

Board of Supervisors Priority Setting  
Status Update - September 26, 2023

Category	Priorities	Lead Department	Priority Detail	Timeline	Current Status / Next Steps			
Economic Development	E1 Engage the community members, cities and the Solano EDC on the need for economic development in the County.	CAO	E1-A Strengthen the County's resources in planning, engaging and executing of economic development efforts throughout the County.	Ongoing	This priority encompasses an ongoing effort to attract and retain businesses to Solano County that provide job growth and create employment opportunities with a "livable wage." The FY2023/24 Adopted Budget included an Economic Development position to expand the County's resources in this area.			
			E1-B Create a County economic development plan.	TBD	Staff will be working to take the initial steps to create an economic development plan for unincorporated areas. These steps may include, but are not limited to engaging the services of a Futurist or other consultants to assist in this effort.			
			E1-C Evaluate the need to update County Zoning and other necessary policy language in support of economic development.	Ongoing	The Board has made changes to zoning to increase opportunities for agricultural businesses and for highway commercial zoning at the freeway interchange. Further zoning changes are being contemplated and may be recommended to the BOS.			
			E1-D Continue to coordinate with the Solano EDC on ongoing projects.	Ongoing	Additional updates on efforts to engage in economic development in the County will be brought back before the Board throughout the fiscal year.			
	E2 Update the County General Plan to identify potential areas for economic development within the jurisdiction of the County.	CAO / Resource Management	E2-A Update the General Plan with policy language, diagrams, and study areas that supports economic development.	CY 2027	<ul style="list-style-type: none"> <li>Identify the necessary updates and the required process to update the general plan (Board approved text amendments or voter approved ballot measure), including associated public outreach process.</li> <li>Evaluate potential updates to the Suisun Valley Strategic Plan to support the General Plan update.</li> <li>Hire consultant(s) to assist in identification and development of potential updates and public process, including stakeholder input and, if necessary, voter ballot initiative.</li> </ul>			
	E3 Initiate a Utility Master Plan (UMP) to address County infrastructure needs for water, sewer, electricity, and broadband.	CAO / Resource Management	E3-A <ul style="list-style-type: none"> <li>Work with various entities countywide to assist in assessment of water (groundwater, surface, stormwater, recharge) and wastewater infrastructure and/or improvements needed throughout the County.</li> <li>Develop a General Plan text amendment related to Municipal Service Areas (MSA) and the provision of infrastructure in the unincorporated area.</li> <li>Evaluate potential opportunities to provide necessary power needs to support economic development in the unincorporated area.</li> </ul>	Winter 2024	<ul style="list-style-type: none"> <li>As approved by the Board, ARPA funding is being used for a consultant team to perform outreach and research around a "One Water" framework to evaluate the integration of water source, use, discharge and recharge together.</li> <li>Many cities and districts are currently in the process of performing assessments of their existing and proposed infrastructure systems; look for opportunities to partner with cities and districts regarding their infrastructure assessments and operation.</li> <li>After further community outreach, bring back to the Board a request for the Fairfield-Suisun Sewer District to determine the feasibility for a community wastewater system to serve the Suisun Valley area.</li> <li>Bring proposed MSA text amendments related to infrastructure to Board for consideration.</li> <li>Hire a consultant to assist in development of a countywide UMP.</li> <li>Hire a consultant to assist in evaluation of power needs and opportunities for partnership and/or options to meet the needs identified.</li> </ul>			
					CAO / Agriculture	E3-B Apply for the State Sustainable Agricultural Lands Conservation (SALC) Program Planning Grant.	<b>Award Announcement:</b> December 15, 2023  Spring 2024 - Winter 2026	The Board approved an application for a State Sustainable Agricultural Lands Conservation (SALC) Program Planning Grant, submitted September 8, 2023, to assess and plan utility/infrastructure needs for agriculture, to include electricity.
					CAO / DoIT	E3-C Continue and expand countywide Broadband efforts.	December 2026	<ul style="list-style-type: none"> <li>A contractor, paid from a State grant, is developing a Solano County Broadband Infrastructure Investment Program, which builds upon the County's August 2022 study "Solano Connected: A broadband and digital equity strategy and roadmap."</li> <li>The County completed an RFQ to qualify internet services providers to expedite future Broadband projects.</li> <li>Partnering with internet service providers by utilizing ARPA funding to provide matching funds for their applications under a State "Last Mile" funding program to extend fiber infrastructure in unincorporated Solano County.</li> </ul>

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Economic Development (con't)	E4 Support opportunities for quality parks, recreational facilities, trails, and open spaces, etc.	CAO / Resource Management / Parks	E4-A Invest in existing County parks through maintenance and improvement of park facilities.	Ongoing	Maintaining and improving County parks is currently being addressed through a number of strategic investments and grant partnerships to improve park facilities.
