



Solano County

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Minutes - Final Board of Supervisors

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Tuesday, April 18, 2023

9:00 AM

County Events Center
601 Texas Street, Room A
Fairfield, CA

PRIORITY SETTING WORKSHOP

CALL TO ORDER

The Solano County Board of Supervisors met on the 18th day of April, 2023 in special session in the Solano County Event Center, 601 Texas Street, Fairfield, California at 9:04 A.M.

ROLL CALL

Present were Supervisors Hannigan, Brown, Williams, Mashburn, and Chair Vasquez. Chair Vasquez presided. Also present were County Administrator Bill Emlen and County Counsel Bernadette Curry.

SALUTE TO THE FLAG

This meeting of the Solano County Board of Supervisors continued with the Salute to the Flag.

WELCOME AND INTRODUCTION

[23-370](#)

- A. Workshop Purpose and Desired Outcomes - Board Chair
- B. Agenda Overview - Daniel Iacofano, Facilitator

Chair Vasquez provided a brief introduction and an overview of the reasons to hold the Priority Session.

Facilitator Daniel Iacofano introduced himself.

SETTING THE STAGE

23-371

A. Review of Board Interview Comments

Mr. Iacofano provided a brief overview of the Board's comments during their individual interviews noting as a result of the Board Member's comments, the following topics emerged for further discussion: Economic Development, Agricultural Preservation and Development, Housing, County Services and Workforce Development; and County Services - Regulations and Policies.

RECESS

The meeting of the Solano County Board of Supervisors recessed at 10:25 A.M. and reconvened at 10:45 A.M.

DRILLING DOWN

23-372

A. Identification of Potential Objectives and Action Options

Economic Development

Discussion was held by the Board on economic development and recommendations to enhance Solano County's economic development included consideration of general plan amendments that further economic development, encouraging businesses to come to Solano County that will provide higher earning jobs, noted as either a "livable wage" or "prevailing wage"; improvements to infrastructure in the unincorporated areas of the County that facilitate economic development; consideration of joint County/city efforts; and work with the Workforce Development Board and the Solano Economic Development Corporation to increase focus on business attraction and expansion in unincorporated areas as well as business retention. There was a discussion regarding hiring a futurist to enable the Board to more clearly see the needs of those in Solano County's communities; continuation of the plans for the Solano 360 project; protecting Travis AFB; focusing on educational opportunities; and raising the profile of Solano County. There was also a point of emphasis discussed that equity and accountability needs to be a focus and driving force in regards to economic development and other County priorities.

Agricultural Preservation and Development

Discussion was held regarding agricultural preservation and development with the following recommendations: focusing on infrastructure in the unincorporated areas including electrical, power upgrades, micro-grids, water and broadband; use of technology; and levee maintenance and upkeep and other measures that further modern agricultural processes. Additional recommendations included completion of a cluster analysis for primary and

secondary agricultural industries and sustainable agriculture; preservation of prime agricultural land; supplementation and consolidation of the County's fire districts; and the creation of agricultural housing.

Housing

Discussion was held regarding housing with the following recommendations: amending the General Plan to facilitate the building of equitable and inclusionary housing in the unincorporated areas of the County; the provision of supportive housing where wrap around services could be provided for clients of Solano County's various Health and Social Services programs and Probation Services programs; looking for state and federal funding and legislation to create workforce housing; continuing to work on regional partnerships with the cities on the creation of housing; completing a Master Utility Services Plan; providing County staff with the latitude to work with the cities to bring forward new housing ideas; potentially consolidating the County's housing programs; and creating more starter homes that are deed restricted.

County Services and Workforce Development

Discussion was held regarding County Services and Workforce Development with the following recommendations: creation of incentive programs for professional development; completion of succession planning for all County departments; reviewing the County's fee schedule to potentially provide additional funding; elimination of bureaucratic road blocks to provide employees with accountability from the Board; provision of variable work schedules including facilitating more work from home opportunities; creation of promotional opportunities for current employees including cross training programs; hiring and/or promoting employees to create more diversity in management; creating better recruitment programs by working with colleges and schools to promote public sector employment; providing workforce housing as an employment benefit; and increasing the number of childcare providers in Solano County.

