

**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  
May 11, 2017**

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

**6:30 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 (6:30 p.m.)**

Roll Call

**II. APPROVAL OF AGENDA (6:30 p.m.)**

**III. OPPORTUNITY FOR PUBLIC COMMENT (6:35 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 March 9, 2017 (Action Item)      Chair Patterson

**V. DISCUSSION CALENDAR**

1. Receive a legislative update on the Governor's May Revise to his FY17/18 Proposed State Budget and Transportation Package (Verbal Report)  
(6:40 p.m. – 7:00 p.m.)

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

2. Solano County Volunteer Center (Action Item)

(7: 00 p.m. – 7:10 p.m.)

Presenters: Tina Chechourka, Volunteer Coordinator, Center for Volunteer & Nonprofit Leadership (CVNL)

3. Moving Solano Forward wrap-up

(7:10 p.m. – 7:40 p.m.)

Presenters: Sandy Person, President, Solano Economic Development Corporation, Sean Quinn, Project Manager, and Dr. Robert Eyster, President, Economic Forensics

4. Receive an update on flood vulnerabilities and rising sea levels

(7:40 p.m. – 8:10 p.m.)

Presenters: Robert Macaulay, Planning Director, Solano Transportation Authority

**VI. ANNOUNCEMENTS**

**VII. CCCC CLOSING COMMENTS**

**ADJOURNMENT:** The next City-County Coordinating Council meeting will be held on August 10, 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:

- 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**  
**March 9, 2017 Summary Meeting Minutes**

The March 9, 2017 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)
Thom Bogue	Mayor, City of Dixon
Harry Price	Mayor, City of Fairfield
Norm Richardson	Mayor, City of Rio Vista
Len Augustine	Mayor, City of Vacaville
Bob Sampayan	Mayor, City of Vallejo
Erin Hannigan	Solano County Board of Supervisors (District 1)
Monica Brown	Solano County Board of Supervisors (District 2)
Jim Spering	Solano County Board of Supervisors (District 3)
Skip Thomson	Solano County Board of Supervisors (District 5)

**Members Absent**

Pete Sanchez	Mayor, City of Suisun City
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**Staff to the City-County Coordinating Council Present:**

Birgitta Corsello	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**

Robert Macaulay	Director of Planning, Solano Transportation Authority
Roland Sanford	Solano County Water Agency

**I. Meeting Called to Order**

The meeting of the City-County Coordinating Council was called to order at 7:42 pm.

**II. Approval of Agenda**

*A suggestion was made to move Item 1) the City-County Coordinating Council's Proposed 2017 State and Federal Legislative Platform (Action Item) to the end of the discussion agenda. A motion to approve the Agenda with changes was made by Mayor Price and seconded by Supervisor Brown. Agenda approved by 11-0 vote.*

**III. Opportunity For Public Comment**

No public comments were received.

**IV. Consent Calendar**

*A motion to approve the January 12, 2017 Minutes was made by Mayor Price and seconded by Supervisor Brown. Minutes approved by 11-0 vote.*

**V. Discussion Calendar**

The order of the agenda was amended to hear Item 3, flood vulnerabilities and rising sea levels first, followed by the City-County Coordinating Council's Proposed 2017 State and Federal Legislative Platform. Item 2 was continued.

**1. Receive a presentation on flood vulnerabilities and rising sea levels.**

Robert Macaulay, Director of Planning, Solano Transportation Authority (STA), spoke regarding the recent Flood Control Summit held March 7, 2017 hosted by STA. He noted topics addressed at the summit included how the recent flooding affected Solano County, including Highway 37 at the entrance to Mare Island, Highway 80 near the truck scales in Cordelia, forced closing of Highway 113 due to washouts, and the impact to agriculture. It was stated that most of Solano County was represented with attendees from most of the cities, the Suisun Resource Conservation District and the Solano County Water Agency (cities not represented were dealing with current flood issues in their jurisdictions). He reported the Metropolitan Transportation Commission (MTC) and the Bay Conservation and Development Commission (BCDC) presented on water level rise events (sea level, precipitation, and tsunami) planning with ten water level rise scenarios from 12 inches to 108 feet of water. Mr. Macaulay stated Cal Trans presented second addressing multiple events effecting transportation with a statewide scope including sea level rise, precipitation events, snow and wildfires. He noted Bay Area Regional Collaborative, Executive Director, Allison Brooks, presented on grant funding opportunity from the Rockefeller Foundation with up to \$4.6 million with the intent to fund one design project from each of the nine Bay Area counties (up to \$250k each). He noted the grant is for teams to design innovative solutions for projects impacted by sea level rise. The Bay Area Parcel Tax was discussed as a possible funding source for the flood control projects. He stated there were four main takeaways from the summit; 1) Identification of near term projects, 2) Need for short and long term planning for implantation and funding, 3) Need for consistent modeling and data, and 4) Need to have clear roles and governance, especially if a Technical Advisory Committee is formed.

Roland Sanford, General Manager, Solano County Water Agency, spoke regarding sea level rise and how it would impact infrastructure and habitat. He mentioned the Ulatis flood control project which addresses primarily agricultural lands and the Green Valley flood control project which addresses residential areas in lower Green Valley and Cordelia. He noted that one of the flood exposures and largest financial concerns the Solano County Water Agency has is the North Bay Aqueduct and the need for an alternate water intake (\$600 million). He stated if the predications come true, saline water will reach the current Barker Slough intake location in the next 50 years. Mr. Sanford also discussed the Solano County Water Agency's work on the habitat conservation plan and habitat renewal and how it has to take into account sea level rise, so habitat restoration is not requiring repeated restoration. He mentioned Petersen Ranch, a significant investment, has terrain that can be adjusted to reflect different sea level rise scenarios.

Supervisor Thomson commented that moving the North Bay Aqueduct Intake is on the current Delta Plan, noting this is on the State's radar and funding may be available from that source.

Mayor Patterson questioned whether a baseline sea level rise has been adopted by the state. Mr. Macaulay responded that BCDC has adopted baselines, but this may not be statewide, only in their jurisdiction.

After a lively discussion, it was decided that more information will be presented to the city staffs and at a future 4C's meeting regarding this subject.

More information is provided in the attached presentation slides and is attached to these minutes as part of the official record.

**2. Adopt the City-County Coordinating Council's Proposed 2017 State and Federal Legislative Platform (Action Item)**

Michelle Heppner, Legislative Officer, CAO, Solano County, spoke regarding the 2017 CCCC Legislative platform. She indicated the platform with suggested changes and the Strategic Goals for 2017 from the League of California Cities was presented at the January 2017 CCCC Meeting and was continued to the March meeting, allowing time for review. A motion was made by Mayor Augustine to approve the Legislative Platform as presented and seconded by Supervisor Brown. The Legislative Platform was approved by 11-0 vote.

Birgitta Corsello, County Administrator, Solano County noted that Item 2 regarding regional parks had been removed from the March agenda after publishing as it was still being worked on by County staff and will be brought to the City Managers Group before being presented at a future CCCC meeting.

**VI. Announcements**

There were no announcements.

**ADJOURNMENT:** The meeting was adjourned at 8:14 p.m. The next meeting is scheduled for May 11, 2017, at 7:00 p.m. in the Berryessa Room at the Solano County Water Agency located at 810 Vaca Valley Parkway, Ste. 303, Vacaville, CA 95688.

# Solano Flood Control and Sea Level Rise Forum Update

Solano City County Coordinating Council  
March 9, 2017



Interstate 80



Hwy 37 Flooding







**AGENDA**  
**Solano Flood Control and Sea Level Rise Forum**  
 2:00 p.m., March 7, 2017  
 STA Conference Room 1  
 One Harbor Center, Suite 130  
 Suisun City, CA 94585

Discussion Topics

**Background:**

- 2011 County of Solano Sea Level Rise Strategic Program (Bill Emlen, Solano County and Matt Walsh, Solano County)**  
 Comprehensive County SLR plan completed by the same consultants that MTC and BCDC hired for the SLR mapping scenarios.  
 Reference: <https://drive.google.com/open?id=0B2DjXZWj6HagmIedzAwY3JzdiQ>  
**OPPORTUNITY:** Discuss what strategies were implemented and decide if it may be time to update it.
- State Route 37 Transportation and Sea Level Rise Corridor Improvement Plan (Janet Adams, STA)**  
 The corridor is vulnerable to SLR and is forecasted to have regularly flooding and corridor closure events by 2050 and is likely to be completely inundated by 2100. This Plan is funded by MTC and the Congestion Management Agencies of Marin, Sonoma, Napa and Solano Counties with the intent develop a Project Initiation Document equivalent in order to identify a solutions and start the environmental process.  
 Reference: <https://drive.google.com/open?id=0B2DjXZWj6HagmIedzAwY3JzdiQ>  
**OPPORTUNITY:** Discuss potential flood control solutions in conjunction with potential transportation improvements along the corridor.

**Current Regional and State Sea Level Rise Planning Efforts**

- MTC/BCDC Sea Level Rise Impact Mapping (Eliza Berry, BCDC)**  
 MTC and BCDC have teamed up to model 10 Sea Level Rise scenarios and are seeking input on the maps before they make them public.  
 Reference: <https://drive.google.com/open?id=0B2DjXZWj6HagmIedzAwY3JzdiQ>  
**OPPORTUNITY:** Maps will identify updated vulnerable locations and infrastructure along the shorelines of Unincorporated Solano County, Vallejo, Benicia and Suisun City.
- Caltrans Statewide Vulnerability Assessment (Dillon Miner, Caltrans)**  
 Caltrans is currently undertaking a Vulnerability Assessment statewide which includes flooding and sea level rise. This planning effort has just started and Caltrans staff will be available to provide an overview of this effort and relevant timelines.

**STA**  
 Solano Transportation Authority



#### Upcoming Funding Opportunities

##### 1. Bay Area Restoration Parcel Tax (Steve Chappel, SRCD)

Recently approved by voters, the parcel tax is Bay Area wide and is intended to fund restoration projects identified in the Bay Area Restoration Authority's Project List.

Reference: <http://sfbayrestore.org/docs/Projects.pdf>

**OPPORTUNITY:** Solano County has several projects included on the list and Steve Chappel from the Suisun Resource and Conservation District was invited to participate in their advisory committee. Mr. Chappel is invited to participate in this forum.

##### 2. Bay Area Resiliency by Design Grant (Robert Guerrero, STA and Fraser Schilling, UCD)

The Rockefeller Foundation granted up to \$4.6 million, with the intent to fund at least 1 design project from the 9 Bay Area Counties (up to \$250k each). The grant is for teams to design innovative solutions for projects impacted by sea level rise.

Reference: <http://www.resilientbavarea.org/>

**OPPORTUNITY:** Grant opportunity for designing a sea level rise/flood control project and teasing it up to be shovel ready if funding becomes available.



## Solano Flood Control and Sea Level Rise Take-Aways

- Need for near term project priorities
- Need for a short term and long term plan for improvements
- Need for consistent Modeling Data
- Need to have clear roles and governance



**SOLANO  
City County Coordinating Council  
Staff Report**

**Meeting of. May 11, 2017**

**Agency/Staff: Michelle Heppner,  
Solano County Administrator's  
Office and Karen Lange, 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.

**Federal Budget**

Congressional negotiators have reached a deal on the FY 2017 budget. The agreement, which will be voted on later this week, will fund the federal government through the end of the current fiscal year (through September 30). Attachment B provides an overview of the 1,600 page Fiscal Year 2017 Omnibus Appropriations Act.

**Recommendation:** Receive update on legislative matters of concern.

**Attachments:**

A – Federal Budget - Fiscal Year 2017 Omnibus Appropriations Act



MEMORANDUM

**TO:** Michelle Heppner  
Legislative, Intergovernmental & Public Affairs Officer, Solano County

**FROM:** Joe Krahn, Tom Joseph, and Hasan Sarsour  
Solano County Washington Representatives

**CC:** Birgitta Corsello, County Administrator, Solano County

**DATE:** May 2, 2017

**SUBJECT:** Fiscal Year 2017 Omnibus Appropriations Act

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Members of Congress are set to vote on a fiscal year 2017 omnibus appropriations package after negotiators struck a long-awaited deal to keep the federal government open through the end of September. Although GOP congressional leaders made the decision last year to delay consideration of the 2017 budget in order to give the Trump administration sufficient opportunity to mold the legislation, the final spending agreement rejects many of the priorities sought by the president. By way of illustration, the \$1.1 trillion funding bill does not include the \$18 billion in fiscal year 2017 cuts proposed by the White House or money for a border wall. Also left out of the legislation were a bevy of policy riders that Democrats considered to be “poison pill” amendments.

At the same time, congressional Republicans and President Trump were able to secure several notable wins. For example, the budget package provides a \$15 billion boost for the Pentagon, with \$2.5 billion of the funding contingent on the administration delivering a new plan to combat the Islamic State. The bill also includes \$1.5 billion for border security, although funding cannot be used for additional Immigration and Customs Enforcement agents, or, as previously noted, for the construction of a border wall.

All told, the final fiscal year 2017 budget represents a victory for Solano County. Faced with the possibility of significant spending cuts in the current year, Congress ultimately rebuffed many of the programmatic funding reductions that were being aggressively pursued by the White House.

Looking ahead, and although Republicans control both houses of Congress and the White House, the freshly minted budget reflects the fact that the GOP will be forced to rely on Democratic cooperation to advance most legislation of consequence. With the possible exception of health care reform – which could potentially move through Congress via the expedited budget reconciliation process – most bills, including

appropriations measures, will need 60 votes to clear the Senate. Accordingly, and given the 52-48 split in the upper chamber, Republicans and the Trump administration will need to continue to work with congressional Democrats if they want to see legislation enacted into law.

To follow are charts that compare fiscal year 2016 and fiscal year 2017 funding levels for a number of key programs. The numbers in the charts are in millions of dollars.

### KEY PROGRAMMATIC FUNDING LEVELS

HEALTH PROGRAMS			
	FY 2016 ENACTED	FY 2017 OMNIBUS	CHANGE
MEDICAID	\$243,545	\$262,003	+\$18,458
RYAN WHITE HIV/AIDS PROGRAM	\$2,322	\$2,318	-\$4
MATERNAL & CHILD HEALTH BLOCK GRANT	\$638	\$642	+\$4
PREVENTIVE HLTH/HEALTH SERVICES BLOCK GRANT	\$160	\$160	---
PREVENTION AND PUBLIC HEALTH FUND	\$892	\$891	-\$1

HUMAN SERVICES			
	FY 2016 ENACTED	FY 2017 OMNIBUS	CHANGE
TANF	\$16,500	\$16,500	---
SSBG	\$1,700	\$1,700	---
LIHEAP	\$3,390	\$3,390	---
CHILD SUPPORT ENFORCEMENT	\$4,070	\$4,276	+\$206
HEAD START	\$9,168	\$9,253	+\$85
CHILD CARE DEVELOPMENT FUND	\$4,772	\$4,992	+\$220
OLDER AMERICANS ACT PROGRAMS	\$1,381	\$1,387	+\$6
ELDER JUSTICE ACT	\$10	\$10	---
COMMUNITY SERVICES BLOCK GRANT	\$715	\$715	---
SNAP/FOOD STAMPS	\$80,849	\$78,480	-\$2,369*
WORKFORCE INVESTMENT ACT PROGRAMS	\$2,709	\$2,709	---

\*The decrease in SNAP is due to lower caseloads and does not reflect a cut in the program.

