOU that delineates the roles and responsibilities for each agency in the TSS Study Area. This MOU should contain information such as:</p> <ul style="list-style-type: none"> • Point of contact and contact information for each agency, • Role in addressing compatibility issues with the base, • Responsibility in addressing compatibility issues, • Community and military response times, and • Triggers for coordination and communication, e.g., infrastructure planning, water resources planning, economic development, etc.
	COM-2C	<p>Maintain a GIS data clearinghouse</p> <p>The TSS Partner jurisdictions, Travis AFB, and relevant federal and state land management agencies should work collaboratively to develop a GIS clearinghouse to share GIS data, e.g., military footprints, existing land use, zoning, and other pertinent GIS data, to promote enhanced, long-range, and coordinated compatibility planning. In addition, a protocol for accessing and updating the information should be developed to ensure accuracy and appropriate security measures are established.</p>
	COM-2D	<p>Develop a resource management reference guide</p> <p>The TSS Partners should develop a brief reference guide providing information about the various agencies in the TSS Study Area with their respective responsibilities. This guide should contain at a minimum:</p> <ul style="list-style-type: none"> • Map(s) identifying the important resources in the area, and • Contact information for the agency representative that would help in cases of community-military compatibility.
	COM-2E	<p>Incorporate Travis AFB into the Solano County ALUC review</p> <p>Establish an MOU between the Solano County ALUC and Travis AFB to formalize a process that provides copies of certain types of development proposals, rezoning, and other land use or regulation changes for lands located within the Military Compatibility Areas (MCAs) (see Strategy LU-5A) to Travis AFB for review and comment. Such review periods shall conform to existing community review periods for providing comment. Travis AFB shall only provide comments for consideration on compatibility impacts and will not make any recommendation on the final land use decision. This supports a proactive approach for identifying potential conflicts early in the development process.</p> <p>The process of formalizing Travis AFB review and comment should include:</p> <ul style="list-style-type: none"> • Definition of project types that require review • Definition of project types that require military attendance at ALUC/pre-application meetings • Identification of the points of contact for all coordination • Establishing a formal procedure for requesting and receiving comments • Establishing a standard timeline for responses, keeping in mind mandated review time periods as specified by state law and local procedures • Providing notice to the military on all public hearings regarding projects identified for coordination <p>Procedures should be reviewed annually and updated as appropriate by the TSS Coordination Committee (see Strategy COM-2A).</p>

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!	#	ISSUE / STRATEGY
	COM-2F	<p>Review of military planning documents</p> <p>Travis AFB should provide public versions of key planning documents for review and comment prior to finalization. Key planning documents could include the following (list to be finalized by the TSS Coordination Committee [see Strategy COM-2A] and Travis AFB):</p> <ul style="list-style-type: none"> ■ AICUZ and other noise studies ■ Other documents as appropriate, and when agreed to be used for official use only
	COM-2G	<p>Establish internal information liaisons</p> <p>Each TSS jurisdiction and Travis AFB should, if they do not already, identify an internal liaison within their organization that is responsible for relaying information from outside parties to their organization to ensure that all entities are aware of pertinent information and information does not stop at one person.</p>
	COM-2H	<p>Public-Public and Public-Private partnerships</p> <p>Travis AFB should work with the TSS Partner jurisdictions to utilize and enhance Public-Public and Public-Private partnership mechanisms.</p>
	COM-2I	<p>Travis AFB staff representative to local planning and zoning commissions</p> <p>Invite a representative from Travis AFB to serve as an ex-officio member on each of the TSS jurisdiction planning and zoning commissions to allow for Travis AFB to provide comments on proposed developments that may impact their mission. Travis AFB shall only provide comments for consideration on compatibility impacts and will not make any recommendation on the final land use decision. This position should be formalized through a resolution or an MOU.</p>
		<p><i>New Strategy Idea</i></p>
		<p><i>New Strategy Idea</i></p>
		<p><i>New Strategy Idea</i></p>
COORDINATION / COMMUNICATION (COM) [CONTINUED]		
	COM-3	<p>Technical guidance on Compatibility</p> <p>Local jurisdictions need clearer input from the Air Force regarding planning and development decisions and whether they are compatible with Travis.</p>
	COM-3A	<ul style="list-style-type: none"> ■ See Strategies COM-2A, COM-2E, and COM-2I
		<p><i>New Strategy Idea</i></p>
		<p><i>New Strategy Idea</i></p>
		<p><i>New Strategy Idea</i></p>
