

Moving Solano Forward III: Solano County Recovery and Resilience Strategy Scope of Work

1) Overview

- a. Undertake a comprehensive analysis of the Solano County economy and evaluate the economic impact of Covid-19 by business sector and cluster.
- b. Review Moving Solano II recommendations and develop a work plan for completion of tasks still to be undertaken.

Deliverable: Written Report and Presentations

Due Date 2/19/21

2) Economic challenges and opportunities due to Covid-19

- a. Analyze changes to businesses and workforce (working environment, space needs, reuse, and viability of certain sectors) and develop a strategy to address the negative impacts and to take advantage of the positive changes.
- b. Evaluate opportunities due to workers working from home and potential for remote shared office space.
- c. Develop reuse strategies for vacant commercial spaces due to a changing marketplace and Covid-19.
- d. Analyze supply chain challenges and opportunities due to Covid-19 and potential on-shoring.
- e. Develop specific strategies to restart key sectors identified Task 1 and potential programs, funding and organizational structures to implement strategies.

Deliverable: Written Report and Presentation

Due Date: 4/16/21

3) Short-Term "Triage"

- a. Evaluate current retention and expansion efforts and using "best practices" develop a business retention and expansion strategy by business sector.
- b. Develop specific recommended programs to support existing businesses and develop cost estimate to implement and identify potential funding sources and organizational structures to implement.
- c. Determine demand, feasibility and capacity for business financing programs as a key program to retention and expansion. This could include a county-wide revolving loan program, partnerships with local lenders, and/or community specific programs.
- d. Analyze obstacles for growth in high opportunity clusters and develop specific recommendations to mitigate these obstacles.

Deliverable: Written Report/Workplan/Implementation Strategy

Due Date: 7/23/21

4) Opportunity Sites & Opportunity Zones

- a. Update the countywide industrial site inventory by tiers.

- b. Evaluate specific actions needs to move sites to be shovel ready by jurisdiction, including preliminary cost estimates and potential funding options.
- c. Identify programs and financing options to finance new or upgrade existing infrastructure, including digital
- d. Develop specific strategies to market and attract investment and development development within Opportunity Zones

Deliverable: Written Report/Mapping/Site Data Base

Due Date: 11/26/21

5) Business & Industry Analysis

- a. Evaluate and update/revise industry cluster analysis and link clusters to specific locations within County
- b. Evaluate current business attraction efforts and develop recommendations, including diversification strategies, identify high opportunity attraction and expansion potential, and develop strategies to increase competitiveness, including identifying areas that need to be addressed to be more competitive.
- c. Develop a strategy to attract Direct Foreign Investment

Deliverable: Written Report/Implementation Plan/Presentations

Due Date: 3/25/22

6) Long Term Resiliency Plan

- a. Identify opportunities/constraints in priority development and production areas to facilitate job growth, development and expansion.
- b. Develop a strategy to tie economic development, job growth, housing and transportation goals countywide.
- c. Summarize economic benefits to businesses countywide and local jurisdictions from implementing the recommended strategies and linking economic development, job growth, housing and transportation goals.

Deliverable: Written Report/Workplan/Presentations

Due Date: 6/30/22