DEPARTMENT OF JUSTICE*			
	FY 2016 ENACTED	FY 2017 OMNIBUS	CHANGE
STATE CRIMINAL ALIEN ASSISTANCE PROGRAM (SCAAP)	\$210	\$210	---
VICTIMS OF CRIME ASSISTANCE (VOCA)	\$3,042	\$2,573	-\$469
VIOLENCE AGAINST WOMEN ACT	\$480	\$481.5	+\$1.5
VICTIMS OF TRAFFICKING GRANTS	\$45	\$45	---
COMMUNITY ORIENTED POLICING SERVICES (COPS)	\$212	\$221.5	+\$9.5

BYRNE/JUSTICE ASSISTANCE GRANT (JAG)	\$476	\$403	<b>-\$73</b>
SECOND CHANCE ACT	\$68	\$68	---
METHAMPHETAMINE ENFORCEMENT (LAB CLEANUP AND TASK FORCE)	\$18	\$17	<b>-\$1</b>
OPIOID INITIATIVE (COMPREHENSIVE ADDICTION & RECOVERY ACT (CARA))	\$83**	\$103	<b>+\$20</b>
JUVENILE JUSTICE PROGRAMS	\$270	\$247	<b>-\$23</b>

\* The omnibus includes the Rohrabacher-Farr medical marijuana rider, which prohibits DOJ from prosecuting businesses and individuals that are acting in compliance with state-legal medical marijuana laws.

\*\*Congress provided \$83 million for various opioid-related programs in fiscal year 2016 by way of several existing programs. The FY 17 omnibus spending package boosts several existing programs while also funding initiatives authorized under CARA.

<b>HOMELAND SECURITY</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
STATE HOMELAND SECURITY GRANT PROGRAM	\$467	\$467	---
URBAN AREA SECURITY INITIATIVE	\$600	\$605	<b>+\$5</b>
ASSISTANCE TO FIREFIGHTER GRANTS	\$345	\$345	---
STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE (SAFER) GRANTS	\$345	\$345	---
EMERGENCY MGMT PERFORMANCE GRANTS	\$350	\$350	---
NATIONAL PREDISASTER MITIGATION FUND	\$100	\$100	---

<b>DEPARTMENT OF TRANSPORTATION</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
FEDERAL-AID HIGHWAY OBLIGATION LIMIT	\$42,361	\$43,266	<b>+\$905</b>
TRANSIT FORMULA PROGRAM	\$9,347	\$9,733	<b>+\$386</b>
CAPITAL INVESTMENT GRANTS	\$2,177	\$2,412	<b>+\$235</b>
TIGER GRANTS	\$500	\$500	---
HIGH SPEED RAIL	\$0	\$0	---
AIRPORT IMPROVEMENT GRANTS	\$3,350	\$3,350	---

<b>DEPARTMENT OF HOUSING &amp; URBAN DEVELOPMENT</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	\$3,000	\$3,000	---
HOME INVESTMENT PARTNERSHIPS PROGRAM	\$950	\$950	---
CHOICE NEIGHBORHOODS INITIATIVE	\$125	\$137.5	<b>+\$12.5</b>
HOMELESS ASSISTANCE GRANTS	\$2,250	\$2,250	---

<b>INTERIOR-ENVIRONMENT</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
<b>PAYMENTS-IN-LIEU-OF-TAXES (PILT)</b>	\$452	\$465	<b>+\$13</b>
<b>WILDLAND FIREFIGHTING AND PREVENTION</b>	\$4,203	\$4,183	<b>-\$20</b>
<b>WILDLAND FIRE SUPPRESSION</b>	\$1,103	\$1,643	<b>+\$540</b>
<b>HAZARDOUS FUELS MANAGEMENT</b>	\$545	\$570	<b>+\$25</b>
<b>BIOMASS UTILIZATION GRANTS</b>	---	\$15	<b>+\$15</b>
<b>LAND AND WATER CONSERVATION FUND</b>	\$450	\$400	<b>-\$50</b>

<b>WATER RESOURCES/AIR QUALITY</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
<b>CALIFORNIA BAY-DELTA RESTORATION</b>	\$37	\$36	<b>-\$1</b>
<b>SOLANO PROJECT</b>	\$3.7	\$3.7	---
<b>SAN PABLO BAY &amp; MARE ISLAND STRAIT DREDGING</b>	\$1.18	\$2.03	<b>+\$850K</b>
<b>SUISUN BAY CHANNEL DREDGING</b>	\$3.25	\$4.03	<b>+\$780K</b>
<b>SF BAY LTMS</b>	\$500K	\$600K	<b>+100K</b>
<b>WATER RECLAMATION &amp; REUSE PROJECTS</b>	\$23.4	\$34.4	<b>+\$11</b>
<b>WATERSMART GRANTS</b>	\$23.4	\$24	<b>+\$600K</b>
<b>WIFIA PROGRAM</b>	---	\$30*	<b>+\$30</b>
<b>CLEAN WATER STATE REVOLVING FUND</b>	\$1,394	\$1,394	---
<b>DRINKING WATER STATE REVOLVING FUND</b>	\$863	\$863	---
<b>DIESEL EMISSIONS GRANTS</b>	\$50	\$60	<b>+\$10</b>
<b>TARGETED AIR SHED GRANTS</b>	\$20	\$30	<b>+\$10</b>
<b>STATE AND LOCAL AIR QUALITY GRANTS</b>	\$228	\$228	---

\*\$20 million of which was funded as part of the previous CR.

<b>AGRICULTURE</b>			
	<b>FY 2016 ENACTED</b>	<b>FY 2017 OMNIBUS</b>	<b>CHANGE</b>
<b>USDA RURAL DEVELOPMENT PROGRAMS</b>	\$2,771	\$2,937	<b>+\$166</b>
<b>RURAL WATER &amp; WASTE PROGRAM LOANS</b>	\$1,250	\$1,250	---
<b>RURAL WATER &amp; WASTE DISPOSAL GRANTS</b>	\$522	\$571	<b>+\$49</b>
<b>RURAL COMMUNITY FACILITIES LOANS</b>	2,200	\$2,600	<b>+\$400</b>
<b>RURAL COMMUNITY FACILITIES GRANTS</b>	\$25	\$30	<b>+\$5</b>
<b>RURAL BROADBAND GRANTS</b>	\$10.4	\$34.5	<b>+\$24.1</b>
<b>DISTANCE LEARNING AND TELEMEDICINE</b>	\$22	\$26.6	<b>+\$4.6</b>

We hope this information is useful to you. Please do not hesitate to contact us if you have any questions.

**SOLANO  
City County Coordinating Council  
Staff Report**

**Meeting of:** May 11, 2017

**Agency/Staff:** Tina Chechourka, Center for  
Volunteer & Nonprofit  
Leadership (CVNL)

**Agenda Item No:** V.2

**Title /Subject:** Introduce Tina Chechourka, Volunteer Coordinator of CVNL for the Solano County volunteer program and website, solanovolunteers.org.

**Background/Discussion:**

The Solano County Board of Supervisors expressed interest in the establishment of a volunteer center in March 2008. An effort by the Solano County Nonprofit Coalition, working with United Way, Wells Fargo Bank and the Volunteer Center of East Bay, to establish a Solano County Volunteer Center was short-lived due to limited funding. The concept was revisited in FY2014/15 as part of The Poverty Summit and, in November 2016, Solano County entered into a contract for a 3 year pilot program with the Center for Volunteer & Nonprofit Leadership to establish a volunteer program and website where organizations can post volunteer opportunities and individuals can register according to their volunteer interests. The website, solanovolunteers.org, is operational and the new volunteer coordinator, Tina Chechourka, is working to educate organizations and community members on the site's availability, functionality, and scope.

The Center for Volunteer & Nonprofit Leadership (CVNL) was established in 1964 and has extensive expertise in designing and implementing volunteer programs, recruiting volunteers and training and equipping nonprofits with effective volunteer management. CVNL currently supports dozens of nonprofits in the counties of Napa and Marin.

**Recommendation:** Receive a presentation from Tina Chechourka on the Solano County volunteer program and website, solanovolunteers.org.

**Attachments:**

A – Volunteer Portal Flyer



Get Involved, Make a Difference.

Find

Needs



Do you represent an agency? [Learn what Get Connected can do for you.](#)

## Welcome Volunteers in Solano!

Connect with nonprofits and business who need volunteers — where together you'll make a bigger impact. Our Volunteer Portal is the place where you can create a custom personal profile, then find and engage with what matches your interests and the causes you care about. The state-of-the art technology we've employed makes it easy for you to give back.

## Volunteers, it's FREE for you to use!

Make an impact with causes you want to support. Opportunities are being added and updated constantly by our growing community of organizations and businesses.

## Find an Opportunity Now.

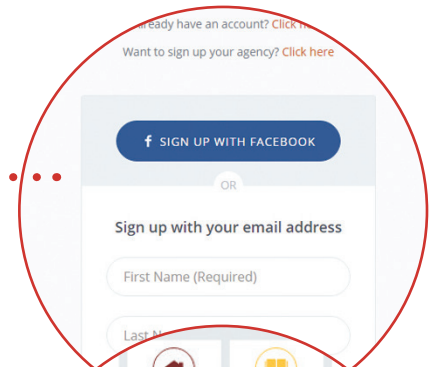
Follow the five easy steps on the back to get started today.



1

## Create an Account

Sign up with just your email, or using Facebook. And, if you're interested in helping during a disaster, you can add that to your profile.



2

## Select Causes

Choose the causes you care about.



3

## Select Interests

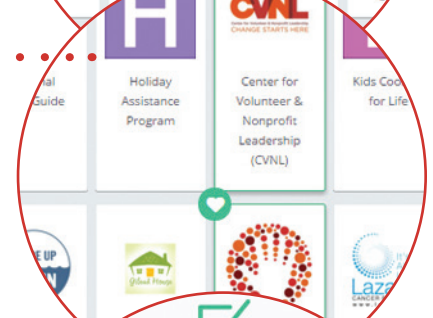
Pick what matches your interests.



4

## Find Agencies You Like

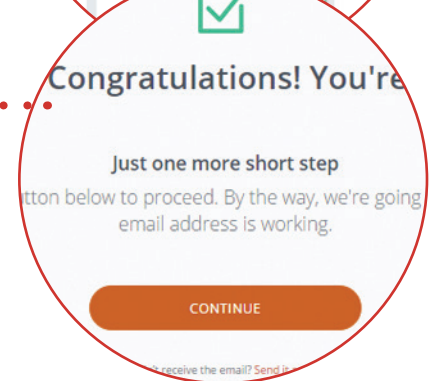
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5

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What difference will you make?

**SOLANO  
City County Coordinating Committee  
Staff Report**

**Meeting of: May 11, 2017**

**Agency/Staff: Dr. Robert Eyler, Economic  
Forensics and Analytics, Sandy Person and  
Sean Quinn, Solano EDC**

**Agenda Item No: V.3**

**Title/Subject: Receive final presentation of Moving Solano Forward II and approve the Final Report and Technical Appendix, and the implementation of the strategic plan.**

**Background:**

Moving Solano Forward II (MSF II) is a project focused on developing a strategic approach to sustaining and growing the regional economy that would leverage resources and maximize opportunities. MSF II also developed economic development tools and creative concepts to be used to accomplish this effort. This project builds upon the work of MSF I, which was completed in 2014. Both projects were funded by grants from the Office of Economic Adjustment, which is part of the Department of Defense, and local funding from Solano County.

Solano County contracted with the Solano Economic Development Corporation (Solano EDC) to provide project management of MSF II. After a Request for Proposal (RFP) process, the Solano County Board of Supervisors approved a contract with the following team in late November of 2015:

- Robert Eyler, Economic Forensic Analytics
- Audrey Taylor, Chabin Concepts
- Debbie Kern, Keyser Marston and Associates
- Don Schhjeldahl, DSG Advisors

Over 178 stakeholders participated in the MSF II project. Numerous presentations were made to the Solano County Board of Supervisors, City-County Coordinating Committee, City Managers Group, Solano EDC Economic Development Task Force, and Solano EDC Board of Directors and Executive Committee. Guidance was also provided by a Project Review Committee, comprised with over 20 representatives of the private and public sector. Meetings and tours were held in each community, businesses were toured and interviewed and discussions were held with those involved in workforce and education.

The purpose of MSF II was to create an action oriented plan focused upon Solano County's unique economic strengths to pursue a unified economic development agenda for job creation, capital investment and increased economic vitality. A three-step process was used to frame this project:

- 1) Where is Solano County now?
- 2) Where do the Stakeholders want to be?
- 3) How will the Solano EDC get there?

The Final Report and Technical Appendix are attached to this staff report. MSF II consists of 16 Working Papers which can be found at [www.movingolanoforwardii](http://www.movingolanoforwardii). These Working Papers contain the detailed research and analysis that served as the base for the development of the strategic plan (Working Paper Task 2.4) around three key areas:

1) Preparing product (sites) to increase competitiveness with surrounding counties. Over 200 industrial sites throughout the County were reviewed and evaluated by DSG Advisors, an international site selection firm, and categorized as Tier 1, 2 or 3 (Tier 1 shovel-ready, Tier 2 short-term and Tier 3 long-term). Working with the cities and county the portfolio was narrowed to 20 featured sites with detailed data worksheets and maps. This information has already proved helpful in responding to companies looking for sites in Solano County.

2) Strengthening a shared-purpose economic and research analysis, partnership and tools (further described below).

3) Creating a consensus based strategic execution plan for countywide economic development efforts. This strategic plan lays the foundation around which strategies and initiatives align for implementation.

MSF II developed tools that are to be used to increase organizational and institutional capacity as well to be used for launching the execution of the initiatives. These tools include:

- A new economic development website ([www.SolanoEDC.org](http://www.SolanoEDC.org) or [www.SolanoMeansBusiness.com](http://www.SolanoMeansBusiness.com))
- Up to date economic development data base based upon the International Economic Development Council (IEDC) standards.
- City specific site evaluation reports and detailed information developed on over 200 industrial sites throughout the county and detailed profiles on 20 Featured Sites.
- Provision of business attraction and retention tracking software to all cities and the county. The Workforce Development Board also acquired the same software.
- Economic analysis of economy, gross regional product, traded-sector drivers, and labor force analysis.
- An infrastructure financing guide and specific case study analysis in each city using an Enhanced Infrastructure Financing District model.
- A model for the creation of Significant Industry Groups, which a Manufacturing Industry Group has already been formed and is meeting.
- A marketing campaign style guide was developed to be used by the Solano EDC and all the cities.
- Development of a countywide economic development strategic plan.

The project was essentially completed in February of this year culminating with a Solano EDC breakfast presentation by the two lead consultants with over 200 people in attendance.

The Solano EDC is now moving forward with a transition, based upon the Solano EDC Transition Plan, which was prepared as a guide of the tasks to move the Solano EDC from its current structure and activities to the Moving Solano Forward Action Plan and Vision. Under this Action Plan and Vision, the Solano EDC will have a major focus on business attraction and marketing.

**Discussion:**

MSF II recommended that the Solano EDC serve as the key implementation entity in collaboration with the county, cities, partners and businesses. It also recommended that by the end of June 2017, the Solano EDC restructure to align with the strategy. This will be a significant change and a challenge given that the Solano EDC does not have sufficient funding to implement the strategy, particularly business attraction and marketing.

To accomplish this Solano EDC has prepared a one-year tactical plan and five-year strategic plan based on this refocus and strategy. A Transition Plan has been developed to guide this process.

This mission focused transformation and restructure will need the collective buy-in, participation, support and investment from both the public and private sectors. To date, presentations and/or funding requests have been made to city councils in Fairfield, Rio Vista, Vacaville, Benicia and Dixon. Vallejo and Solano County are scheduled and Suisun City is being scheduled. The budget request for each city is \$.40 per capita and \$100,000 from Solano County. The Solano EDC has formed an Investment Committee to increase private sector funding. The initial result from both efforts has been positive.