	COM-4	<p>Communicating between Travis AFB and communities</p> <p>Travis AFB personnel, such as fire fighters, who often communicate with local communities have to use different frequencies because the communities cannot use DOD frequencies.</p>
	COM-4A	<p>Establish communication procedures for mission activities and changes</p> <p>Travis AFB should work with the TSS Partner jurisdictions and relevant agencies to establish procedures for coordination between the base and local jurisdictions / agencies / the public relative to base operations and changes to operations and activities. This will include:</p> <ul style="list-style-type: none"> ■ Define operations and changes in operations that warrant public knowledge, ■ Identify points of contact for all coordination, ■ Establish a formal procedure for responding to comments or questions from jurisdictions and the public, ■ Establish a standard timeline for responses to address concerns, and ■ Provide notice to Travis AFB on all public activities that could impact mission readiness. <p>Consultation is expected to occur on activities in the defined MCAs (see Strategy LU-5A), the installation should establish contacts and procedures for receiving notices and review opportunities on significant regional projects outside of the MCAs. Procedures should be reviewed annually and updated as appropriate by the TSS Coordination Committee (see Strategy COM-2A).</p>
	COM-4B	<p>Disseminate information through media</p> <p>Information determined appropriate through Strategy COM-4A should be made available on Travis AFB's website and through other jurisdictions' public service announcement and media outlets.</p>
	COM-4C	<p>Maintain and continue to utilize social media</p> <p>Travis AFB should regularly maintain the Travis AFB Facebook page and other social media pages to disseminate information about base activities and post contact information for visitors or the public to contact the base if they have a question or concern.</p>
	COM-4D	<p>Open house / mission briefings</p> <p>Travis AFB should conduct open houses / mission briefings to various interest groups and jurisdictions in the area to educate the public and businesses about the primary mission of the base including the military footprints over land outside the base, and the need to maintain compatibility within them, to support the base's missions.</p>
	COM-4E	<p>Informational brochure</p> <p>Travis AFB should develop and distribute an informational brochure describing the Air Force mission and the land needed to effectively conduct the mobilization mission. This brochure should be distributed to all the TSS Partner jurisdictions' public offices and be made available for download on the Travis AFB website.</p>

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!	#	ISSUE / STRATEGY
	COM-4F	Good Neighbor Program Travis AFB should conduct, on a bi-annual basis, a Good Neighbor Program where they send out letters to all adjacent property owners inviting them to a Travis AFB Neighbor Town Hall meeting to provide a platform for a two-way communication whereby the Air Force informs the neighbors of any upcoming mission changes or operations and maintenance events that may have an impact on the neighbors and whereby the adjacent property owners can provide the Air Force with any issues or questions they may have.
	COM-4G	Links on websites Each of the TSS Partner jurisdictions should include a link to Travis AFB's website on their respective websites.
<i>New Strategy Idea</i>		
ENERGY DEVELOPMENT (ED)		
	ED-1	Economic impacts from alternative energy restrictions The Travis AFB Land Use Compatibility Plan restrictions on alternative energy may impact future business opportunities, including the siting of energy testing facilities.
	ED-1A	Update Travis AFB LUCP Update the Travis AFB LUCP to allow limited alternative energy development that is associated with design and testing of equipment (not commercial energy production).
<i>New Strategy Idea</i>		
	ED-2	Development of new or modification of existing wind farms Potential for development of new wind farms or modifications of existing wind farms and create compatibility issues including frequency interference and vertical height concerns if not planned and sited with compatibility in mind in the region.
	ED-2A	Coordinate with DOD Siting Clearinghouse The DOD Siting Clearinghouse requirements and standards published in Title 32, Code of Federal Regulations, Part 211 shall advise and guide the process to facilitate the early submission of renewable energy project proposals to the Siting Clearinghouse for military mission compatible review. TSS Partner jurisdictions should amend applicable local planning documents (e.g., general plans, regional plans, renewable energy regulations) to incorporate policies and procedures for coordinating alternative energy development applications with the DOD Siting Clearinghouse. To the extent possible, coordinate renewable energy development with the DOD Siting Clearinghouse to ensure compatibility with Travis AFB's operations. If TSS Partner jurisdictions become aware of any wind energy development projects, they should get contact information for the developer and inform them of the need to coordinate with the DOD Siting Clearinghouse.