			E4-B Identify opportunities for new parks, recreational facilities, trails, and open spaces.	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Earmarks completion by CY 2026</li> </ul>	<ul style="list-style-type: none"> <li>In July 2023 the Board of Supervisors approved a significant investment in the Patwino Worrtla Kodoi Dihi Open Space Park and entered into an agreement to provide park management services.</li> <li>Federal Earmark investment into Patwino Park will happen by 2026 in coordination with the Solano Land Trust, with pedestrian access improvements being considered on the frontage area. Federal Earmark investment into Lake Solano Park will happen by 2026 in coordination with Federal Highway Administration (FHWA) and Bureau of Land Management.</li> <li>Through agreements with State agencies, an Action Plan is being developed with expected completion by winter of 2023 to evaluate public access enhancements and guide future county &amp; state investment for new recreation in the Cache Slough region.</li> </ul>
	E5 Protect Travis AFB and ensure its long-term future viability.	CAO / Resource Management	E5-A Collaborate with City of Fairfield and Travis Air Force Base staff on the Military Installation Resiliency Review (MIRR) grant and review process.	2024	The Travis Regional Resiliency Plan (TRRP) will be completed in 2024 which will establish 8-10 high priority projects for local agencies to facilitate in order to provide long-term viability and resiliency to Travis AFB. Once the TRRP is completed, these projects will need to be incorporated into agency Capital Improvement Plans for eventual project delivery.
			E5-B Ensure land use regulations are protective of Travis Air Force Base operations.	Ongoing	<ul style="list-style-type: none"> <li>The Travis Reserve Zoning Overlay was recently adopted by the Board to provide further protection of the Base from potential encroachments and inappropriate land uses. County, City, and Base staff continue to work together on ongoing needs to support base.</li> <li>Staff is working with Base on the Planned Parallel Runway Project and land needs. The Military Installation - Reserve Grant Process is continuing and should be completed within established timelines. Installation needs in and around the Base are being evaluated through the MIRR Study.</li> </ul>
			E5-C Collaborate with the base, adjacent property owners, and cities to ensure adequate ingress/egress to base.	Ongoing	Staff continues to meet with base to determine needs and identify solutions. Continue efforts to seek for and receive federal grants for improvements to road network in support of Travis AFB's mission.
	E6 Continue to advance the Solano 360 Project to develop the Fairgrounds.	CAO	E6-A Continue negotiations with IRG to enter into a Development Agreement and Lease Disposition Agreement to implement the Solano360 Specific Plan.	Winter 2023	The County continues to pursue development of the Fairgrounds site through an extension of the Exclusive Negotiation Rights through October 31, 2023 with IRG to implement the Solano360 Specific Plan.
			E6-B Continue advancing projects to prepare the Solano360 site for development, to include drainage improvement permitting and construction.	Winter 2026	Staff working on concurrent projects for Creek Restoration through ARPA and Highway 37/Fairgrounds drive expansion through Solano Transportation Authority (STA).
			E6-C Department of Resource Management to deliver the Mobility Hub/Park & Ride improvements with the One Bay Area Grant 2 Federal funds.	CY 2026	Design of the Mobility Hub/Park & Ride improvements is ongoing through 2024. Construction will begin in 2025 and be completed in 2026.
			E6-D Evaluate next steps for adding a potential new library branch on the Solano 360 Project Site.	TBD	Concept plans are being developed and will be further evaluated as the Solano 360 Project site planning advances.