Each city and the County have their own needs and opportunities. The Solano EDC will need to customize some of their services to meet these needs and opportunities. It is proposed that a specific Memorandum of Understanding (MOU) be developed with each city and the County which would include proposed services and performance measures.

It is important that each public and private investor know what the Solano EDC is accomplishing. A new effort that includes weekly emails and increased press releases and social media has already started.

The Solano EDC and the cities will launch the "Solano Business First" program, aimed at existing businesses. It is anticipated, based upon funding, there will be a soft launch of the "Solano Means Business, the business attraction and marketing effort. A video has also been prepared to be used in marketing. The Solano EDC has adopted and is using their new marketing image which has a strong business orientation. The new data and image has already been used in responding to a significant prospect lead. A Manufacturing Group has been established and is working on issues key to local manufacturers.

With funding from Solano County, the Solano EDC is preparing a Comprehensive Economic Development Strategy (CEDS), which is required for the cities and the County to access federal Economic Development Administration funds. Meetings have been held with all the cities, the County and the Solano Transportation Authority to discuss and review their priority economic development and infrastructure projects for the CEDS. The CEDS should be completed by July 2017 and submitted to the Economic Development Administration.

The Solano EDC is transitioning to its new role, based upon the work of MSF II and the significant input provided throughout the process.

The implementation of the strategic plan recommended in MSF II, and the transition of the Solano EDC, requires a shared buy in from the cities, County, partners and businesses. Specifically, the cities and County should accept the final MSF II work product and its strategic plan. Further, to be successful, it is vital that the cities and County support the new direction, the

use of the tools developed by MSF II and commit to funding the effort and using and maintaining the tools.

**Recommendation:** Review and accept the attached Final Report and Technical Appendix for MSF II as complete. Provide comments/direction on the direction recommended by MSF II and the subsequent Solano EDC Transition Plan and commit to the funding of the plan and maintenance of the tools. Recommend a reporting mechanism for the 4Cs so that progress can be tracked on the efforts.

Attachments:

A – Moving Solano Forward – Phase II – Final Report

B – Moving Solano Forward – Phase II – Technical Appendix



Why Solano? →

# Moving Solano Forward—Phase II

Final Report

February 2017

*This study was prepared under contract with Solano County, California, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the view of the County of Solano and its participating Partners and does not necessarily reflect the views of the Office of Economic Adjustment. February 2017*



# Moving Solano Forward - Phase II

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## Acknowledgements

Appreciation is extended to over 178 stakeholders who participated in Moving Solano Forward Phase II project, especially those public and private stakeholders who attended in numerous meetings and work sessions.

Special acknowledgement goes to the County of Solano and the Solano EDC staff for their involvement, leadership and hard work to ensure this project was inclusive, thorough and delivered the expected results.

The active participation of the City-County Coordinating Committee (seven mayors and the Board of Supervisors), City Manager Group (seven city managers and the County Administrative Officer), Solano Economic Development Task Force (representing each city, workforce development, transportation, utilities and education) and the Project Review Committee ensured that the Project Team was provided diverse input. The Project Review Committee included:

### Moving Solano Forward Project Review Committee

Name	Title	Organization
Travis Armstrong	Division Manager	Solano Garbage/Republic Services
James Bezek	Management Analyst	Solano County
Robert Bloom	CEO	Solano Workforce Investment Board
Birgitta Corsello	CAO	Solano County
Jeremy Craig	Interim City Manger	City of Vacaville
Kathleen Diohep	Economic Development Manager	City of Vallejo
Karl Dumas	Community Development Director	City of Fairfield
Lorraine Fernandez	Business Services	Solano Workforce Investment Board
Sue Fisher Jones	Government Affairs	Valero Benicia Refinery
Jason Garben	Economic Development	City of Suisun City
Mario Giuliani	Economic Development	City of Benicia
Steve Huddleston	Vice President	North Bay Healthcare
Robert Macaulay	Director of Planning	Solano Transportation Authority
Dave Melilli	Director-Public Works	City of Rio Vista
Sandy Person	President	Solano EDC
Carol Pruet	Chief Administrator	Dixon Chamber
Jon Quick	Vice President	Colliers
Sean Quinn	Project Manager	Solano EDC
Tony Sanfillipo	General Manager	Anheuser Busch Brewery
D'Andre Wells	Economic Development	City of Dixon
Jay Speck	Superintendent	County Office of Education
Andrea Garcia	External Affairs	Touro University
Debi Tavey	President/CEO	Fairfield-Suisun Chamber of Commerce



## Moving Solano Forward II – Final Report

Moving Solano Forward Phase II (MSF II) is a project focused on strategically sustaining and growing the regional economy. Local economies grow by increasing the total value of goods and services produced by local firms. Firm creation and growth, as well as businesses' movement into and out of the region, are functions of regional characteristics that determine the efficiency and productivity of various types of firms and markets.

The foundation of the Moving Solano Forward II is understanding Solano County's economic assets, challenges, and opportunities in a regional context and creating a structure to execute and take advantage of opportunities:

1. **Enhancing industry sectors and concentrations.** Firms are more productive when interacting in “sectors” or “clusters” of related firms, business functions and institutions.
2. **Fostering existing business and industry expansion.** Deliberate and continuous innovation and scaling is a core driver of increasing economic productivity.
3. **Developing and deploying human capital aligned with jobs.** Today's economy places a premium on higher levels of human capital and on labor markets that enable more continuous, targeted and efficient training, retraining and deployment of workers whose skills align with changing job requirements.
4. **Improving infrastructure and the efficiency of the built environment.** The economic benefits of concentrating assets – such as reduced transportation costs for goods, people and ideas, shared labor pools and the spillover of knowledge between firms and individuals – arise most robustly from dense, mixed-use and well-connected concentrations of businesses, suppliers, workers and consumers.
5. **Creating effective public and civic institutions.** Government shapes and enables market activity; provides critical public goods that enhance firms' productivity and efficiency; and, along with civic, private-sector and cross-sector institutions, creates the networks and environment that support dynamic and flexible economies.

These five market drivers interact to define the characteristics, opportunities and performance of the regional economy.

## Scope of Project

Moving Solano Forward II (MSF II) is a foundation for economic growth, and focuses on those aspects that have the most direct impact on improving economic output (gross regional product or GRP), employment and wages. A number of fundamental preconditions are vital to the success of an economic development strategy, including strong schools, safe and livable environment and a stable fiscal environment.

An economic development strategy does not diminish the need for comprehensive planning regarding poverty, education, housing, public health, safety, transportation, the environment, community development and overall quality of life. These issues are critical elements of an environment that enables economic growth which are being addressed by other organizations and initiatives.

## Project Approach

A business planning model was used to guide the project and create the strategy:

- ❖ **Fact-based and market-disciplined.** Rigorous market analysis led to strategies tailored to the specific assets and opportunities within Solano County. The work reflects extensive and vigorous economic analysis about the county's position, the path toward economic growth, and what actions move it further along that path.

### MSF II Project Working Papers

- 2.0 Property Site Overview
  - 2.1 Property Site Overview-Cities
  - 2.1, 2.3, 5.2 Business Park Boundaries
- 2.2 Corridor Research
  - 2.2a Corridor Research Supplement
- 2.4 Moving Solano Forward II Strategy
- 2.5 Perception Identity Findings
- 2.5 Marketing Campaign Style Guide
- 3.0 Economic Analysis & Cluster Selection
- 3.1 Business Lists
- 3.2 Business Survey Findings
- 3.3 Business Retention Expansion Program
- 3.4 Linking Traded Sectors to Workforce
- 5.1 GIS Property Design
- 5.1 Website Design Overview
  - 5.1 Economic Development Wireframe
- 6.1 Financing Economic Development
- 6.2-6.3 Infrastructure Financing and Funding Source Guide

- ❖ **Inclusive and collaborative.** Extensive outreach to stakeholders, organizations and cities in different settings – meetings, surveys, individuals, businesses, work sessions, groups – to generate a diverse set of inputs to the project research and strategic actions. Key groups informing the project included the Project Review Committee, City-County Coordinating Committee, City Managers Group, Solano Economic Development Task Force, Solano EDC Board of Directors and Workforce Development groups.

- ❖ **Transparent.** In addition to meetings and monthly reporting, as project tasks were completed *Working Papers* were posted to the project website for review and comment. The project website promoted the project schedule, presentations, and meeting schedule and encouraged public comment via the website. Meetings and presentations were posted on the project website for public review. [www.MovingSolanoForward.com](http://www.MovingSolanoForward.com).

## Assets

The many legacies – industry mix, workforce, built environment and institutions – of Solano County’s rich history provides the foundation for a path forward for a prosperous, inclusive and competitive place. Deliberately capitalizing on, promoting and connecting the opportunities of assets, alignment of industries, human capital, innovation ecosystem, built environment and governance lead in creating competitive business locations:

- ❖ **Economic Drivers**
  - Strength of existing base of traded sector – \$19.65 billion-dollar Gross Regional Product.
  - Traded sector industries drive the Gross Regional Product (GRP) having an economic output of \$1.4M per job – Advanced Materials (manufacturing), Bio-Tech/Bio-Medical, Food/Beverage, and supply chain industries, including logistics supporting the traded sector.
  - Travis Air Force Base continues to be a major single-industry job generator as well as magnet for supply chain industries.
  - Healthcare continues to grow as the major job employment base contributing to the GRP.
- ❖ **Physical Product**
  - Key location within the San Francisco Bay Area, and one of the nine counties making up the Bay Area metropolitan region.
  - I-80 plus five trade corridors, 2.0 million square feet of industrial, flex and warehouse space and over 1,000 acres of Tier 1 sites available.
  - Diverse portfolio of 21 industrial parks. Each city represents different opportunities:
    - Mature: Fairfield, Vacaville and Vallejo have active developer activity, more mature industrial areas and Tier 1 and Tier 2 space.
    - Emerging: Dixon is emerging market with site opportunities and strategic location near UC Davis campus.
    - Niche: Benicia, Rio Vista and County are more niche-oriented due to small land portfolios.

- Developer: Suisun City has unique opportunity to market specific sites to developers.
- Annual industrial operating costs range from 35-45% less than Oakland and San Jose.
- ❖ **Human Capital**
  - Shared workforce with over 1.3 million workers within a 40-mile radius.
  - Solano County provides jobs to workers in other areas, over 60,000 in-bound workers and exports over 107,000 out-bound workers daily<sup>1</sup>.
- ❖ **Other Assets**
  - There are many other assets supporting industry including
    - The County's education portfolio, where colleges and universities can partner with firms to pursue cutting-edge technologies, products and research.
    - Education-workforce-economic development collaboration for tailored, industry-driven training and education to drive firm-worker matching creating high productivity talent for key sectors.
    - Strong physical and virtual connections to a variety of resident, business and cultural/entertainment nodes throughout the county.
    - Diverse living styles – urban, country and waterfront.
    - Resource assistance; inter-jurisdictional and cross-organizational partnership that enable and catalyze countywide growth.

The above overviews those key assets for impacting economic growth – competitive location, scaling local traded-sector industries and attracting new jobs and investment.

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<sup>1</sup> 2014 Census Data, In-Out Flow Analysis (LEHD, [onthemap.ces.census.gov](http://onthemap.ces.census.gov)), Private Sector Workers

## Moving Solano Forward Strategic Framework<sup>2</sup>

The Moving Solano Forward II (MSF II) extensive body of work (*16 Working Papers*) was to provide a foundation for increasing the number, size and productivity of the county's traded-sector.

Task 2.4, outlines a strategic framework to directly address opportunities, engage partners to ensure competitiveness within the region and launch activities that results in new jobs, investment and diversification of the economic base.

The research and assessment of MSF II is incorporated in the strategic framework and strategy for implementation.

The MSF II Strategic Framework is based on four interlinking initiatives, which begin to differentiate economic development actions from past efforts – strategic focus, collaborative in approach to maximize resources and outcomes.

Two initiatives are focused on business termed, *outward facing*:

- ❖ **Existing Business** actions (aka Business, Retention & Expansion) are not necessarily new. Collaborating with cities and other organization economic professionals, a collaborative use of new technology will increase efficiency and collaboration of meetings with existing businesses, called Solano Business First! Existing business development is led by Cities. The new tool, Executive Pulse was provided to each city and the County to assist in this effort

**Expected Outcomes:** Scale existing traded-sector businesses to create economic impact.



<sup>2</sup>Task 2.4 Working Paper MSF Corridor Development Strategy



- ❖ **Business Attraction** actions are new as it relates to being pro-active in “attracting” new leads in identified targets of traded-sectors – Advanced Materials, Food/Beverage and BioTech/BioMedical. Working with Solano Industry Groups (traded-sector) the Solano EDC would launch traded-sector attraction campaigns. This initiative includes new material concepts<sup>3</sup> which all jurisdictions and organizations can participate to leverage marketing and broaden exposure.



**Expected Outcomes:** Increase exposure of Solano as a premier location for traded-sectors industries and double lead generation and project conversion rates.

Two initiatives are *inward-facing* (actions that are internal to Solano County to create and maintain competitive advantage while meeting the expectations of business):

- ❖ **Competitiveness** actions included continuing the work started with MSF II to ensure a shovel-ready land and building inventory, access to state, federal resources to finance infrastructure development and address challenge areas for businesses, such as workforce development, transportation and business climate issues.

**Expected Outcomes:** Maintain competitive advantages for existing and new businesses, access resources to enhance infrastructure, maintain a shovel-ready portfolio and facilitate education-workforce-economic development collaboration around workforce challenges.

- ❖ **Resource Hub** actions included engaging collaboration with partners to ensure the right information for businesses is easily and quickly accessible, preferably virtually, connecting businesses to resources and assistance, and providing leading research on the County and industries.

**Expected Outcomes:** Maintain a robust virtual resource hub with current data and research, and access to business assistance expertise and economic research.

Solano County, all partners and organizations, have already begun to make this transition toward a collaborative, mission-focused strategic approach for economic growth:

- ❖ An Industry Group on manufacturers is forming.

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<sup>3</sup> Task 2.5 Marketing Campaign Style Guide

- ❖ The Solano Economic Development Task Force is moving to a team for launching Solano Business First! implementing in their local cities new software to enhance existing business calls.
- ❖ Workforce Development is also using same software to interface with cities and businesses to leverage outreach.
- ❖ Early adopters are planning to use the Solano Means Business campaign.
- ❖ Cities are investigating opportunity for creating an industrial-tourism node.
- ❖ Cities are preparing future analysis on infrastructure project financing.

***Now is the time to capture the energy and momentum of existing efforts to align the mutually-reinforcing strategies and leverage implementing actions by all entities. Coordinated execution of the cross-cutting strategies will achieve synergies and magnify growth across all parts of the county.***

## Next Steps – Ongoing Institution Capacity

**While significant milestones have already been achieved in building collaborative efforts, initiating tools and early adoption of the mission, the process to date and this document are just the first iteration.** Like any business plan, the plan will always be a work-in-process: the point is not the strategy, but the strategic enterprises it helps launch.

MSF II represents only the foundational work for what will become a continuous process of stakeholder engagement, analysis, strategic revision, initiative design and execution, measurement of results, adjustment and adaptation to new economic conditions.

Implementation will require:

- ❖ An entity geared toward action with a framework for strong and lasting collaboration, continual engagement of stakeholders, across sectors (public, private and civic) with focus on economic growth, addressing challenges and embracing evolving opportunities. The countywide Solano Economic Development Corporation is in best position to implement the strategy.
- ❖ Strengthening the Solano EDC to move the strategy forward – leadership, strategy-specific working groups, staffing, potential partnership arrangements and/or agreements.
- ❖ Defining roles and responsibilities including: identify/executing initiatives, monitoring progress/ performance of implementation efforts, revisiting/refreshing analysis and strategies over the long term.
- ❖ Fundraising will be necessary to support the strategy implementation, particularly the Business Attraction Initiative.