		<i>NOTE: Siting of wind facilities is considered to be adequately addressed through the Travis AFB LUCP.</i>
<i>New Strategy Idea</i>		
FREQUENCY SPECTRUM IMPEDANCE / INTERFERENCE (FSI)		
	FSI-1	Radar impacts from wind turbines Location of wind turbines south of Travis AFB impact radar field of view. Windmills are creating false positives. This becomes more of an issue with lots of small aircraft going through the radar on their way to Napa County and the Bay Area.
	FSI-1A	Upgrade Travis AFB radar equipment As new technologies (equipment and software) become available to mitigate impacts from wind turbines, Travis AFB should look into acquiring such technologies to use for their radar systems.
<i>New Strategy Idea</i>		
	FSI-2	Land mobile radios can interfere with Part 15 devices Frequencies used by Travis AFB operations may interfere with Part 15 devices in the local communities, such as garage door openers.
	FSI-2A	Ensure compatible frequencies The Federal Communications Commission is the government entity responsible for managing frequency usage. The military is assigned certain frequencies to use that generally do not interfere with civilian uses. The continued usage of only assigned frequencies by all parties should ensure no unwarranted interference between military and civilian uses.
<i>New Strategy Idea</i>		

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!	#	ISSUE / STRATEGY
	FSI-3	Impacts to VORTAC radio navigation beacon The Sonoma Raceway has caused operational impacts to the VORTAC radio navigation beacon at Skaggs Island that have caused it to be shut down for periods of time.
		This issue is adequately addressed through current tools and processes. No further action needed.
	<i>New Strategy Idea</i>	<i>New Strategy Idea</i>
HOUSING AVAILABILITY (LHA)		
	HA-1	Availability of housing Airmen stationed at Travis AFB, especially enlisted personnel, often have trouble finding housing that is affordable in the local communities.
	HA-1A	Inform communities of Air Force housing needs Travis AFB should work with the local communities to provide them information on where personnel that work at Travis AFB live and provide them information on personnel housing needs, including basic allowance for housing amounts, within the communities.
	HA-1B	Update housing elements and plans The TSS Partner communities should update their housing elements within their general plans to incorporate a more realistic set of numbers (provided by Travis AFB) associated with the demand from Travis AFB personnel and military families who live in the communities. The numbers should include current occupancy rates and waiting list rates. This will enable a more accurate picture of military housing needs in this area.
	HA-1C	Inform communities about Travis AFB housing services Travis AFB should inform local realtor associations about its housing services and how new personnel are informed of local housing options, in order to promote housing in local communities.
	<i>New Strategy Idea</i>	<i>New Strategy Idea</i>
INFRASTRUCTURE EXTENSIONS (IE)		
	IE-1	Infrastructure growth outside southwest edge of Travis AFB Suisun City's General Plan shows a new interchange for an industrial park along Highway 12, north of Emmington Road. This will also require infrastructure extensions to serve the area.
	IE-1A	Monitor development or increase in usage of Highway 12 Travis AFB should work with Solano County and Suisun City to monitor increases in usage of Highway 12 and identify any proposed development or land transactions in the area south of Travis AFB that are within the accident potential zones.
	IE-1B	Encourage compatible land development Suisun City and Travis AFB should work with Chamber of Commerce to promote and encourage economic development along Highway 12 that is compatible with Travis AFB operations.
	IE-1C	Design of lighting All lighting at both ends of the Travis AFB runways should be shielded and designed to avoid upward lighting (direct or indirect) and glare. Lighting shall also be designed to exceed the vertical clearances needed for safe aircraft operations.
	<i>New Strategy Idea</i>	<i>New Strategy Idea</i>
	IE-2	EUL development infrastructure The City of Fairfield would need to provide utilities (water, sewer), services (fire, police) to the EUL, and traffic/roadway maintenance.
	IE-2A	Fee programs used to support the installation, operations and maintenance of community infrastructure and services should be modified to address the provision of these services to the Travis AFB EUL area.
	<i>New Strategy Idea</i>	<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
LAND / AIR / SEA SPACES (LAS)		
	LAS-1	New ICON aircraft pilot school Nut Tree Airport has potential for expansion of facilities and operations, including the opening of a pilot school for the new ICON aircraft.