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Agriculture Preservation and Development	A1 Strengthen the County's "Right to Farm" policy.	CAO / Resource Management / Agriculture	A1-A	<ul style="list-style-type: none"> <li>Develop a plan and identify funding to complete an update to the 'Right to Farm' ordinance.</li> <li>Evaluate options to enhance requirements for homebuyer notification of "Right to Farm" provision.</li> </ul>	<b>Award Announcement:</b> December 15, 2023  Spring 2024 - Winter 2026	<ul style="list-style-type: none"> <li>The Board approved application for a State Sustainable Agricultural Lands Conservation (SALC) Program Planning Grant that could be used to fund an update of the right to farm ordinance. Monitor grant award announcement and potentially identify other funds to complete this effort.</li> <li>Determine actions necessary to require notary of Right to Farm notification at sale of property, notice to renters.</li> </ul>	
			A1-B	Review other policies and organizational or programmatic changes/enhancements to expand community separators/buffers between cities and agriculture lands that would protect farmland.	<b>Award Announcement:</b> December 15, 2023  Spring 2024 - Winter 2026	The Board approved application for a State Sustainable Agricultural Lands Conservation (SALC) Program Planning Grant that could be used to fund exploration of community separators to protect farmland. Natural resources and community separators will continue to be of ongoing county interest along with conservation of farmland in a manner that supports family farms and agricultural practices.	
	A2	Support housing development to accommodate the broad range of agricultural workers.	CAO / Resource Management / Agriculture	A2-A	Ensure agricultural housing is included in other efforts to update the Housing Element (HE) and General Plan (GP) elements, and Utility Master Plan efforts.	<ul style="list-style-type: none"> <li>Fall 2023 (HE)</li> <li>Fall 2027 (GP)</li> </ul>	<ul style="list-style-type: none"> <li>The County is in the process of updating its Housing Element to the General Plan which provides various methods to induce creation of housing, including Agricultural housing, for various income levels, with State review anticipated to be completed in Fall 2023.</li> <li>The Bay Area Economic (BAE) Study currently underway will augment these efforts, including Agricultural housing, and provide more details on specific opportunity areas.</li> </ul>
	A3 Create an agricultural economic development plan.	CAO / Resource Management / Agriculture	A3-A	<ul style="list-style-type: none"> <li>Update the General Plan with policy language that supports Agriculture.</li> <li>Ensure that the general plan update and the utility master plan address the specific needs of "precision agriculture," including agricultural land preservation, wastewater, water supply, reliable broadband service, and the identification of potential new agricultural production areas.</li> </ul>	<b>Award Announcement:</b> December 15, 2023  Spring 2024 - Winter 2026	<ul style="list-style-type: none"> <li>The County included funding in FY2023/24 to engage consultant services to conduct a infrastructure master plan. Other funding options (grants, etc.) are needed. Direction to initiate work to establish a single agency for drainage authority &amp; responsibility and identify long-term funding is needed.</li> <li>The Department is in the process of completing text amendments to address Municipal Service Areas and extension of utilities into unincorporated area and is also evaluating potential update to the Suisun Valley Strategic Plan to promote agritourism and agricultural operations.</li> <li>SALC grant funding is being pursued to address ag utility needs.</li> </ul>	
			A3-B	Conduct a baseline agricultural economic assessment; work with agricultural industry to build an economic development plan that retains and grows existing agricultural businesses with potential to attract new businesses.	<b>Award Announcement:</b> December 15, 2023  Spring 2024 - Winter 2026	The Board approved application for a SALC Program Planning Grant. A focal point of the SALC funding proposal is to preserve working ag lands/businesses through economic development. An initial economic assessment will be conducted to build a broad plan aiming to preserve/grow existing agricultural businesses and develop strategies to attract new agricultural businesses into the County.	