## MSF II – Reports and Documents

The MSFII full report is contained in 16 *Working Papers* that provide the basis for the strategy which was conducted around three key areas:

1. Preparing product (sites) to increase competitiveness with surrounding counties.
2. Strengthening shared-purpose economic and research analysis, partnerships and tools.
3. Creating consensus-based, strategic execution plan.

MSFII project purpose was to:

1. Produce a shared roadmap for the region, aligning existing and new initiatives around a common mission.

2. Create the opportunity for an institutional infrastructure for economic growth, comprising a network of stakeholders committed to acting collaboratively to grow the economy.
3. Enhance an ongoing enterprise, geared toward action.
4. Be more than a strategic plan, laying a foundation around which strategies and initiatives align for implementation.

MSFII “tools” for increasing organizational and institutional capacity as well as launching execution of initiatives, included:

- New economic development website, [www.SolanoEDC.org](http://www.SolanoEDC.org), [www.SolanoMeansBusiness.com](http://www.SolanoMeansBusiness.com).
- Business tracking software, Executive Pulse.
- City specific site evaluation reports, each city’s real estate portfolio evaluated and reports delivered to cities.
- Economic analysis of existing economy, gross regional product, traded-sector drivers and labor force analysis.
- An infrastructure financing guide.
- Up-to-date data based on International Economic Development Council, IEDC, standards.
- Model for forming a manufacturing industry group.
- Marketing campaign style guide.

The Final Report Technical Appendix provides overview of all work completed. All working papers are posted on [www.MovingSolanoForwardii.com](http://www.MovingSolanoForwardii.com) and the new website [www.SolanoEDC.org](http://www.SolanoEDC.org).

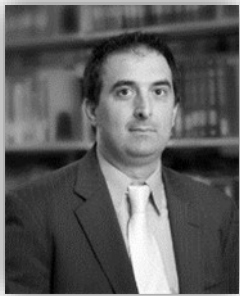
MSF II launch efforts will focus on:

1. Launch Solano Business First! To demonstrate collaboration and focus on scaling existing businesses.
2. Leverage the county’s geographic, supply chain and human capital advantages to grow traded sector industries
3. Become known in the greater Bay Area metropolis as the emerging premier location for traded-sector industries in advanced materials, food/beverage and biotech/biomedical through collaborative promotion.
4. Align workforce development with growth opportunities in targeted, high potential industry sectors, including health care.
5. Prepare applications for regional infrastructure to enhance efficiency, cost effectiveness and connectivity.
6. Foster dynamic industry networks and ecosystems, building on existing but sometimes fragmented activities.
7. Enhance inter-jurisdictional vision, cooperation and collaboration for economic growth.

## About the Project Team

Economic Forensics and Analytics, Chabin Concepts, DSG Advisors, Keyser Marston Associates and MC2 Design Group were part of the Moving Solano Forward Phase II Project and Team.

Chabin Concepts is an economic development and marketing firm with core competencies in realistic, achievable and measurable actions. DSG is an independent Site Selection Consultant. Our goal is to assist cities, counties, regions and states with their readiness for new investment and position them to win new jobs and investment. Our approach engages the community and leadership in strategic thinking **and** tactical implementation **accomplish the mission.**



*Robert Eyer, Ph.D.*  
**Economic Forensics and Analytics**



*Debbie Kern*  
**Managing Principal  
Keyser Marston  
Associates, Inc.**



*Audrey Taylor*  
**President and CEO  
Chabin Concepts**



*Brian Curtis*  
**Partner/Creative  
Project Management  
MC2 Design Group**



*Don Schjeldahl*  
**Founder & Principal  
DSG Advisors**



*Michael Coogan*  
**Partner/Development/  
Production/Proj. Mgmt.  
MC2 Design Group**



Why Solano? →

# Moving Solano Forward—Phase II

Technical Appendix

February 2017

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# Moving Solano Forward - Phase II

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D'Andre Wells	Economic Development	City of Dixon
Jay Speck	Superintendent	County Office of Education
Andrea Garcia	External Affairs	Touro University
Debi Tavey	President/CEO	Fairfield-Suisun Chamber of Commerce



## Moving Solano Forward II – Technical Appendix

Moving Solano Forward Phase II (MSF II) was developed around seven major tasks, 21 subtasks, multiple meetings, interviews, surveys, research, and reports.

The key deliverable was a strategy that engaged stakeholders - public, private and civic - and a toolbox to assist economic development, workforce development, local employers, local governments in collaboration with executing initiatives to drive economic growth, those that have the most direct impact on improving Solano County's economic output (Gross Regional Product).

The project had three major goals, all driving toward the toolbox and strategy deliverables.

1. Preparing product (sites) to increase competitiveness with surrounding counties;
2. Strengthening shared-purpose economic and research analysis, partnerships and tools; and
3. Creating a consensus-based, strategic execution plan.

The MSF II Strategy is based on four interlinking initiatives that differentiate local economic development actions from past efforts – strategic foci, collaborative in approach and maximizing resources and outcomes.

Two initiatives are *outward facing*, focused on businesses outside Solano County:

1. Existing Business aka BRE.
2. Marketing & Business Attraction.

Two initiatives are *inward facing*, maintaining competitive advantage and robust business services within Solano County:

1. Competitiveness.
2. Resource Hub.

The Technical Appendix further outlines work completed for MSF II.



# Moving Solano Forward Phase II

**Project Purpose** The purpose of Moving Solano Forward II is to *craft a dynamic culture of collaboration and shared-purpose thinking into an action-oriented plan focused on building upon Solano County’s unique economic strengths to pursue an economic development agenda for job creation, capital investment and increased economic vitality.*

A three-step process was used to frame this project:

1. Where is Solano County now?
2. Where do the Solano EDC Stakeholders want to be?
3. How will Solano EDC get there?

**Project Sponsors** The project was sponsored by the County of Solano, with financial support from the Office of Economic Adjustment (OEA), Department of Defense.

**Project Manager** The project and project team was managed by the Solano Economic Development Corporation (EDC).

**Project Review Committee** A project review committee was convened to provide input throughout the project process and strategy development.

**Project Scope** In accordance with the County’s contract with OEA, the project entailed seven main tasks and 21 sub-tasks. As tasks were completed, project Working Papers (16) were posted to the MSF II project website, [www.MovingSolanoForwardII.com](http://www.MovingSolanoForwardII.com). Also posted are over 20 presentations and work sessions with Solano EDC Project Manager, Project Review Committee, Solano EDC Economic Development Task Force, Board of Supervisors, City/County Coordinating Committee, Solano EDC Board of Directors, and City Managers Group.

The three major goals of the project were to increase effectiveness of economic development throughout the county and tools that could be used in strategy execution:

1. Prepare product (sites) to increase competitiveness with surrounding counties;
2. Strengthen shared-purpose partnerships and tools; and
3. Create a consensus-based, strategic execution plan.

**Stakeholder Engagement** This project involved important collaboration with the Solano County Administrator, managers of Solano County’s seven cities, elected officials, economic development professionals through the Solano EDC Task Force, and other stakeholders. Quarterly meetings were held with the Solano City-County Coordinating Committee (4Cs), City Managers Group, Solano EDC’s Board of Directors and Project Review Committee.

**Stakeholder Engagement (continued)**

Over 178 stakeholders were engaged in over 25 official meetings and work sessions in each city, numerous unofficial meetings, personal interviews with businesses and utilities, and community tours.

**Working Papers**

To keep stakeholders informed of MSF Phase II’s progress, working papers were prepared as tasks were completed. Drafts were sent to our Project Manager and posted on [www.MovingSolanoForwardII.com](http://www.MovingSolanoForwardII.com). The following working papers guided Moving Solano Forward Phase II’s strategy development:

Project Task (as defined by Scope of Work)	Working Paper (s)
Task 2: Corridor Vision & Development	Task 2.1 Site Inventory & Evaluation (includes, 2.3 Fatal Flaws, Task 4.1 & 4.2 Evaluation of Tier 2 Sites & Identification of Sites for Evaluation of Financing) Task 2.0 & 4.0 Countywide Preliminary Property Site Overview Task 2.1-2.3-5.2 Business Park Boundaries for Website Development Task 2 & 4 City-specific Site Reviews, Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville, Vallejo (Preliminary and Final Reports) Task 2.2 Corridor Review Research & Task 2.2a Corridor Research Supplement Task 2.4 Strategy Task 2.5 Perception-Identity Research Task 2.5 Marketing Concepts, Marketing Campaign Style Guide
Task 3: Cluster Analysis	Task 3.0 Economic Analysis & Cluster Selection Task 3.1 Business Lists Task 3.2 Business Survey Task 3.3 Business Retention & Expansion Program (Tool: Executive Pulse CRM System for all economic development entities) Task 3.4 Linking Traded Sectors to Workforce
Task 4.0 Sites	All work on sites Tier 1, 2 or 3 are included in Task 2.0
Task 5.0 Data	Task 5.1 Website Design Overview Task 5.1 Web GIS Property Design Task 5.2 Data Tables (created in accordance with IEDC Data Standards) Task 5.2, 5.3, 5.4 new Solano EDC website, <a href="http://www.SolanoEDC.org">www.SolanoEDC.org</a> , <a href="http://www.SolanoMeansBusiness.com">www.SolanoMeansBusiness.com</a>
Task 6.0 Funding	Task 6.1 Economic Development Funding Task 6.2 & 6.3 Infrastructure Financing and Funding Source Guide

**Toolbox:** Leave-behind products for enhancing economic development efficiency and/or implementing MSF strategy.

Task	Tool	Description
Task 2.1, 2.3	GIS web-based Property Portfolio	<ul style="list-style-type: none"> <li>Working with the County's GIS department, created a Property Portfolio linked to Solano EDC website and others. The property portfolio uniquely showcases properties evaluated in Task 2.1 and 2.3 offering unique search capability by type of property.</li> <li>Phase I created platform to host city-selected featured properties.</li> <li>Solano EDC and cities should continue to populate properties and buildings into the system to keep it fresh and promote all available buildings and sites cities want to market.</li> </ul>
Task 2.1, 2.3	City Specific Site Evaluation Reports	<ul style="list-style-type: none"> <li>Delivered to each city was a city-specific, site-evaluation report by DSG Advisors, MSF Phase II's site-location consultant.</li> </ul>
Task 2.1, 2.3- Task 3.0	Traded-Sector Industry Analysis	<ul style="list-style-type: none"> <li>Traded-sector industries, identified as the economic drivers for Solano County, were selected as initial targets in business attraction program.</li> <li>Using real-case scenarios of location requirements in each of the traded sectors (Advanced Materials, Biotech/BioMedical, Food/Beverage) operating cost analysis was conducted to compare a Solano County location to east coast, western states and Bay Area locations.</li> </ul>
Task 2.5	Marketing Campaign Style Guide	<ul style="list-style-type: none"> <li>Conceptual campaign designs that promotes a family of options to include each city for a regional marketing campaign or individual campaigns to increase awareness using a messaging platform.</li> <li>Solano EDC how a new identity compatible with the campaign.</li> </ul>
Task 3.3	Solano Business First – Customer Relationship Management (CRM) software, Executive Pulse	<ul style="list-style-type: none"> <li>To best assist in creating an effective program, a CRM software system was approved. A software system available to multiple agencies enhances information sharing and coordination of local business calls.</li> <li>After review of several programs, Executive Pulse was adopted.</li> <li>The ED Task Force attended training webinar and a half-day training.</li> <li>Each city/organization will launch their programs while coordinating efforts through the ED Task Force.</li> <li>The program is to be called <b>Solano Business First</b> to emphasize the importance of the existing businesses.</li> </ul>
Task 5.0	Website	<ul style="list-style-type: none"> <li>Robust and data-rich new Solano EDC website, using the <b>Solano Means Business</b> campaign, <a href="http://www.SolanoEDC.org">www.SolanoEDC.org</a> and <a href="http://www.SolanoMeansBusiness.com">www.SolanoMeansBusiness.com</a></li> </ul>
Task 5.0	Data Book	<ul style="list-style-type: none"> <li>Using International Economic Development Council (IEDC) standards, data was collected and documented for the Solano EDC website. The data tables were also formatted with sources as a working paper for easy annual updating.</li> </ul>
Task 6.1	Economic Development Financing	<ul style="list-style-type: none"> <li>Prepare a recommended, public-sector funding model based on per capita. Per capita model is suggested as the economic impact of projects benefit the entire community.</li> <li>Draft Memorandum of Understanding between Solano EDC and entities investing in economic development.</li> </ul>
Task 6.2 & 6.3	Financing Sources for Infrastructure	<ul style="list-style-type: none"> <li>Guide to state and federal financing programs for infrastructure.</li> <li>Analysis complete for featured properties to utilize State of California, Enhanced Infrastructure Financing District.</li> </ul>

# MSF II Kick Off

To engage stakeholders in 1) understanding, and 2) participating in the project, the following handout was provided to stakeholders outlining the MSF II project objectives and alignment to MSF Phase I.

## MSF Phase II Project Objectives and Alignment to MSF Phase I



Helping make Solano County "the chosen one."

As part of an ongoing strategy to grow and diversify Solano County's economy, Solano County has accessed federal sources to fund MOVING SOLANO FORWARD, PHASE I and MOVING SOLANO FORWARD, PHASE II, focused on implementing recommendations from Phase I.

Committed leadership of the Solano EDC will lead Phase II as the Project Manager. Leadership will drive forward-thinking actions to enhance the character and opportunities of the Solano County corridors and each unique city.

### MOVING SOLANO FORWARD, PHASE II

## IMPLEMENTING STRATEGIC ACTIONS

### PROJECT BACKGROUND

Moving Solano Forward, Phase I, completed in 2015, revealed these key findings:

1. For economic growth the County's economy will need to be diversified.
2. Four clusters emerged in the EDSP project that could assist the county in diversifying away from a government-dominated economy.
3. A total of 94 sites were identified in three categories that provide business location/expansion opportunities:
  - Tier 1, Shovel-ready Sites:.....30
  - Tier 2, Require some infrastructure:.....23
  - Tier 3, Raw land:.....41
4. Key clusters driving the economy are Energy, Food Chain, Medical and Life Sciences, and Advanced Materials.
5. Phase I recommended 13 strategies and 39 implementation actions for local jurisdictions to pursue over the next five years.

CLUSTERS
Energy
Food Chain
Medical and Life Sciences
Advanced Materials

### MOVING SOLANO FORWARD PHASE II

What will we get from Phase II?

1. A robust state-of-the-art website with information that will assist businesses, local governments, brokers and site selectors. The web site will be data rich with economic and demographic data; dynamic mapping to showcase unique market location, all county business parks, mega-sites and specific properties; highlight target industries and clusters; access to business resources — *creating a virtual one-stop clearinghouse* — that can also be used by the cities.
2. An economic development corridor strategy, based upon best practices from across the nation that will focus on marketing concepts, recruitment strategies, workforce development and the readiness of key sites that will assist in *creating a competitive advantage*.
3. A set of tools, resources and initiatives that best address the labor, real estate, capital and other needs of identified key target business clusters that can be shared with cities and county *filling the economic development gaps at the local level and adding value to their efforts*.
4. With the absence of redevelopment, identifying new public-public and public-private financing structures that can be used to *invest infrastructure in key sites to attract economic activity, near and long-term*.
5. Recommendations on potential local, state and federal funding sources that can be used to assist businesses and *fund economic development activities*.



# MSF Phase II Project Objectives and Alignment to MSF Phase I (Continued)



## WHO IS OVERSEEING THE PROJECT?

*Moving Solano Forward, Phase II* is led by the Solano EDC, with input from the Project Review Committee, the City-County Coordinating Council, and the City Managers Group.