	LAS-1A	Travis operational awareness Incorporate mid-air avoidance instructions and Travis AFB operational awareness into the ICON training course.
	LAS-1B	Travis operational information Travis AFB will provide current information on procedures to Nut Tree Airport (Solano County) for distribution and posting to all pilots using the facility.
	LAS-1C	MOU between Travis AFB, Nut Tree Airport, and ICON aircraft An MOU should be formed between Travis AFB, Nut Tree Airport (Solano County), and ICON Aircraft to document communications procedures and provide designated points of contact to communicate with in the event of an emergency and to coordinate unusual flight activity from either party.
	LAS-1D	MOA between Travis AFB and Nut Tree Airport Travis AFB and Nut Tree Airport (Solano County) should enact an MOA where the County will agree not to expand Nut Tree Airport operations in such a way as to impede or interfere with current or potential flight operations at Travis AFB. Procedures for ongoing review of operational or development changes at the airport with Travis AFB should be documented.
		<i>New Strategy Idea</i>
	LAS-2	Lack of airspace control The Class D airspace around Travis AFB does not have the usual restrictions other military installations operate under, leaving it open to general aviation and allowing moderately congested airspace.
	LAS-2A	Convey concerns to the Federal Aviation Administration Travis AFB should document impacts to flight missions, including any constraints resulting from general aviation, and submit to the Federal Aviation Administration for consideration and possible remedies.
		<i>New Strategy Idea</i>
	LAS-3	Usage of unmanned aerial systems There is a potential that an increase in unmanned aerial systems (also known as drones) usage could cause safety concerns for aircraft.
	LAS-3A	Adopt ordinances regulating unmanned aircraft The TSS Partner jurisdictions should adopt an ordinance for use of unmanned aerial systems incorporating Federal Aviation Administration rules for recreational, commercial, and other users to allow local enforcement. Working with Travis AFB, establish areas where such aircraft may and may not be permissible due to their potential impacts to flight operations.
	LAS-3B	Enforcement and fines Travis AFB should work with local law enforcement to assist the FAA and help enforce the established rules and regulations of unauthorized drone usage, and issue fines for those not abiding by the regulations.
	LAS-3C	Develop information on usage Travis AFB should work with the FAA to develop information on proper usage of drones near Travis AFB to distribute to local communities.
		<i>New Strategy Idea</i>
	LAS-4	Crop dusting activities near Travis AFB Crop dusting activities in the vicinity of Travis AFB could cause safety concerns during flight operations.
	LAS-4A	Implement Scheduling Coordination Travis AFB should implement scheduling coordination procedures to de-conflict operations and accommodate access by local farming interests when they need to fly in or through Military Training Routes and Restricted Areas, when they are active.
		<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
LAND USE (LU)		
	LU-1	Land Development in APZs There is some interest in developing land in Travis AFB's southern APZ that could pose a compatibility issue, depending on the type of use that is developed.
	LU-1A	Update plans and amend regulations with AICUZ recommended land uses The TSS Partner jurisdictions should update comprehensive plans and amend zoning regulations to incorporate the AICUZ recommended land uses in the safety and noise zones.
	LU-1B	Update local jurisdiction comprehensive plans to include military compatibility policies that support and promote compatible land uses TSS Partner jurisdictions should update and adopt a future land use map, and supportive goals, objectives, and policies that encourage a compatible land use pattern for new development and appropriate capital improvement investments. Include Travis AFB as one of the stakeholders in the development of the plan.
	LU-1C	Update local jurisdiction zoning regulations TSS Partner jurisdictions should update their zoning map and zoning regulations to be consistent with any changes or updates that may have occurred to the future land use plan / comprehensive plan as part of Strategy LU-1B.
	LU-1D	Ensure Federal Aviation Regulation Part 77 compliance For all new, redeveloped or rehabilitated structures (including electrical transmission towers/lines, cellular and radio transmission towers, etc.), ensure compliance with Federal Aviation Regulation Part 77 height limit requirements to minimize vertical obstructions (e.g., buildings, telecommunications facilities, recreational facilities, energy transmission/generation towers, etc.). In addition, ensure the developments and structures are compatible with, and do not pose a safety hazard to, air operations in the region.