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Housing	H1 Partner with cities to develop a regional housing plan which addresses housing affordability, housing the unhoused, workforce housing, supportive housing, equitable and inclusionary housing, etc., utilizing regional partnerships to pursue additional housing and homeless resources.	CAO / Depts	H1-A Engage with and support CAP Solano to address regional homelessness.	Ongoing	<ul style="list-style-type: none"> <li>● CAP Solano continues to evolve as an entity that addresses housing on a regional level for those in the community with the greatest need.</li> <li>● Continue to participate in and support establishment of CAP Solano including efforts to evolve the new organizational structure (e.g. staffing).</li> <li>● Utilize data, best practices, and CAP Solano Strategic Plan Priorities to identify and implement strategies to address homelessness on a regional level. Monitor outcomes and adjust course as needed.</li> <li>● Seek new funding resources to address regional homelessness.</li> </ul>	
		CAO / Resource Management	H1-B Pursue multiple avenues to increase affordable housing.	<ul style="list-style-type: none"> <li>● ARPA projects complete by December 31, 2026</li> <li>● BAE study complete winter 2023</li> <li>● Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>● Monitor Board ARPA investments, including affordable projects in the City of Fairfield and City of Vallejo for new low-income housing developments and permanent supportive housing which continue to progress.</li> <li>● The BAE Study will assist the County to identify sites in the unincorporated area that might meet needs for housing affordability to various income levels.</li> <li>● The County will be working with the Bay Area Housing Finance Authority (BAHFA) on a potential bond measure for affordable housing in the nine-county Bay Area.</li> <li>● Evaluate potential county housing projects and programs for feasibility and county actions – including General Plan amendments – necessary to move forward with implementation of housing efforts.</li> <li>● Update the General Plan with policy language that supports housing.</li> </ul>	
	H2 Identify existing housing resources and services across County departments, and the next steps in the creation and funding of new housing programs and projects.	H2-A	CAO / Resource Management / General Services / Depts	H2-A Reestablish Homeacres Housing Rehab program to provide low interest loans for health and safety upgrades to existing owner occupied units.	November 2023 - December 2026	Contract negotiations are in process with selected contractor. Once completed, proposed contract will be brought to Board for approval and program may be implemented to support improvement and retention of housing stock in the Homeacres community.
		H2-B		H2-B Explore development of a program which offers financial incentives for the development of deed restricted ADUs or other housing options.	CY 2024	Explore various programs to identify resources, including staffing and tools, to develop a variety of affordable housing types, including, but not limited to: deeply affordable housing; workforce/agricultural employee housing; and partnerships to provide supportive housing services.
		H2-C		H2-C Implement a Solano County Housing Trust Fund.	Fall 2023	<ul style="list-style-type: none"> <li>● The Board recently approved guidelines for the Solano County Housing Trust Fund.</li> <li>● A NOFA for \$3.2 million in the Solano County Housing Trust Fund has been issued to determine potential housing projects/programs in the Fall 2023.</li> <li>● Select and implement SCHTF funded projects.</li> </ul>
		H2-D		H2-D Update the information on housing programs, funding, and projects. Incorporate into the County website. Include information on ADU programs and fee waiver opportunities.	CY 2024	Staff continues to explore potential housing programs and will update the website accordingly.
		H2-E		H2-E Identify sites for future affordable housing development.	CY 2024	<ul style="list-style-type: none"> <li>● Sent letters to potential properties within the unincorporated County for site development.</li> <li>● Staff will continue with outreach to private property owners to ascertain interest for development, determine feasibility/cost and funding potential and explore potential use of county property for housing.</li> </ul>

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County Workforce Development	C1	Update job classifications to allow for experience in lieu of formal education where feasible.	CAO / HR	C1-A	Evaluate scope and phasing options; develop RFP; select vendor.	Est. 2 - 3 years	The CAO directed a full assessment of Human Resources. The assessment recommends updating a large portion of job classifications including adding experience in lieu of education where feasible. The work has started and will continue for the next 2-3 years and includes evaluating scope and phasing options, developing an RFP, and selecting a vendor.
	C2	Aim for diversity at all levels within the organization including upper management.	CAO / HR / Depts.	C2-A	Continue to work with the Board subcommittee and staff on developing the County diversity program.	Ongoing	The County has implemented four mandatory Diversity, Equity and Inclusion (DEI) training classes for County employees (Supervisors/Managers). Staff will be engaging the Board subcommittee to consider options for further developing the County DEI program.
	C3	Utilize modified schedules and the County's remote work policy and other tools to maximize employee schedule flexibility.	CAO/HR/Depts	C3-A	County Departments in coordination with the CAO and HR will continue to evaluate existing remote work agreements.	Ongoing	Remote work remains in place post pandemic and is evaluated by department heads as compared to public service/program needs while many private sector firms continue to "pull back" on remote work. Modified schedules are widely utilized. Intermittent leave is available to employees who need additional flexibility. CAO and HR provide support to departments as needed.