### Solano EDC

Sandy Person, President  
Sean Quinn, MSF Phase II  
Project Manager  
(707) 864-1855  
sean@solanoedc.org



## WHO IS FUNDING THE PROJECT?

- Federal Office of Economic Adjustment
- County of Solano

## WHO IS CONDUCTING THE PROJECT?

The consulting team is not only highly qualified, but well respected nationally in the field.

- **Robert Eyler, Economic Forensics**  
Economist
- **Don Schjeldahl, DSG Advisors**  
Site Selection Consultant
- **Debbie Kern, Keyser Marston**  
Real Estate & Public Finance Analysts
- **Audrey Taylor, Chabin Concepts**  
Economic Development & Strategic Marketing

## HOW WILL PROGRESS BE REPORTED?

- The Consultant Team reports monthly progress to Solano EDC.
- There will be 16 public meetings throughout the project with 9 final presentations in February 2017.
- EDC Leadership will post project progress reports as tasks are completed.

## PROJECT REVIEW COMMITTEE

<b>Travis Armstrong</b> Solano Garbage/Republic Services	<b>Jason Garben</b> City of Suisun City	<b>Carol Pruett</b> Dixon Chamber of Commerce
<b>James Bezek</b> Solano County	<b>Andrea Garcia</b> Touro University	<b>Jon Quick</b> Colliers International
<b>Robert Bloom</b> Solano WIB	<b>Mario Giuliani</b> Benicia	<b>Sean Quinn</b> Solano EDC
<b>Birgitta Corsello</b> Solano County	<b>Steve Huddleston</b> NorthBay Healthcare	<b>Tony Sanfillipo</b> Anheuser-Busch
<b>Jeremy Craig</b> City of Vacaville	<b>Bob Macaulay</b> Solano Transportation Authority	<b>Jay Speck</b> Solano County Office of Education
<b>Kathleen Diohep</b> City of Vallejo	<b>Dave Melilli</b> City of Rio Vista	<b>Debi Tavey</b> Fairfield-Suisun Chamber of Commerce
<b>Karl Dumas</b> City of Fairfield	<b>Mark Nava</b> PG&E	<b>D'Andre Wells</b> City of Dixon
<b>Lorraine Fernandez</b> Solano WIB	<b>Sandy Person</b> Solano EDC	
<b>Sue Fisher Jones</b> Valero		

## CITY-COUNTY COORDINATING COUNCIL

<b>Linda J. Seifert</b> <i>Chair</i> Supervisor, Solano County, District 2	<b>Osby Davis</b> Mayor, City of Vallejo	<b>Jim Spering</b> Supervisor, Solano County, District 3
<b>Elizabeth Patterson</b> <i>Vice Chair</i> Mayor, City of Benicia	<b>Erin Hannigan</b> Supervisor, Solano County, District 1	<b>Skip Thomson</b> Supervisor, Solano County, District 5
<b>Len Augustine</b> Mayor, City of Vacaville	<b>Harry Price</b> Mayor, City of Fairfield	<b>John Vasquez</b> Supervisor, Solano County, District 4
<b>Jack Batchelor</b> Mayor, City of Dixon	<b>Norman Richardson</b> Mayor, City of Rio Vista	
	<b>Pete Sanchez</b> Mayor, City of Suisun City	

## CITY MANAGERS & COUNTY CAO

<b>Greg Bowman</b> City of Rio Vista	<b>Dan Keen</b> City of Vallejo	<b>Jim Lindley</b> City of Dixon
<b>Suzanne Bragdon</b> City of Suisun City	<b>Brad Kilger</b> City of Benicia	<b>David White</b> City of Fairfield
<b>Birgitta Corsello</b> CAO, Solano County	<b>Laura Kuhn</b> City of Vacaville	

# MSF Phase II Project Objectives and Alignment to MSF Phase I (Continued)

## GOAL 1

MOVING SOLANO FORWARD

### Enhance Countywide Development Capacity

COMPLETED PHASE I	IN PROGRESS PHASE II IMPLEMENTATION	
STRATEGIES:	PROJECT TASKS:	DELIVERABLES:
<p>Re-envison I-80 corridor form/function.</p>	<p><b>CORRIDOR VISION &amp; DEVELOPMENT</b></p> <p>Expand the Phase I Strategy "Re-envison I-80 Corridor form and function" in Phase II Corridor Vision and Development to include all "trade and good movements corridors" in Solano County including 80, 780, 680, 12 and 505.</p> <p>Research other "Corridor" regions to identify best practices which will be used to create a Solano County Corridor strategy, including marketing and recruitment strategies, to position Solano with the larger market, business retention and expansion strategies and programs that lead to economic growth.</p>	<ul style="list-style-type: none"> <li>■ Map and identify cluster opportunities.</li> <li>■ Based on "best practices" prepare a Solano County Corridor Strategy, a roadmap for implementing strategic actions to promote business locations and expansions, including:               <ul style="list-style-type: none"> <li>■ Identity and marketing concepts, story lines</li> <li>■ Recruitment strategies</li> <li>■ Readiness of key sites and property portfolio</li> <li>■ Site maps</li> <li>■ Laborshed and commute maps</li> </ul> </li> </ul>
<p>More effectively market shovel-ready sites &amp; buildings.</p>	<p><b>CORRIDOR VISION &amp; DEVELOPMENT</b></p> <p>Inventory, document to site selector specifications key sites and development opportunities. All Sites identified in Phase 1, approximately 94, will be investigated by a site location consultant to align sites to target clusters, work with local jurisdiction to identify priority sites and document those sites with key decision data which will be posted to new regional website and business park/site/building database.</p>	<ul style="list-style-type: none"> <li>■ Create a innovative web platform to showcase corridors, business parks, high impact sites, buildings.</li> <li>■ Create a database of properties that fit specific industry clusters and businesses as possible.</li> </ul>
<p>Prepare 2nd/3rd tier sites for cluster-focused &amp; other industrial development needs.</p>	<p><b>DEVELOPMENT SITES</b></p> <p>Analysis of opportunity and constraints of Tier 2-3 sites and alignment with target clusters.</p>	<ul style="list-style-type: none"> <li>■ Evaluate and identify the Tier 2-3 sites based on near-term and long-term opportunities for strategic public investment.</li> </ul>
<p>Obtain funding sources &amp; financing tools to fund infrastructure for vacant buildings &amp; sites.</p>	<p><b>FUNDING MECHANISMS</b></p> <p>Identify public-private infrastructure investment models that can be utilized to prepare Tier 2 and 3 catalyst sites.</p>	<ul style="list-style-type: none"> <li>■ Create potential structure to move forward with public/private funding of infrastructure options.</li> </ul>



# MSF Phase II Project Objectives and Alignment to MSF Phase I (Continued)

GOAL  
**2**

MOVING SOLANO FORWARD

## Strengthen Regional Economic Development and Workforce Development Programs & Services

COMPLETED <b>PHASE I</b>	IN PROGRESS <b>PHASE II IMPLEMENTATION</b>	
<b>STRATEGIES:</b>	<b>PROJECT TASKS:</b>	<b>DELIVERABLES:</b>
<p>Focus on regional business retention/expansion, attraction &amp; marketing</p>	<p><b>CLUSTER ANALYSIS</b></p> <ul style="list-style-type: none"> <li>■ Understand the diversity of businesses along supply chains for Solano County clusters.</li> <li>■ Analyze factors most important to cluster businesses location decisions.</li> <li>■ Identify key assets.</li> <li>■ Identify new clusters, current businesses under current clusters that are more “export” focused in term of marketplace.</li> <li>■ Understand the diversity of Solano County’s economy in terms of traded and locally-serving sectors.</li> </ul>	<ul style="list-style-type: none"> <li>■ Database existing cluster businesses.</li> <li>■ Provide Customer Relationship Management tool for business retention and attraction that can be used by County, Cities and EDC.</li> <li>■ Create tools, resources and processes for best addressing the needs of cluster businesses:                             <ul style="list-style-type: none"> <li>▪ Labor</li> <li>▪ Real Estate</li> <li>▪ Capital</li> <li>▪ Retention/Expansion</li> <li>▪ Attraction</li> </ul> </li> <li>■ Prepare Corridor Strategy for positioning, promoting and marketing Solano County’s unique location along trade corridors in the region.</li> </ul>
<p>Focus on aligning workforce skills w/skill set demand (cluster related employers) in the county</p>	<p><b>CLUSTER ANALYSIS</b></p> <ul style="list-style-type: none"> <li>■ Identify occupational and skill set needs of target clusters.</li> <li>■ Provide insight as to how those skills demand will evolve through 2020.</li> </ul>	<ul style="list-style-type: none"> <li>■ Recommend a model to address the workforce skills needs of key target clusters.</li> </ul>
<p>Develop a messaging strategy for economic development purposes</p>	<p><b>FUNDING MECHANISMS</b></p> <ul style="list-style-type: none"> <li>■ Identify and structure potential sustainable funding model for economic development.</li> <li>■ Identify and evaluate potential Federal, State and local funding or financing opportunities to fund infrastructure, workforce development or business assistance.</li> </ul>	<ul style="list-style-type: none"> <li>■ Consider new and different ways to fund countywide economic development efforts that support the goals and objectives of both public and private leading to economic growth and diversity.</li> </ul>



## MSF II Key Project Findings

The following charts highlight key findings as they relate to the Moving Solano Forward II goals:

- Prepare product (sites) to increase competitiveness with surrounding counties.
- Strengthen share-purposed partnerships and tools.
- Create consensus-based strategic execution plan.

The Moving Solano Forward Strategy is based on the findings of each task.

### Goal 1: Prepare product (sites) to increase competitiveness with surrounding counties.

- Solano County is well positioned with a broad range of real estate offerings – office, industrial, distribution, and technology – an inventory that is competitive with many other Bay Area counties.
- There are presently a sufficient number of Tier 1 sites for the traded-sector industry targets, with 1,016 acres to meet demand (with the exception of Benicia, Rio Vista and Suisun City) and an additional 1,000 acres in Tier 2.<sup>1</sup>
- Solano County is competitively positioned with regard to water, wastewater, electric, telecom, and natural gas infrastructure and system capacities.
- From a site-selector perspective there is serious concern about the long-term dependability of water supplies being made available for industry use in the quantities needed. This is a statewide issue. To enhance the “water” asset, Solano County and the cities should attempt to bring certainty to the water issue. While many of the cities have significant water entitlements, the question is whether these entitlements can be taken by the State due to severe drought.
- Typical areas where competitiveness can be strengthened are *permitting process and fees*. All Solano County cities seem to have permitting processes in place that work well relative to other regional areas in California. Faster and simpler is always better, as time is money. High development fees create a barrier to entry for many companies who could benefit from a Solano County location but can’t achieve required ROI under the current fee structures.
- Infrastructure Financing Districts (IFDs) are not as robust as Redevelopment but could be a significant source of funds. The County of Solano and any governing city (of an IFD) needs to participate to generate sufficient capacity for an IFD.
- Developments with higher assessed values, biotech and food/beverage, generate high-funding capacity.
- The breadth and depth of workforce development resources lags industry’s need for skilled workers.
- Operating constraints imposed by traffic congestion deter companies from Solano County.

#### Red Flags

- A review of fee structure compared to competitor regions may reveal higher relative costs.
- Inventory not currently packaged for marketing or prospecting.
- Land inventory for economic development may be depleted due to rezoning to residential.
- Solano County is cost competitive except for utility cost of SMUD territories in Sacramento.
- Workforce development training would be rated a weakness by a site selector. Bio-Tech and Bio-Medical are perhaps the lone exceptions.

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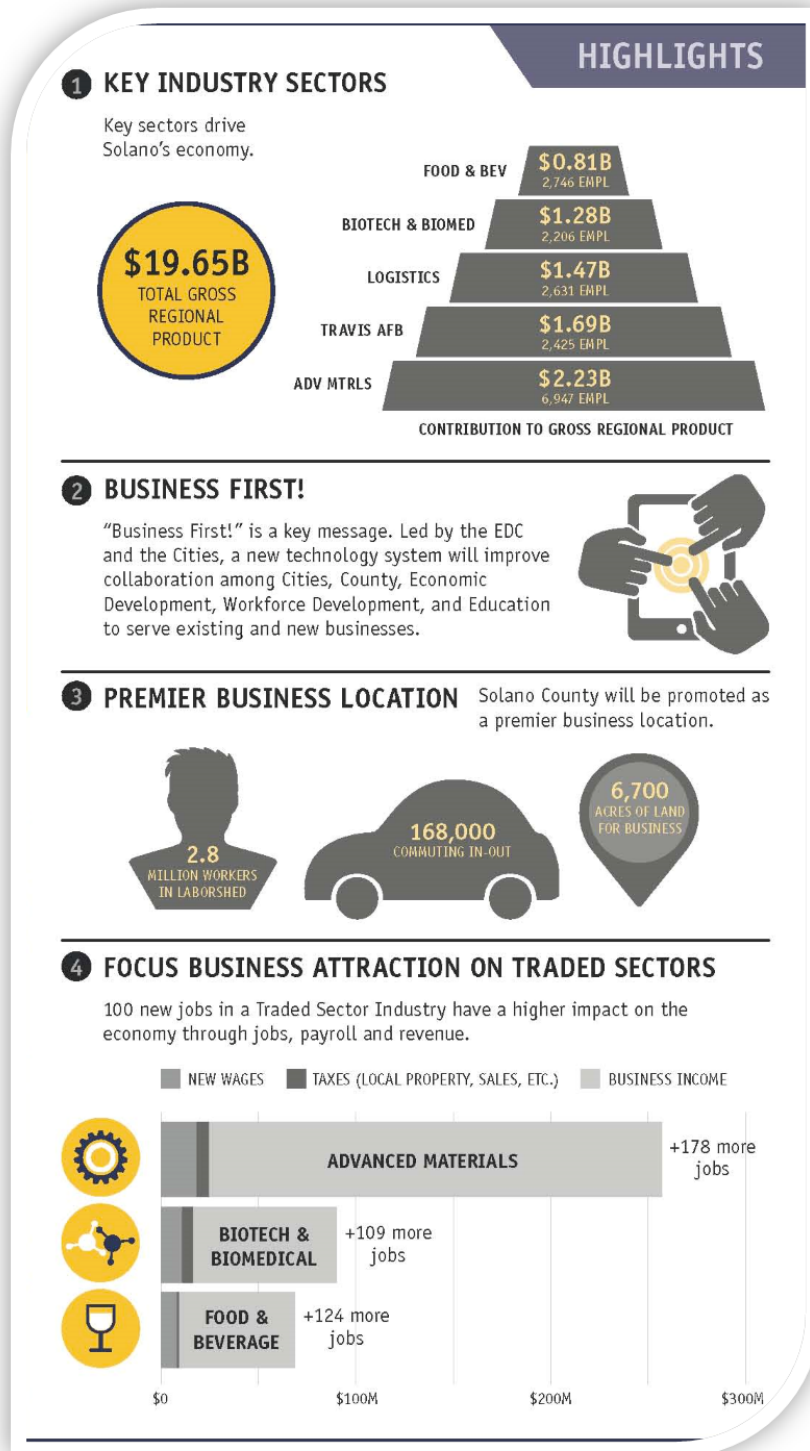
<sup>1</sup>Task 2 Sites Working Paper.