		<i>New Strategy Idea</i>
	LU-2	Compatibility of future Enhanced Use Lease development on Travis AFB Close coordination will be required to ensure any future Enhanced Use Lease development on Travis is compatible with surrounding areas and is not competitive with planned community development.
	LU-2A	Coordination on land use plans Travis AFB should coordinate with the City of Fairfield before deciding upon a use for the EUL area to ensure that any proposed use would not conflict or compete with the City's future plans for the area.
		<i>New Strategy Idea</i>
	LU-3	Override of Solano County Airport Land Use Commission The County and cities are able to override/overrule the ALUC / LUCP decision, leading to the potential for incompatible land uses not approved by the ALUC.
		See Strategy COM-2F
		<i>New Strategy Idea</i>
	LU-4	Flight patterns When the Air Force changes its flight patterns, it affects land planning and policy in the communities.
	LU-4A	Maintain Travis Reserve Solano County and City of Fairfield should maintain their Travis Reserves to ensure Travis AFB can expand as needed to accommodate future mission opportunities.
		<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
	LU-5	Future development south of Travis AFB City of Suisun City has received plans for development south of Travis AFB, including a potential interchange.
	LU-5A	Define and establish Military Compatibility Areas Create a Military Compatibility Area Overlay District (MCAOD) containing Military Compatibility Areas (MCAs) that reflect the types and intensity of compatibility issues. The MCAOD is the collective geographic area of all of the MCAs combined. The MCAs should be used by local jurisdictions to identify areas where specific compatibility issues are more likely to occur. Implementation of the MCAOD and associated strategies for these zones will: <ul style="list-style-type: none"> ■ Create a broader framework for making sound planning decisions around military airfields ■ More accurately identify areas that can affect or be affected by military missions ■ Protect the public’s health, safety, and welfare ■ Protect the military missions ■ Create a compatible mix of land uses ■ Promote an orderly transition and rational organization of land use around military airfields The MCAs are defined as follows: <ul style="list-style-type: none"> ■ MCA-Safety – Includes the Clear Zone (CZ) and Accident Potential Zones (APZs) I and II ■ MCA-Noise – Includes areas within the 65 dB contour for aircraft noise, as identified by Travis AFB LUCP ■ MCA-BASH – Includes an area within five miles of the airport operational area at Travis AFB, an area where the majority of bird strikes are statistically likely to happen ■ MCA-Imaginary Surfaces – Includes land under the imaginary surfaces for the runway at Travis AFB ■ MCA-Land – Composed of a one-mile buffer around the boundary of Travis AFB ■ MCAOD – This is made up of the outermost boundary of all the MCAs. ■ General – This has no geographic area associated with it, but is included for general strategies Where appropriate, the jurisdictions should incorporate the MCAOD and MCA boundaries on their zoning map and future land use maps and include the zones on their websites for easy access by the public.
	LU-5B	Maintenance and Update of MCAs Travis AFB should provide updated information to the TSS Coordination Committee (see Strategy COM-2A) when changes in operations or circumstances result in the need to update or modify one of the MCA boundaries. The TSS Coordination Committee will be responsible for making a recommendation to members to incorporate these changes into appropriate plans, regulations, and policies.
	LU-5C	Prepare and execute a formal notification MOU for development proposals TSS Partners should establish an MOU to identify and describe a formal development notification process among the TSS Partner jurisdictions and Travis AFB and outline the stage in the development coordination process timeline where a formal response is required by Travis AFB.
	LU-5D	Economic development marketing Travis AFB should develop economic development marketing guidelines that identify the type of industries that are compatible with Travis AFB mission and the type of industries that are not compatible with the military mission. This would be used by the Chamber of Commerce to market to and attract appropriate businesses and industries.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
	LU-6	Travis Reserve Area The protective Travis Reserve land use designation expires in 2020. After 2020, the designation can be renewed, adjusted, or removed.
		Travis Reserve renewal process The JLUS Coordination Committee should work together to educate the public on the benefits and role of Travis Reserve in relation to military compatibility.
		See also Strategy LU-4A.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
LEGISLATIVE INITIATIVES (LEG)		
	LEG-1	Impacts from the Airport Land Use Commission review Cities are required to send every rezoning application through the ALUC for commission hearing and approval.