County Services - Regulations and Policies

Discussion was held regarding County Services - Regulations and Policies with the following recommendations: a review of the County policies in order to keep up with the size, diversity, and needs of Solano County's communities to improve enforcement; reviewing department job functions to remove duplication of services; provide accountability for non-profits, to ensure they are fiscally sound and are not facing barriers to provide services; updating the County's website; potentially creating a health care trust; creating a joint powers agreement for animal control services; keeping up with federal/state mandates for services; and building new infrastructure in the Suisun Valley.

SUMMARY AND WRAP-UP

23-373

A. Are There Any Immediate Next Steps?

By consensus of the Board, the top priorities are as follows:

Top Priorities: Accountability and Equity

1. Economic Development
 - a. Engage our Cities
 - b. Support EDC
 - c. Update General Plan - All Land Uses including Open Spaces
 - d. Push Solano 360
 - e. Protect Travis Air Force Base
 - f. Conduct a Master Utilities Study - Microgrids
 - i. IT
 - ii. Utilities
 - iii. Sewer
 - iv. Water
 2. AG Preservation and Development
 - a. Update the General Plan
 - b. Conduct a Master Utilities Study - Microgrids
 - i. IT
 - ii. Utilities
 - iii. Sewer
 - iv. Water
 - c. Broadband
 - d. AG Workforce Housing
 - e. Strengthen Right to Farm Ordinance
 3. Housing
 - a. Partner with the cities - move beyond competition
 - b. Equitable Solutions for housing
 - c. Financially Participate in Making Affordable Housing
 - d. Utilize JPA's and 2x2
 4. County Services
 - a. Employment Policies Review
 - b. Offer Employee Tools
 - i. Giving latitude and empowerment to do their jobs
 - ii. Breakdown of Bureaucracy
 - c. Diversity at all Levels of County Employment
 - d. Create a succession plan
 - e. Provide support to employees to incentives
 5. County Services - Regulations and Policies
 - a. Website
 - b. Updating regulations and policies
 - c. CBO accountability and fiscal solvency/removal of barriers
 - d. Health Care Trust as a possibility?
- e. Keep up with State/Federal Mandates

County Administrator Bill Emlen thanked the Board for their feedback, noting many of the topics discussed are either already being looked at by staff, or are already in progress. Me. Emlen further stated staff will begin working with the Department Heads to facilitate the Board's priorities.

ITEMS FROM THE PUBLIC

Chair Vasquez invited members of the public to address the Board on this matter and the following comments were received:

A) Social Services Administrator - CWS Rhonda Smith commented in support of a review of County provided services for replication and in support of the County donating County owned property to a developer for housing for Solano County clients.

B) Public Health Administrator Jayleen Richards commented in support of an overhaul of the County's website and in support of a review of hiring practices including how interview panels are constructed and implementation of policies that support diversity.

C) Eligibility Benefits Specialist II Joanne Godreau commented in support of more focus being applied to employee retention and employee assistance programs. Ms. Godreau recommended the Board focus first on providing tools to the employees, noting due to the large number of vacancies, staff does not have the ability to take advantage of benefits such as the tuition reimbursement program.

D) Emergency Services Manager Robin Raynes commented on the need to remember that changes in the County's policies regarding development and/or expansion will have a significant impact on public safety services. Ms. Raynes further commented on the lack of childcare availability in the County, specifically for parents that work swing/overnight/weekend shifts and in support of the Board creating an employee retention program and broadband infrastructure.

ADJOURN:

This meeting of the Solano County Board of Supervisors adjourned at 12:55 P.M. Next meeting of the Solano County Board of Supervisors will be April 25, 2023 at 9:00 A.M., Board Chambers, 675 Texas Street, Fairfield, California.

JOHN M. VASQUEZ, Chair
Solano County Board of Supervisors

BILL EMLEN, Clerk
Solano County Board of Supervisors

By _____
Alicia Draves, Chief Deputy Clerk