## Goal 2: Strengthen “shared-purpose” partnerships and tools.

- Population growth has been outpacing job growth in Solano County since 2010, an economic indicator. Solano County has become a place to live for the Bay Area’s workforce.
- Solano County employment has returned to 2007 levels as of 2016.
- Solano’s Gross Regional Product (GRP) was approximately **\$19.65 Billion in 2015**.
- Manufacturing drives the county economy, its largest contributor at 24% of GRP in 2015.
- Traded-sector industries, such as Advanced Materials, BioTech/BioMed and Food/Beverage have a total direct and indirect impact/contribution of \$5.8 Billion to GRP.<sup>2</sup>
- Traded-sector manufacturing and logistics have relatively-high Location Quotients (LQ), both over 1.0. A Location Quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average.
- Traded-sector targets create relatively-large economic impacts. For example, 100 jobs in Advanced Materials would create 178 indirect jobs, \$19.1 million in wages, \$233 million in business income and \$5.74 million in state and local taxes *annually*.
- Travis Air Force Base (TAFB) is approximately 10% of Solano County’s economy. It is important to maintain and possibly grow this presence or TAFB’s related supply chain.
- The Health Care sector is the county’s largest industry employer, and has a relatively high, projected growth rate of jobs through 2024 according to EDD.
- Manufacturing has projected, net job growth rate that is marginally positive, but replacement jobs for those retiring remains high for several years with a demand for workers with updated skill sets.
- Government could continue to be a source of jobs as government expands into areas of cyber-security and other expansion needs to provide services to residents.
- Outbound commuting workers (county residents that work outside Solano County) have a relatively- high occupational quotient for jobs in demand in Solano County, suggesting a workforce opportunity.
- 50% of all businesses have less than 4 employees, 84% under 20 employees; 2% over 100 employees.
- Continuing the County’s work on aligning education, workforce development entities (private and public) and economic development helps to address the workforce/talent challenge for existing and new businesses, particularly Health Care, and Traded-Sector industries.
- Employers (over 70 responding to survey and interviews) are facing workforce challenges in finding qualified applicants. Employers rank employee’s productivity relatively high.
- **Red Flag** – Over 107,000 Solano residents out-commute daily for work.
- **Red Flag** – 1 in 4 residents in Solano County are on some level of public-assistance, need for job creation and upward mobility.
- **Graphic 1** – highlights economic analysis findings.

<sup>2</sup> Task 3.0, Cluster Analysis Working Paper

Graphic 1 – Economic Analysis Findings



### Goal 3: Create a consensus-based, strategic execution plan.

- All stakeholders desire a more aggressive marketing and business attraction program.
- Cities prefer their city staff be leads for business retention and expansion, while coordinating and minimizing multiple calls by multiple agencies on business.
- Economic development becomes “mission-focused” on economic growth and competitive advantage.
- Strategy findings as they relate to product:
  - Solano County may be at a tipping point as a place recognized to scale business in the Bay Area.
  - New job creating projects most likely occur in individual cities.
  - The three larger cities (Fairfield, Vacaville and Vallejo) have active developer activity, and more mature industrial areas as well as Tier 1 and Tier 2 spaces.
  - Dixon is an emerging market with site opportunities and strategic location.
  - Benicia and Rio Vista have small real-estate portfolios and must be more “niche-oriented”.
  - Suisun City has a unique property that is city-owned and potential to be marketed to developers.
  - County of Solano properties (unincorporated area) are also niche-oriented for companies that do not want to be in urban areas or are agricultural related.
- Findings as they relate to industry/business targets and lead generation:
  - Need for focused prospecting and lead generation.
  - Position as a place to scale, targeting businesses under 100 employees, with a focus on businesses with fewer than 50 workers.
  - Need to build a bigger pipeline of leads and prospects, lead generation must increase to increase conversion rate (lead to prospect to location).
  - Successful rate with State GO-Biz leads is not as high as direct or referral leads.
- Findings as they relate to implementing the MSF Strategy:
  - Collaboration needs to be more than meetings, should be a shared-purpose to maximize the impact and leverage resources.
  - EDC Economic Development Task Force is a critical asset. The Task Force demonstrated ability to embrace and collaborate on using technology for Business Retention and Expansion, and agreed on goal to minimize calls on business by multiple agencies by sharing.
  - EDC needs to transition their operating model to increase lead generation, existing and new.
  - Continuous improvement in Solano County 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 to implement promoting Solano County as a premier location and generating leads (existing and new) in traded-sector industries.
  - **Red Flag** – Lack of materials for marketing and prospecting – maps, datasheets, value proposition.
  - **Red Flag** – Developers control much of the land, are not necessarily focused on the job or economic growth equation needed for the county/cities and they need a speedier return on their investment in land. Targeting strategy may require sitting on land, waiting for right investment.
  - **Red Flag** – 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 differential versus surrounding areas, thus an approach must be strategic and focus on differentiating Solano County regionally.

## MSF II Meetings & Presentation Schedule

Following chart outlines presentations, scheduled meetings with groups and work sessions. This does not include individual meetings with each city on Task 2.0, Real Estate Product and Infrastructure Financing, follow-up meetings with cities and individual meetings with businesses, organizations and EDC staff/board members.

ACTIVITY	DATE	PERSON
4Cs Meeting 7-9:00pm Solano Water Agency, 810 Vaca Valley Parkway, Vacaville	1/14/16	Robert Eyler Audrey Taylor
Monthly Report Call with EDC	1/15/16	Robert Eyler Audrey Taylor
First on-site 1/27-1/29 County Tour, meetings	1/27-1/29/16	Robert Eyler Audrey Taylor Don Schjeldahl
Solano EDC Annual Meeting Hilton Garden Inn	1/29/16	Robert Eyler Audrey Taylor Don Schjeldahl
Monthly Report Call with EDC	2/12/16	Robert Eyler Audrey Taylor
Meetings with EDC re: Task 2.4, 2.5 Corridor Strategy and Task 6.1 Funding organization Meeting with Benicia, Rio Vista	2/23-2/26/16	Audrey Taylor -On-site
Meeting with Vacaville ED Team	2/24/16	Audrey Taylor
City Manager's Meeting 12-1:30pm, 1717 Rex Clift Lane Fairfield	2/24/16	Robert Eyler Audrey Taylor
Project Review Committee Meeting 1-2:30pm, EDC Offices	2/26/16	Robert Eyler Audrey Taylor
Task 2.1 & 2.3 – Onsite Community Tours and Tier 1,2 & 3 inspection	3/1-3/11	Don Schjeldahl Audrey Taylor
Project Management – Presentation to City of Fairfield City Council Project Management – Presentation to City of Suisun City Council	3/1/16	Audrey Taylor Sandy Person EDC Sean Quinn EDC
Project Management – Presentation to Solano Transportation Authority	3/2/16	Audrey Taylor Sandy Person EDC
<b>Project Management – Presentation to City of Vacaville Council</b>	3/8/16	Sean Quinn, EDC
4Cs Meeting	3/10/16	Robert Eyler
Monthly Report Call with EDC	3/11	Robert Eyler Audrey Taylor
Monthly Report Call with EDC	4/8/16	Robert Eyler Audrey Taylor
Task 2.1 & 2.3 – 3 <sup>rd</sup> On-site review of sites and fatal flaws	4/18-20/16	Don Schjeldahl



<b>ACTIVITY</b>	<b>DATE</b>	<b>PERSON</b>
Project Management – Presentation to Benicia City Council	5/3/16	Sean Quinn, Solano EDC
4Cs Meeting	5/12/16	Robert Eyler
Monthly Report Call with EDC	5/13/16	Robert Eyler Audrey Taylor
Meeting with HR Group, EDC meetings re: Organization, funding, rollout of Strategic Plan, EDC work session, BREP, Website; Dixon Meeting; Brokers	5/23-24/16	Audrey Taylor
Project Review Committee Meeting 10-11:30am County Offices	5/25/16	Robert Eyler Audrey Taylor
City Manager’s Meeting	5/25/16	Robert Eyler
ED Committee (ED Managers for Cities)	6/2/16	Audrey Taylor
Monthly Report Call with EDC	6/10/16	Robert Eyler Audrey Taylor
ED Task Force (EDC)	7/7/16	Robert Eyler Audrey Taylor
Monthly Report Call with EDC	7/8	Robert Eyler Audrey Taylor
<b>July 14 EDC Board Meeting</b>	<b>7/14/16</b>	Robert Eyler Audrey Taylor
4Cs Meeting	8/11/16	Robert Eyler
Monthly Report Call with EDC	8/12/16	Robert Eyler Audrey Taylor
City Manager’s Meeting	8/24/16	Audrey Taylor
Monthly Report Call with EDC	9/9/16	Robert Eyler Audrey Taylor
Board of Supervisors Presentation (Special)	9/27/16	Robert Eyler Audrey Taylor
EDC Industry Focus Breakfast Series- Manufacturing	9/28/16	Audrey Taylor
Project Review Committee Meeting	9/28/16	Robert Eyler Audrey Taylor
City Manager’s Meeting	10/26/16	Robert Eyler Audrey Taylor
ED Task Force	10/6/16	Robert Eyler Audrey Taylor
Executive Committee	10/13/16	Audrey Taylor
Monthly Report Call with EDC	10/14/16	Robert Eyler Audrey Taylor
Solano Industry Group – Manufacturing First Meeting	10/19/16	Audrey Taylor

MOVING SOLANO FORWARD – PHASE II • TECHNICAL APPENDIX

ACTIVITY	DATE	PERSON
EDC meeting with incoming chair Re: Implementation	10/19/16	Audrey Taylor
Task 3.3 BRE – Executive Pulse Training EDC am, WIB pm	10/26/16	Audrey Taylor
City Manager’s Meeting	10/26/16	Audrey Taylor
EDC Staff Meeting Re: Strategy Framework	10/26/16	Audrey Taylor
EDC Executive Committee Meeting	10/27/16	Audrey Taylor
ED Task Force	11/3/16	Audrey Taylor
Monthly Report Call with EDC	11/11/16	Robert Eyler Audrey Taylor
Project Review Meeting	11/16/16	Canceled
City Manager’s Meeting – proposed roll-out investment structure	11/16/16	Audrey Taylor
ED Task Force	12/1/16	Audrey Taylor
EDC Board Meeting – Strategy Report	12/8/16	Rob Eyler Debbie Kern
Project Review Meeting	12/8/16	Rob Eyler Debbie Kern
Monthly Report Call with EDC	12/9/16	Robert Eyler Audrey Taylor
ED Task Force	1/5/17	Audrey Taylor
Meeting/work session with EDC Re: Execution	1/11/17	Audrey Taylor
EDC Board – Strategy	1/12/17	Audrey Taylor
4C Meetings	1/12/17	Audrey Taylor
Monthly Report Call with EDC	1/13/17	Robert Eyler Audrey Taylor
EDC Annual Meeting	1/19	Robert Eyler
Meeting with Solano Industry Group Manufacturing Champion	1/25/16	Audrey Taylor
ED Task Force	2/2/17	Audrey Taylor
Meeting/work session with EDC Re: Execution and March 10 Planning	2/3/17	Audrey Taylor
Final Public Presentation	3/10/17	Robert Eyler Audrey Taylor

## Moving Solano Forward, Phase II

EXECUTIVE SUMMARY • JANUARY 2017

### CHALLENGES TO GROWING A HEALTHY ECONOMY

In 2014 the County of Solano recognized economic red flags needing action:

- ▶ Local economy reliant and vulnerable to fluctuations in defense expenditures associated with Travis Air Force Base.
- ▶ One in four residents in Solano County receive some sort of public assistance, and that number is growing.
- ▶ More than 107,000 residents commute out of the County to work every day causing brain drain.

- ▶ Surrounding counties aggressively marketing to recruit new business locations bypassing Solano County.

The US Department of Defense, Office of Economic Adjustment provided funding for a Phase I diversification and economic opportunity analysis. Moving Solano Forward Phase II (MSFII) was tasked with addressing issues identified in Phase I, developing tools and strategies to enhance a collaborative approach.

### WHAT MAKES THIS STUDY DIFFERENT?

(AND WHY IT SHOULD **NOT** SIT ON A SHELF)

Over 178 stakeholders provided input. County, cities, organizations and institutions collaborated. The results of research, deep analysis and public/private engagement is a mission-focused, forward-thinking effort demonstrating that Solano Means Business! MSF II has been action-oriented since its inception:<sup>1</sup>

- ▶ **Tools** have been developed.
- ▶ **Marketing campaign** has been designed.
- ▶ **Financing programs** have been evaluated and modeled.
- ▶ **Comprehensive list of industrial sites** has been prepared, analyzed and categorized.
- ▶ **Strong existing traded-sector** and their contribution to Solano's Gross Regional Product, \$19.5 billion, has been documented.
- ▶ **The first manufacturers group** (Solano Industry Group recommendation) was convened to discuss industry needs. Manufacturers are currently

exploring other manufacturing group initiatives to create an action plan.

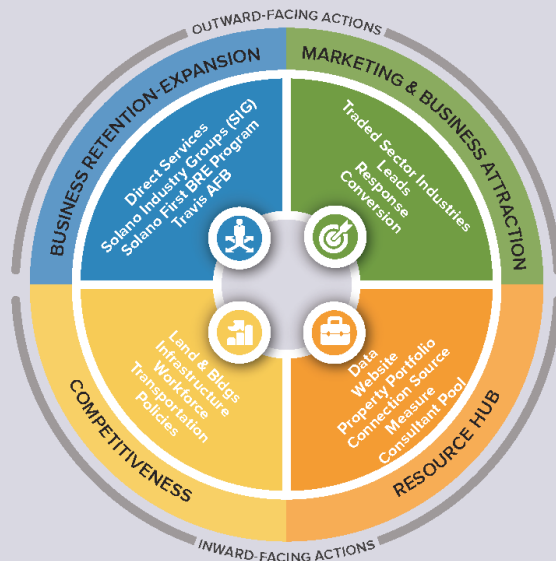
- ▶ **Education, workforce and economic development** meetings have been started to build strong collaboration around talent challenges.
- ▶ **Several cities have begun work** on MSF ideas and recommendations: Fairfield is actively pursuing the concept of industrial tourism with existing manufacturers. Suisun City has taken a concept plan developed by the project team to trade shows to market a city-owned site. Vallejo is further analyzing Enhanced Infrastructure Financing Districts.
- ▶ **A business software system** which will enhance follow-up and reporting of key issues identified during existing business visits has been implemented, with Solano EDC Economic Development Task Force taking the lead.

<sup>1</sup> [www.MovingSolanoForwardII.com](http://www.MovingSolanoForwardII.com), project website, reports and presentations.

# Moving Solano Forward, Phase II

## MISSION-FOCUSED INITIATIVES

GROW ECONOMY AND JOBS



To grow the current \$19.5 billion economy, there needs to be a focus on:

1. Growing existing businesses in the traded sector.
2. Attracting new businesses, adding new jobs and investment.
3. Proactively supporting business growth through programs, resources and maintaining competitive advantage for business expansions and locations.

Four interlinking initiatives are recommended to guide activities and encourage collaboration of all stakeholders to leverage resources and maximize outcomes.



## BUSINESS ATTRACTION

A common goal expressed by all stakeholders was creating and launching a new unified business attraction campaign focused on key industry targets and marketing the advantages of Solano County and its seven cities.

- ▶ Creative concepts were designed using a “family” identity to market county, cities and assets for business development (Solano Marketing Campaign Style Guide). This allows each city to have their unique messaging while leveraging a broader campaign through consistent and frequent marketing to the target audience.
- ▶ The Solano EDC will lead the “Solano Means Business” campaign with the Economic Development Task Force guiding the execution.

**ACTION** ▶ Increasing lead generation is the major goal of the business attraction initiative. The tactics will include direct marketing, prospecting (business calls, leads, broker and site selector presentations) and communication (articles, social media, etc.). The prospecting effort will target the traded sectors identified by this project (advanced materials, bio-med, and food/beverage), as well as emerging and “pushed” industries. The initial geographic target will be San Francisco Bay Area market. This is a major new initiative.