	LEG1A	Establish an alternative review FOR DISCUSSION: The ALUC should work with Travis AFB to establish an alternative review process for low impact items submitted for expedited approval. Send an overview to an ALUC staffer to review and determine if full ALUC hearing is needed. Instead of an ALUC Board Meeting for every rezoning change in Solano County, perhaps only an Administration meeting or Checklist for ACUL to review to see if changes in zoning and / or land use in Solano County communities is significant enough to impact Travis. If so, then continue with Board Meeting. If not, then a Board Meeting is not necessary.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
LIGHT AND GLARE (LG)		
	LG-1	Potential for glint and glare from solar arrays There is a potential that new solar energy development could cause glint and glare that could impact pilots' vision.
	LG-1A	Coordination on Solar Energy Development Travis AFB should coordinate with solar energy developers and identify any impacts outside the installation including glint and glare, and how those impacts can be addressed.
	LG-1B	Identify and map locations suitable for solar energy development Identify and publish locations for alternative energy development that are ideal for solar developers as well as compatibility with military operations. Develop a "Red, Yellow, Green" map that communicates and illustrates specific locations where solar development should be prohibited to avoid incompatibility Travis AFB operations.
	LG-1C	Sandia National Laboratories solar evaluation tool – Need more information on use.
<i>New Strategy Idea</i>		<i>New Strategy Idea</i>
NOISE (NOI)		
	NOI-1	Noise from aircraft operations The aircraft operations that occur at Travis AFB produce noise that can be heard outside the boundaries of the base, within surrounding communities.
	NOI-1A	Update comprehensive plans and amend zoning regulations for noise attenuation standards The TSS Partner jurisdictions should update their comprehensive plan and amend their zoning regulations to comply with the recommended guidelines from the Travis AFB AICUZ and LUCP.
	NOI-1B	Amend building codes TSS Partner jurisdictions should amend their building codes to require sound attenuation to achieve an interior noise level of 45 dB for any new buildings or significant changes or additions to current buildings located within the 65 dB or louder noise contours, as identified in the Travis AFB LUCP.
	NOI-1C	Involve TSS Partner jurisdictions staff in AICUZ revisions Staff from the TSS Partner jurisdictions within noise contours should be consulted in any AICUZ updates to determine actual incompatibility of existing structures in noise zones based on densities and construction methods used.
<i>New Strategy Idea</i>		<i>New Strategy Idea</i>
ROADWAY CAPACITY (RC)		
	RC-1	Commercial trucks using North Gate About once a week, commercial trucks try to enter to base from the North Gate due to inadequate signage. The trucks must then turn around, causing traffic delays due to limited facilities for such maneuvers.
	RC-1A	Increase signage Travis AFB should work with the City of Fairfield and Solano County to add additional signage along main roads, such as Air Base Parkway, directing commercial traffic toward the south gate.
	RC-1B	Suggest an edit to Google Maps Travis AFB should consider contacting and working with Google Maps to correctly label the South Gate location and provide instructions for those mapping a route to the base that deliveries enter through the south gate.
	RC-1C	Expand turnaround area Travis AFB should work with the City of Fairfield, Solano County, and the relevant property owners to explore options for expanding the turnaround area for trucks at this gate. Federal funding to assist in development should be sought.
<i>New Strategy Idea</i>		<i>New Strategy Idea</i>
	RC-2	Roadway capacity at North Gate Road capacity at North Gate is inadequate for safety, especially if there is an accident.
	RC-2A	Support Solano Transportation Authority improvements The TSS Partner jurisdictions and Travis AFB should support the planned North Gate improvements planned by the Solano Transportation Authority. Defense Access Road Program funding should be considered.

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!	#	ISSUE / STRATEGY
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
	RC-3	Main Gate traffic There are concerns about throughput at the Main Gate impacting traffic off-base at peak times.
	RC-3A	Conduct Feasibility Study for Additional Vehicle Queuing Area at Main Gate Travis AFB should conduct a feasibility study to assess the extent of traffic stacking outside the Main Gate, whether additional queuing is required, and what options are available to alleviate vehicle stacking at the intersection.
	RC-3B	Plan and Budget for Gate Improvements Based on the conclusions of the Feasibility Study for Additional Vehicle Queuing Area at Main Gate in Strategy RC-3A, Travis AFB should plan and budget for improvements that address the queuing issue within Travis AFB property.