	C4	Provide professional development opportunities and incentives to encourage employees to gain new skills and capacities for advancing their careers within the County organization.	CAO / HR / Depts.	C4-A	Assess staff training and provide training opportunities as appropriate/responsive.	Ongoing/Spring 2024	<ul style="list-style-type: none"> <li>• The BOS approved increased tuition reimbursement and staff are taking advantage of the added benefit. Tuition Reimbursement is flexible in that it also allows, with manager approval, for reimbursement in the form of time off for employees to take courses during work hours.</li> <li>• The Human Resources Training Unit offers a wide range of trainings and will be issuing a training needs survey to all departments to identify gaps and/or additional training needs.</li> </ul>
	C5	Create a succession plan for all key management and director positions.	CAO / HR / Depts.	C5-A	Engage departments to develop specific succession plans.	Ongoing/Summer 2024	Many departments are focused on succession planning. The CAO authorized the HR Training Unit to offer the NACo Leadership Academy training to assist future leaders in developing their leadership skills and a new cohort will start this Fall. The HR Training unit will also be issuing a training needs survey is designed to identify areas where County training can further support staff development, including leadership.
	C6	Encourage county staff and departments to bring forth ideas for improving county operations.	CAO / HR / Depts.	C6-A	<ul style="list-style-type: none"> <li>• Departments to engage staff to solicit ongoing feedback.</li> <li>• CAO to explore reinstating the Process Improvement Committee.</li> </ul>	Ongoing	CAO regularly meets with departments and solicits inputs and encourages departments to meet with Board members. The HR department recently conducted an assessment soliciting input from all HR staff and every County department; implementation of recommendations will occur over the next 2 years.

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County Services - Regulations and Policies	R1	Update County policies and regulations to strengthen code enforcement for property maintenance, trash pick-up, and vegetation clearing by property owners; encourage formation of "adopt-a-road" and "adopt-a-park" partnerships with local businesses.	CAO / Resource Management /Parks / General Services	R1-A	<p>Pursue a variety of efforts for property and community clean up including:</p> <ul style="list-style-type: none"> <li>● Support Fire Protection Districts' weed abatement effort.</li> <li>● Develop an "Adopt a Park" program.</li> <li>● Communicate code updates to the public.</li> <li>● Develop community waste collection events (including fuels reduction) for each Board district.</li> <li>● Update Waste Hauler agreements as needed to support proposed events and waste collection improvements.</li> </ul>	<ul style="list-style-type: none"> <li>● Spring 2024</li> <li>● Fall 2024</li> <li>● Ongoing</li> <li>● Spring 2024</li> <li>● Fall 2024</li> </ul>	<ul style="list-style-type: none"> <li>● Code enforcement continues to support Fire Districts weed abatement efforts and receives referrals for weed abatement. Additional resources would be required for the County to enhance weed control efforts countywide.</li> <li>● In February 2023 the Board adopted updates to Solano County Code adding additional administrative remedies and penalties for abatement public nuisances.</li> <li>● A no-fee encroachment permit is issued to those who wish to "Adopt-a-Road" and instructions on the process can be found on County's website.</li> <li>● Adopt-a-Park program is pending.</li> </ul>
	R2	Provide tools and resources to assists Community Based Organizations/Nonprofits in applying for County funding and maintaining accountability and financial solvency.	CAO / General Services	R2-A	Implement new County Procurement Software and tools.	Complete	On July 1, 2023 County Purchasing Services implemented OpenGov Procurement, a new fully automated web-based electronic bidding and vendor management system. The system expands the tools, resources and support available through the County procurement process and includes new features to streamline communication with potential County vendors.
				R2-B	Update and distribute County resources for accounting and internal controls for nonprofits.	Summer 2024	The CAO in coordination with the Auditor-Controller will be reviewing and updating County guidelines for accounting and internal controls for nonprofits.
	R3	Update the County's website to make it more user friendly to assist web visitors in accessing county services.	CAO / DoIT / All Depts.	R3-A	Gather input from a variety of internal and external stakeholders to determine technology, content, and user experience requirements for a new user-centric website.	December 2023	<ul style="list-style-type: none"> <li>● Resources have been dedicated to complete a County website redesign. A Project Manager has been engaged and a contractor is gathering data to complete the first phase of the website redesign.</li> <li>● The project includes representatives from all departments and will include outreach and community engagement.</li> <li>● Train departmental content creators and editors in content creation core competencies, such as accessibility, knowledge organization, search engine optimization, etc.</li> </ul>
				R3-B	Implement a new web technology solution and the infrastructure for on-going web content management.	Summer 2024	<ul style="list-style-type: none"> <li>● Once the requirements and design are completes, a new website platform will be selected and implemented.</li> <li>● Provide proper staff and training to maintain content and service provision.</li> </ul>