## EXISTING BUSINESS



Solano County’s is fortunate to have strong economic drivers, traded sector businesses with growth potential through expansion.

- ▶ The cities will lead the existing business (BRE) efforts in their communities.
- ▶ The Solano EDC will coordinate BRE through the Economic Development Task Force, host program software and marketing Solano Business First! as a key message and program in Solano County.
- ▶ The Solano EDC will also support Solano Industry Groups (such as manufacturers and Travis AFB) to identify key issues that need a regional approach to resolve.

**ACTION** ▶ The Economic Development Task Force will roll out “Solano Business First” in the second quarter of 2017.



## COMPETITIVENESS

To be successful in traded sector business expansion and attraction resulting in economic growth, Solano County must maintain competitive advantage.

It is recommended that the Solano EDC continue to work on products, assets, policies and tools:

- ▶ Industrial sites. For those sites that are not shovel ready, assist cities in accessing financing opportunities for infrastructure.
- ▶ Assets that differentiate Solano County. Maximize local assets, such as, CSU Maritime; Solano Community College’s Biotechnology program (now offering a four year degree); and natural resources.
- ▶ Challenge areas. Transportation and workforce collaborations.

(CONTINUES, NEXT COLUMN)

(COMPETITIVENESS, CONTINUED)

- ▶ Business friendly policies. Permit streamlining, fee deferrals and other incentives – ensure they are being promoted.
- ▶ Tools. Maintain an operating cost analysis by industry sector, ability to run reports for businesses highlighting annual operating costs compared to other Bay Area and out-of-state locations.

**ACTION** ▶ Solano EDC will work with each city and the County to evaluate financing options for infrastructure, market those features/ programs that make Solano unique and work on issues that challenge our businesses.



**“The private sector and local government come together – at long last – with a shared vision to attract new employers, retain who we have, create a workforce of the future.”**

STEVE HUDDLESTON NORTHBAY HEALTHCARE

## RESOURCE HUB

In addition to maintaining competitiveness, it is recommended there be a Resource Hub maintained by the Solano EDC. The Resource Hub includes a virtual one-stop clearinghouse where business can access data, research, industry reports, economic indicators and link to local resources and assistance (website). The Resource Hub would also facilitate cities with data, analysis and access to specialized expertise.

**ACTION** ▶ Launching new data-rich, business-oriented website, February 2017. [www.SolanoEDC.org](http://www.SolanoEDC.org) and [www.SolanoMeansBusiness.com](http://www.SolanoMeansBusiness.com).



## HOW DO WE GET THERE?

1.

MSF II recommends Solano EDC as the key implementation entity in collaboration with county, cities, partners and businesses. Also recommends by June 2017 the EDC restructure to align with the strategy. This will be a significant change and a challenge given the EDC does not have sufficient funding to implement the strategy, particularly business attraction and marketing.

**ACTION** ➤ Solano EDC is preparing a one-year tactical and five-year strategic plan based on this refocus and strategy, ETA March-April 2017.

2.

This mission-focused transformation and restructure will need the collective buy-in, participation, support and investment from both the public (recommended \$.40 per capita per city) and private sectors.

**ACTION** ➤ Meetings with key stakeholders to gather united buy-in, support and financial commitment, ETA February-May 2017.

3.

Each city and the County have their own needs and opportunities. The Solano EDC is sensitive to this and will need to customize some of their services to meet these needs and opportunities.

**ACTION** ➤ It is proposed specific Memorandum of Understanding (MOU) be negotiated with each city which would include proposed services and performance measures agreed upon with each city. ETA meetings scheduled for February-March 2017.

4.

It is important that each public and private investor know what the Solano EDC is accomplishing. This new effort will include a weekly email update and monthly reporting.

**ACTION** ➤ January 2017 launch reporting.

5.

Business outreach to identify expansion and new projects.

**ACTION** ➤ Launch the “Solano Business First” existing business program, meet with 25 traded sector businesses by June 2017. Based on funding available soft launch of “Solano Means Business” campaign.

6.

By June 2017, after meetings with all stakeholders, buy-in and level of investment will be solidified which will determine the “thumbs-up” or “thumbs-down” commitment to action. The Solano EDC will continue reporting on investment commitment progress to all stakeholders along with an implementation schedule.

**“MSF II is more than just a game plan for Solano County’s economic development; it also provides the ball, equipment and uniforms for the County and its seven municipalities to take strategy into action. With [the tools], economic development practitioners can better promote Solano County as THE Bay Area County in which to do business.”**

MARIO GIULIANI CITY OF BENICIA

## **MSF II Website Tool: [www.solanoedc.org](http://www.solanoedc.org)**

Solano County EDC's website is intended to be the first stop for information regarding doing business in Solano County and as North Bay's transportation Corridor. The website is organized to easily highlight key features of the county; real estate, key industries, functional data and information about Talent & Resources. There are unique sections that highlight each key industry and why and where they would be a good fit within the county. Each city within the county is featured with its own profile.

Some key functionality of the site is the ability to create reports and collect data for future use or research. In key sections of the site there are buttons labeled "add to report". Added specific data sets are collected in a report builder. From the Report Builder link, you can review all the data you have saved. From this tool, you are also able to print the reports, download a PDF or email the report to someone else.

Another function will be the GIS / Properties tool - The context of this tool is to not overload the user with information but allow them to select some key search filters to quickly get them to their desired views. This sorting function is based on geographic locations, like cities within the County, by transportation corridor, by featured properties or y key industry and where they might be a good fit.





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Soiano
Calendar News & Info CONTACT 888.864.1855 [REPORT BUILDER \(2\)](#) 


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WHY SOLANO? REAL ESTATE KEY INDUSTRIES DATA CENTER TALENT & RESOURCES ABOUT


Home > Data Center > Profiles > City Profiles > **Benicia**

## Benicia

Remove from report

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### Quick Facts

**City Population (20xx):**  
00,000

**Trade Area Population (20xx):** 000,000

**Median Hsehd Income (20xx):** \$00,000

**Average Home Price (20xx):** \$000,0000

### Known For

famous person  
landmark  
educational institution  
iconic businesses  
notable historic event  
annual event  
quirky custom (e.g., cheeseheads)  
tourist destination, etc.

### Contact

Jason D. Garben  
Development Services  
Director  
City of Suisun City  
707-421-7347  
www.suisun.com

### Why Suisun City




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### Business Opportunities

Mixed Use Urban Hub – 30 Acres. Suisun City is seeking developers to turn a 30-acre undeveloped site into a mixed use new urban hub that will attract artists, craft brewers, young professionals and the like, who are seeking to work close to where they live. Contact the City for prospective plans.

### Selected Businesses

Lists names of businesses in target groups plus a few others if well-known or relevant (Max. of 20)

**Solano Economic Development Corporation**  
360 Campus Lane, Suite 102, Fairfield, CA 94534 888.864.1855

**ABOUT US**  
WHY SOLANO?  
REAL ESTATE

**KEY INDUSTRIES**  
DATA CENTER  
TALENT & RESOURCES

©2016 SOLANO EDC SITE DESIGNED & DEVELOPED BY MC2 DESIGN GROUP, INC.

Home > Why Solano? > Capital Improvement Projects

## CAPITAL IMPROVEMENT PROJECTS

+ Add to report

The screenshot displays the Solano Economic Development Corporation website. At the top, the navigation bar includes 'Calendar', 'News & Info', 'CONTACT 888.864.1855', and a 'REPORT BUILDER (2)' button. The main menu lists 'WHY SOLANO?', 'REAL ESTATE', 'KEY INDUSTRIES', 'DATA CENTER', 'TALENT & RESOURCES', and 'ABOUT'. A modal window is open for 'BENICIA', containing the following content:

**BENICIA**

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**Quick Facts**

- City Population (20xx): 00,000
- Trade Area Population (20xx): 000,000
- Median Hsehd Income (20xx): \$00,000
- Average Home Price (20xx): \$000,0000

**Known For**

- famous person
- landmark

The footer of the website includes the Solano Economic Development Corporation logo and address (360 Campus Lane, Suite 102, Fairfield, CA 94534, 888.864.1855), navigation links for 'ABOUT US', 'WHY SOLANO?', 'KEY INDUSTRIES', and 'DATA CENTER', and social media icons for Twitter, Facebook, YouTube, and Instagram. A copyright notice at the bottom reads: '©2016 SOLANO EDC SITE DESIGNED & DEVELOPED BY MC2 DESIGN GROUP, INC.'.

## Tasks and Subtasks Overview

The project team generated working papers as each subtask was completed. This section provides overview of each task.

**Task 1: Project Management** – This task was dominated by meetings and status reports. The presentations provided at each major meeting (County Board of Supervisors, City Managers, Project Review Team, Solano EDC Board, Solano EDC Executive Committee and City-County Coordinating Committee or 4Cs).

**Task 1.1 Develop, present and maintain a complete project management plan for the lead consultant and any sub-consultants (Dec 2015)** – This subtask was completed as a “kick-off” meeting among the project team, the County of Solano, and Solano EDC leadership, monthly reports to Solano EDC, additionally sub-consultants and lead consultant had regular meetings about task progress and any concerns.

**Task 1.2 Prepare monthly project status reports and meet with designated staff monthly to discuss project status and findings (ongoing, monthly meetings)** – Monthly reports were provided to designated staff (Solano EDC) and meetings were held monthly on any questions or concerns.

**Task 1.3 Coordinate and manage the work of any sub-consultants (ongoing with team)** – The lead consultant, through the monthly reports’ construction and invoicing by sub-consultants, coordinated and managed the work of any sub-consultant. Because each subtask was the responsibility of specific sub-consultants, each sub-consultant provided either a working paper or presentation as evidence of completion for that subtask.

**Task 1.4 In conjunction with the IDEA Project Manager, facilitate meetings of the Project Review Committee, City Manager’s Group and the City-County Coordinating Committee (4Cs) on a quarterly basis** – Quarterly meetings were held and presentations were made, all posted to [www.movingsolanoforwardii.com](http://www.movingsolanoforwardii.com).

**Task 1.5 Facilitate the development of each IDEA Project component and the dissemination of IDEA Project outcomes (see Task 7): (ongoing toward final report, working with team and Solano EDC)** – Monthly reporting was provided to Solano EDC as part of this subtask, and quarterly reporting was provided by Solano EDC to OEA based on those reports.

**Task 1.6 Maintain existing Moving SOLANO Forward website and add additional information and documents as the project progresses (ongoing)** – All work was maintained on [www.movingsolanoforwardii.com](http://www.movingsolanoforwardii.com). The team also utilized the project management tool called Base Camp as a repository for documents and presentations during this project.

Task 1 was primarily management of this project, but also acted as the reporting and liaison mechanism with stakeholders. Task 2-6 began the outcomes of this project.

## **Task 2: Corridor Vision and Development**

**Task 2.1 Identify, inventory and map key sites and catalytic sites, building upon the data collected during the EDSP. This should include existing land uses, if any, general plan and zoning designations (June 2016)** – Site selection consultant working with Solano EDC Project Manager provided in-depth analysis of 21 industrial parks and areas throughout the county. Each city received a Site (s) Evaluation Report based on Site Selector’s assessment. All sites were documented for property portfolio.

**Task 2.2 Identify, through case studies, comparable regions that have successfully implemented a corridor vision and development plan, and identified key steps/programs that led to success** – Conducted research on 20 regional/corridor operations. Three key operating elements were the basis for successful operations, collaboration and execution of plans: 1) industry-driven, and 2) promotion of services and facilitation development.

**Task 2.3 Conduct a “fatal flaw” level of real estate feasibility analysis on key sites and projects identified, including identifying any constraints to development of these sites and projects** – Combined subtasks of 2.1, 2.3 and 5.2 as one on site evaluation outlining strengths and weaknesses of all sites.

**Task 2.4 Based upon Tasks 2.1 to 2.3, develop a corridor development strategy including opportunities and constraints to maximize the economic performance of the sites, and the modification of existing sites and corridor (s) studied** – The MSF strategic framework summarizes next steps for Solano EDC and other organizations in moving forward on a strategic path to grow the economy, new investment, jobs and wages, impacting the Gross Regional Product.

**Task 2.5 Identify concepts and opportunities that can be used to brand and market the corridor (s) and identify best practices marketing tools and tactics** – marketing concepts were developed and a Marketing Campaign Style Guide delivered.

## **Task 3: Identified Cluster Analysis**

**Task 3.1 Business Lists** – As part of Task 3.0, Cluster Analysis, Solano County business lists have been generated to help identify and segment clusters, industries and targets for business retention and expansion efforts and industry groups created to address the needs and challenges of these specific industries in Solano County.

**Task 3.2 Survey selected businesses within each cluster to determine the labor, real estate and other key needs of each identified cluster** – Survey was targeted to manufacturing with just over 50 respondents. 20 individual meetings took place with businesses to discuss broader workforce, operations and questions about being located in Solano County. Below are themes that emerged from the survey data:

Workforce Questions	
Positions in short supply	Engineering, Production, Machinists, Maintenance
Soft skills gaps	Problem solving, Communications, English
Most Valuable training needed	Occupational skills
Absenteeism & Turnover	Ranked low
Rank Productivity	Ranked 4 out of 5, with 5 being the highest
Rank Absenteeism	60% ranked a low absenteeism
Rank Turnover	69% ranked turnover low with 60%+ indicating employee tenure between 6-15 years

Operational Questions	
Annual Growth	60% indicated annual growth of 2-9%
Areas of Growth	62% are experiencing increased production
Potential New Investment	37% anticipate investments over \$1M
Competitive Needs	Workforce, Education in Trades
Strengths of Solano	Location

**Task 3.3: Develop strategic approach to retain, expand or attract businesses** – A customized software system was provided, Solano ED Task Force and Workforce Development were trained on using the system to enhance efficiency and better coordinate on existing business calls. Team to launch a formal Solano Business First outreach program.

**Task 3.4 Cluster Analyses** – Analysis of factors, workforce dynamics, commute patterns, and industry concentration identified three traded-sectors targets for scaling and recruiting – Advanced Materials, Biotech/Biomedical and Food/Beverage.

**Task 4: Development Sites** – Combined with Task 2.1.

**Task 5: Economic Development Data** – This task mixes together the building of a new website presence for countywide economic development, and a toolbox that connects economic development activities throughout Solano County and its cities.

**Task 5.1: Website Map** – [www.solanomeansbusiness.com/](http://www.solanomeansbusiness.com/) [www.solanoedc.org](http://www.solanoedc.org).

**Task 5.2: Input data into the web-based application collected from the EDSP, IDEA, and other sources, including key sites and existing key commercial and industrial buildings, demographic, workforce, education and real estate data** – This task updated data to IEDC standards on 1200 data points, real-estate sites, economic data on key industries and labor force characteristics; workforce development and employment options. The website acts as a hub for economic development information.

**Task 5.3: Develop a recommendation of how the database should be used and shared to maximize exposure of the database** – Training provided directly to users on maintaining data and website.

**Task 5.4: Develop a process for inputting, updating and maintaining the database** – same as above.

## Task 6: Funding Mechanisms

**Task 6.1: Solano EDC Strategy and Funding Plan** – Funding MSF II will be a challenge. Currently the Solano EDC, the point for implementation, does not have sufficient funding to implement, Task 6.1 which recommends potential funding models.

**Task 6.2: Infrastructure Financing Models** – Federal, state, and local funding sources were provided in a guide.

**Task 6.3: Potential Financing Plan for Solano County Catalyst Sites** – Analysis was provided on key sites to identify financial capacity of Infrastructure Financing Districts (IFDs).