	RC-3C	Promote Carpool Programs Travis AFB should promote and incentivize park-and-ride and carpool programs to reduce the number of vehicles entering through the gates during heavy traffic periods.
	RC-3D	Promote Alternative Transportation Travis AFB should work with the City of Fairfield to reduce congestion utilizing alternative transportation efforts, such as public transit, biking, or walking.
	RC-3E	Staggered work shift starts Travis AFB should evaluate utilizing and optimizing staggered work shift start times to spread out the number of personnel entering and exiting the base and reduce vehicle volumes during peak traffic times.
	RC-3F	Bicycle facility enhancements Travis AFB should enhance its bicycle facilities and include more bicycle options and incentives for personnel to travel to work by bike to encourage reduction of vehicles. This could include a dedicated bike lane at the gate, increased bike parking, and a biking rewards program that provides items such as meal vouchers or other incentives.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
SAFETY ZONES (SA)		
	SA-1	Fires from off-base impacting Travis AFB Fires have started in the grasslands outside Travis AFB and have burned areas on the base.
	SA-1A	Accomplish INRMP implementation projects Travis AFB should work to accomplish the required and recommended implementation projects relating to wildfire management in the Travis AFB INRMP. <ul style="list-style-type: none"> ■ Produce a fire management GIS database (risk analysis, fuel types, history, fuel breaks, and other). ■ Develop prescribed burn wildlife habitat priorities and coordinate with Wildland Fire Management.
	SA-1B	Fifteen foot mowing area around base Travis AFB should work with neighboring property owners to keep a 15-foot area around the base mowed to reduce fire risks.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
	SA-2	Hazardous materials in pipelines Hazardous materials, such as jet fuel, travel through pipelines in the communities as they bring supplies to Travis AFB. Concerns over transit, potential for spills, and ensure adequate standoff distances.
		This issue is adequately addressed through current tools. No further action needed.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
	SA-3	Clear Zone Not all of the Clear Zone for Travis AFB is on government land.
		This issue is adequately addressed through current tools. No further action needed.
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>
		<i>New Strategy Idea</i>

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!	#	ISSUE / STRATEGY
VERTICAL OBSTRUCTIONS (VO)		
1	VO-1	<p>Wind turbines Some existing wind turbines south of Travis AFB are planned to be switched out for taller models.</p> <p>This issue is adequately addressed through current tools. No further action needed.</p> <p><i>New Strategy Idea</i></p>
<i>New Strategy Idea</i>		
2	VO-2	<p>Infrangible fence The adjacent property north of the runway on the east side of Travis AFB has erected an infrangible fence, right up against base fence. Fencing at the end of the runway must be frangible in the event an accident was to occur upon landing or takeoff.</p> <p>VO-2A Coordinate with property owner Travis AFB should coordinate with the property owner to install a frangible fence.</p> <p><i>New Strategy Idea</i></p>
<i>New Strategy Idea</i>		
WATER QUALITY / QUANTITY (WQQ)		
	WQQ-1	<p>Flooding of Union Creek onto base Union Creek on the south side of the airfield sometimes floods due to blockage at outfall where the creek leaves Travis AFB.</p> <p>This issue is adequately addressed through current tools. No further action needed.</p> <p><i>New Strategy Idea</i></p>
<i>New Strategy Idea</i>		
	WQQ-2	<p>Travis AFB water supply Ensure Travis AFB has a secure and reliable water supply.</p> <p>WQQ-2A Water Supply Agreement with City of Fairfield Travis AFB should consider obtaining water from the City of Fairfield to supplement or replace current supplies.</p> <p>WQQ-2B Ensure Travis AFB Employs Best Water Management Practices Travis AFB should work with the California Department of Water Resources to ensure best practices of water management and conservation are utilized to reduce the water demand at the base.</p> <p>WQQ-2C Consider water privatization management Travis AFB should look into options for obtaining a privatized water management entity to handle their water supply.</p> <p><i>New Strategy Idea</i></p>
<i>New Strategy Idea</i>		
	WQQ-3	<p>Pollution plumes There are historic plumes that extend off Travis AFB.</p> <p>This issue is adequately addressed through current tools. No further action needed.</p> <p><i>New Strategy Idea</i></p>
<i>New Strategy Idea</i>		