Funding Mechanism	Target Improvements	Target Scale
<b>SPECIAL ASSESSMENT AND SPECIAL TAX DISTRICTS</b>		
<b>Special Assessment Districts</b>	-Off-Site Infrastructure/Public Facilities -Certain Maintenance/Services	District
<b>Community Facilities Districts</b>	-Off-Site Infrastructure/Public Facilities -Certain Maintenance/Services	District
<b>TAX INCREMENT FINANCING</b>		
<b>Infrastructure Finance Districts (EIFD and IRFD)</b>	-Off-Site Infrastructure/Public Facilities -In-Tract Improvements -Brownfields Remediation -Vertical Improvements	District + Communitywide impact
<b>Community Revitalization and Investment Area (CRIA)</b>	-Off-Site Infrastructure/Public Facilities -In-Tract Improvements -Brownfields Remediation -Vertical Improvements -Property Acquisition/Transfer -Direct Business Assistance	District (must demonstrate economic need)
<b>DEVELOPER FUNDING, FINANCING AND INCENTIVES</b>		
<b>Impact Fees</b>	-Off-Site Infrastructure/Public Facilities	Project
<b>Developer Agreements</b>	-Off-Site Infrastructure/Public Facilities	Project
<b>Incentive Agreements</b>	-In-Tract Improvements -Vertical Improvements -Direct Business Assistance	Project
<b>FEDERAL/ STATE PROGRAMS</b>		
<b>Investment Incentives</b>	-In-Tract Improvements -Brownfields Remediation -Vertical Improvements -Property Acquisition/Transfer -Direct Business Assistance	Project
<b>Grant/ Loan Programs</b>	-Off-Site Infrastructure -In-Tract Improvements -Brownfields Remediation -Vertical Improvements -Property Acquisition/Transfer -Direct Business Assistance	Varies
<b>Brownfield Assistance</b>	-Brownfields Remediation	Scattered sites

**Task 7: Final Report and Presentations** – Task 7 is this final report and technical appendix. The *Working Papers* become a key part of report, technical appendix and implementation. Final Public Presentation is scheduled for March 10, 2017.

## Project Team

### Solano County – Project Administrator

- Birgitta Corsello, County Administrative Officer
- James Bezek, AIA, Senior Management Analyst

### Solano EDC – Project Manager

- Sandy Person, President
- Sean Quinn, Project Manager
- Matthew Carlson, Intern
- Esther Wan, Intern

## Consulting Team

An interdisciplinary consulting project team was assembled for the project tasks:

- Project Lead: Robert Eyler, Ph.D., Economic Forensics & Analytics – Economist
- Audrey Taylor, Chabin Concepts, Inc. – Marketing & Strategic Thinking
- Don Schjeldahl, DSG Advisors – Site Selector
- Debbie Kern, Keyser Marston Associates - Public/Private Real Estate Analysis and Financing
- Michael Coogan, MC2 Design – Web Design
- Vanessa Wolfe, MC2 Design – Marketing Concepts

## Project Funding

Funding for the project was provided by the Federal Office of Economic Adjustment and the County of Solano.



**SOLANO  
City County Coordinating Council  
Staff Report**

**Meeting of. May 11, 2017**

**Agency/Staff: Robert Macaulay,  
Planning Director, Solano  
Transportation Authority**

**Agenda Item No: V.4**

**Title /Subject: BCDC Adapting to Rising Tides and Solano Flood Protection Initiative**

**Background:** The Metropolitan Transportation Commission (MTC) and the San Francisco Bay Conservation and Development Commission (BCDC) contacted the Solano Transportation Authority (STA) to assist them in setting up a presentation on sea level rise impact scenarios, including mapping of impacted areas. Their request was to have a countywide forum for Solano County departments of public works, planning and hydrological experts to provide input on their 10 sea level rise scenarios. Subsequently, STA staff identified a Caltrans-led state planning effort on the same topic. These will have a potential impact on the emerging planning efforts on the SR 37 corridor, related to a Design Alternative Assessment that MTC and the four North Bay Transportation Authorities have initiated with a focus on flood protection, sea level rise and transportation improvements. In addition, the County of Solano completed a Sea Level Rise Strategic Program document in 2011 and it is in various stages of implementation.

The STA Board discussed this topic at its March 8 and April 12 meeting, and identified four transportation-related priorities, which are listed below. The April 12 STA staff report is provided as Attachment A.

On May 1, the BCDC and MTC went out an invitation to numerous transportation and land use parties inviting them to participate in an umbrella program dealing with these issues. The program is titled Adapting to Rising Tides (ART) Bay Area. The ART Bay Area invitation to participate is provided as Attachment B.

**Discussion:** One of the funding opportunities that is open at this time is the San Francisco Bay Restoration Authority Parcel Tax, aka Proposition AA. The original date for project identification was in March of this year. Eligible projects must fit into one of four categories:

1. Safe, clean water and pollution protection
2. Vital fish, bird and wildlife habitat program
3. Integrated flood protection
4. Shoreline public access

The initial Proposition AA projects that include Solano County are shown in Attachment C. STA is working with its SR 37 partners to identify additional projects that may be eligible for Proposition AA funds, as well as other appropriate projects in Solano County. STA will work with the County and the Solano County Water Agency (CSWA) to identify projects and a process for vetting and prioritizing them. This group will also seek better definition from the Bay Restoration Authority on allowed uses of the funds (i.e. planning and design or only construction).

**Recommendation:** Informational.

Attachments:

- A. STA Staff Report for April 12 Board Meeting
- B. ART Invitation
- C. Solano Proposition AA projects



DATE: March 29, 2017  
TO: STA Board  
FROM: Robert Macaulay, Director of Planning  
RE: Solano Flood Control, Sea Level Rise and Bay Restoration Parcel Tax Priorities

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**Background:**

The Metropolitan Transportation Commission (MTC) and the San Francisco Bay Conservation and Development Commission (BCDC) contacted the Solano Transportation Authority (STA) to assist them in setting up a presentation on sea level rise impact scenarios, including mapping of impacted areas. Their request was to have a countywide forum for Solano County departments of public works, planning and hydrological experts to provide input on their 10 sea level rise scenarios. Subsequently, STA staff identified a Caltrans-led state planning effort on the same topic. These will have a potential impact on the emerging planning efforts on the SR 37 corridor, related to a Design Alternative Assessment that MTC and the four North Bay Transportation Authorities have initiated with a focus on flood protection, sea level rise and transportation improvements. In addition, the County of Solano completed a Sea Level Rise Strategic Program document in 2011 and it is in various stages of implementation.

In June of 2016, Bay Area voters passed Measure AA, a \$12 per year parcel tax to fund Bay restoration projects. Over the next 20 years, the measure is expected to raise \$500 million for Bay restoration projects. These can include some access projects to sensitive Bay areas.

During the first two months of 2017, a series of storms highlighted the impact of flooding on Solano County and the greater Northern California region. Statewide, winter of 2016-17 storms have so far caused about \$500 million in damage to state transportation infrastructure. This does not include non-transportation impacts, or damage to strictly local roads.

**Discussion:**

The request for a countywide meeting and presentation of the flood control, sea level rise and Bay restoration discussion are timely given two upcoming Bay Area region funding opportunities and recent flooding that has resulted in closures on State Route (SR) 37, SR 113 and I-80 during the months of January and February. The STA, in coordination with the County of Solano, scheduled a forum on March 7th with technical staff invited throughout the county to discuss these mapping and planning efforts by MTC, BCDC and the State. This provided an opportunity for the county to discuss the status of their Seal Level Rise Strategic Program and for the Cities, Solano County Water Agency (SCWA) and STA to provide input as well. Attachment A is the agenda for the March 7th Solano Flood Control and Sea Level Rise Forum.

STA staff reported to the City County Coordinating Council (4Cs) on the discussions that occurred at the March 7th meeting. One of the issues for which guidance was requested was which agency or agencies are best suited to take the lead in addressing this issue. There are potential impacts to transportation and flood control infrastructure, emergency management issues, and multiple agencies involved. The 4Cs asked STA, the Solano County Water Agency (SCWA) and County staff to develop both a governance recommendation and a list of near-term priority projects.

Based upon the winter 2016-17 flooding, STA has identified three impacted areas that are on Routes of Regional Significance and should be prioritized for any action. A fourth area – the washout of a culvert on SR 113 between Dixon and SR 12 – has already been addressed by Caltrans maintenance work. The three priorities discussed were:

- SR 37 at Mare Island
- I-80 in central Fairfield adjacent to the Westbound Truck Scales
- SR 84/River Road

STA requested additional input from the TAC to identify other regional roadways or other transportation facilities that should be on a priority list. In addition to these transportation facilities, the Solano County projects may include those eligible for funding by the Bay Restoration Parcel Tax and any projects identified by SCWA, both of which may include transportation projects.

At its meeting of March 29, the STA TAC discussed the list of priority projects. No changes were made to the list. However, TAC members expressed strong concern about the use of transportation funds, which are in short supply, for the purpose of mitigating the potential impacts of sea level rise and flooding. TAC members supported using flood control and sea level rise funds in part to help address transportation projects with dual benefits, but not necessarily the opposite.

Subsequent to the TAC meeting, staff from STA, Solano County and SCWA met to discuss a broader range of projects in Solano County, and STA staff consulted with the Board and Executive Committee which recommended adding the SR 37 Corridor. The local agencies identified flood control work in Lower Green Valley as an area worth of further consideration, and the Executive Committee identified the entire SR 37 corridor from I-80 to US 101 as a specific candidate for improvement. The later project has been incorporated into the recommended action, while the former will be subject to additional discussions and study.

**Fiscal Impact:**

None at this time. However, pursuit of future funds to correct deficiencies will focus on the priorities identified at this time.

**Recommendation:**

Approve the following:

1. Transportation priorities for regional sea level rise and flood control projects:
  - A. SR 37 at Mare Island
  - B. I-80 through central Fairfield adjacent to the Westbound Truck Scales
  - C. SR 84/River Road in Rio Vista
  - D. SR 37 Corridor from Hwy 101 to I-80
2. STA to work with Solano County, Solano County Water Agency (SCWA) and affected cities to develop a unified priority project list that includes projects eligible for funding by the Bay Restoration Parcel Tax.

Attachment:

- A. March 7th Solano Flood Control and Sea Level Rise Forum Agenda



May 1, 2017

SUBJECT: Invitation - Regional Working Group under ART Bay Area

The Bay Area Regional Collaborative (BARC), Bay Conservation and Development Commission (BCDC), Caltrans, and the Metropolitan Transportation Commission (MTC) invite you to collaborate on our new project—**Adapting to Rising Tides (ART) Bay Area**. ART Bay Area addresses the immediate need to develop a more comprehensive regional understanding of threats posed by climate change and sea level rise across the Bay Area, and identify opportunities to respond with appropriate adaptation strategies (more information below). **We invite you to get involved with this project through participating in our Regional Working Group** (further details below). **Please connect us with others who may be interested in joining by forwarding this email and asking that they register for updates here:**

<http://www.adaptingtorisingtides.org/art-bay-area-working-group-registration/>.

We will follow up with the date and details for our first Regional Working Group meeting later this spring. For now, we want to notify you of our new initiative and request your help is spreading the word about the project and Regional Working Group. Please contact us with any questions.

Best regards,

Allison Brooks, Bay Area Regional Collaborative  
Lindy Lowe, San Francisco Bay Conservation and Development Commission  
Richard Fahey, Caltrans-District 4  
Krute Singa, Metropolitan Transportation Commission

### **ART Bay Area**

Specifically, the ART Bay Area project will conduct a regional vulnerability assessment of the Bay Area's transportation infrastructure, Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs) as identified in the Sustainable Communities Strategy (Plan Bay Area), and vulnerable and disadvantaged communities. The assessment will incorporate work that has already been completed to date by the ART Team, and through leadership by a number of counties and transit agencies, and will help fill in the gaps of missing knowledge. Additionally, the project will begin to develop a suite of adaptation strategies to improve the resilience of Bay Area transportation assets and communities for inclusion in Plan Bay Area as well as other appropriate local and regional planning documents. This 2.5-year project is funded through a grant from Caltrans and the Bay Area Toll Authority (BATA). You can learn more about the project here: <http://www.adaptingtorisingtides.org/project/art-bay-area/>

### **ART Bay Area Regional Working Group**

In order for the adaptation strategies developed through this project to fully reflect local and regional needs, the project team will rely on a partnership with stakeholders from across the region. As such, we are convening a Regional Working Group. The Regional Working Group will work closely with the project team to:

- develop resilience goals and adaptation strategies;
- collect data on assets that are managed by particular stakeholders;
- review key project outputs;
- meet every two to three months over the 2.5-year project (meetings will rotate around the Bay Area and be accessible online).

<b>PROJECT</b>	<b>COUNTY</b>	<b>PROJECT DESCRIPTION</b>	<b>LEAD ORGANIZATIONS</b>
Point Pinole Regional Shoreline - Lower Rheem Creek	Contra Costa	Realignment and restoration at the mouth of Rheem Creek, connecting it with restored Breuner Marsh.	East Bay Regional Park District, Contra Costa County Flood Control and Water Conservation District
Western Stege Marsh Restoration Program	Contra Costa	Restoration of tidal marsh and enhancement of adjacent upland habitat for clapper rail and other resident and migratory species.	University of California Berkeley Environmental Health and Safety
McNabney Marsh Enhancement Project	Contra Costa	Planning, design, environmental compliance, and construction to enhance habitat value of McNabney Marsh to improve water quality and marsh function to benefit shorebirds, waterfowl, fish, and other wildlife and to provide shoreline public access and interpretive signs to enhance habitat at McNabney Marsh in the Peyton Slough Marsh Complex	Mt. View Sanitary District, East Bay Regional Park District, and Calif. Dept. of Fish and Wildlife
<b>North Bay</b>			
Benicia Shoreline	Solano	Restoration, management and monitoring of wetlands and beach habitats, protection of adjacent existing infrastructure, installation and management of public trails, and protection of wetlands and Bay from urban stormwater.	City of Benicia
Cullinan Ranch	Solano	Restoration of remaining 290 acres to tidal marsh through upland and/or beneficially reused dredged sediments to create wetland and associated habitats for salt marsh harvest mice; Monitoring and adaptive management of entire 1,549-acre site.	San Pablo Bay National Wildlife Refuge, Ducks Unlimited
Rush Ranch	Solano	Restoration, management and monitoring of wetlands and other shoreline habitat, including the mouth of Spring Branch Creek, and installation and management of public trails.	Solano Land Trust
Suisun Marsh	Solano	Enhancement of marshes within Suisun Marsh to benefit waterfowl and shorebirds.	Calif. Department of Fish and Wildlife, Suisun Resource Conservation District
Strip Marsh Enhancement	Solano, Sonoma	Establishment of improved water circulation in the marshes to the south of Highway 37 along the north edge of San Pablo Bay between Port Sonoma at the Petaluma River to Mare Island in Vallejo, in order to improve habitat for wildlife, improve water quality, and reduce mosquito production.	San Pablo Bay National Wildlife Refuge
Lower Napa River Wetlands	Napa, Solano	Enhancement of tidal marshes and managed wetlands on the east side of the lower Napa River, improvement of public access including new trails and interpretive elements, creation of bird islands, installation of water control structures, and monitoring and operation along the Lower Napa River, including Mare Island and Vallejo waterfront, American Canyon south to the Solano County line, and between Green Island Road and north along the tidal Napa River.	Calif. Dept. of Fish and Wildlife, Napa County Regional Park and Open Space District, City of American Canyon.
Napa-Sonoma Marshes	Napa	Stewardship, maintenance, and monitoring of restored and enhanced wetlands within the Napa-Sonoma Marshes on the west side of the lower Napa River to improve water quality and habitat values for endangered species, fish waterfowl, shorebirds, and other wildlife.	Calif. Department of Fish and Wildlife