Why Solano?

Moving Solano Forward—Phase II

Task 2.0: Corridor Vision & Development/
Task 2.4 Corridor Development Strategy

January 2017

Working Papers

Moving Solano Forward - Phase II

Task 2.0: Corridor Vision and Development

Task 2.4: Corridor Development Strategy

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MSF II Task 2: Corridor Vision and Development

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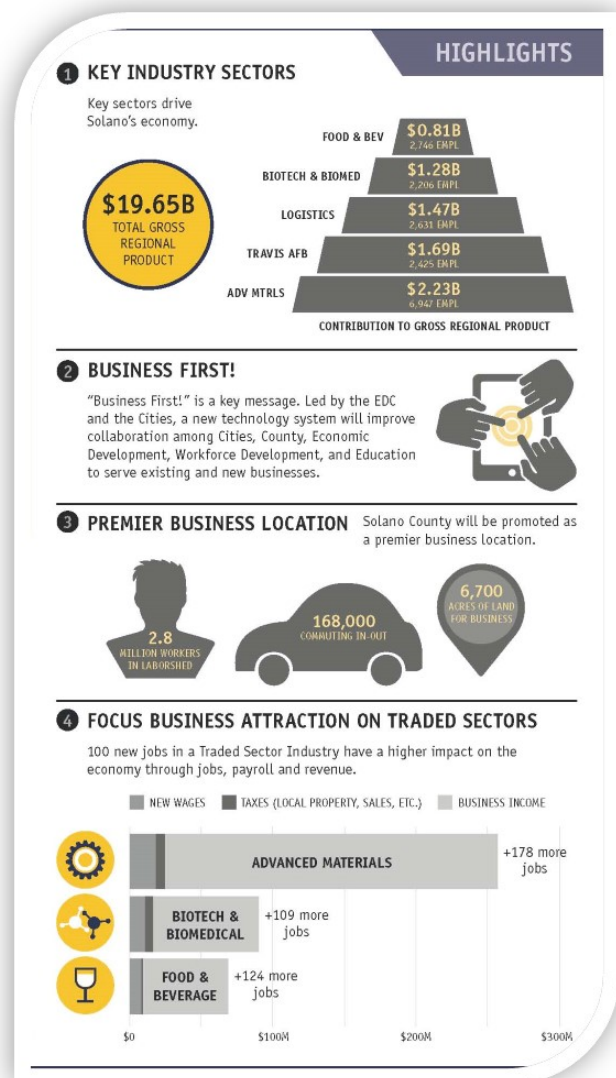
Through an *inclusive* collaboration of 178 public and private stakeholders, led by Solano County and Solano EDC, a forward-thinking strategy based on extensive research, data and engagement has been created.

Moving Solano Forward II Tasks 2.0 and 2.4 bring together the project findings into an economic development strategic plan.

Findings

Project findings are highlighted in this report, Section 2.0, and fully documented in all the task Working Papers, which can be accessed at www.MovingSolanoForwardII.com.

This report focuses an economic development framework based on a "shared-purpose" philosophy to optimize assets and resources, enhance opportunities and maximize outcomes.

HIGHLIGHTS

1 KEY INDUSTRY SECTORS

Key sectors drive Solano's economy.

$19.65B TOTAL GROSS REGIONAL PRODUCT

FOOD & BEV	$0.81B / 2,746 EMPL
BIOTECH & BIOMED	$1.28B / 2,206 EMPL
LOGISTICS	$1.47B / 2,631 EMPL
TRAVIS AFB	$1.69B / 2,425 EMPL
ADV MTRLS	$2.23B / 6,947 EMPL

CONTRIBUTION TO GROSS REGIONAL PRODUCT

2 BUSINESS FIRST!

"Business First!" is a key message. Led by the EDC and the Cities, a new technology system will improve collaboration among Cities, County, Economic Development, Workforce Development, and Education to serve existing and new businesses.

3 PREMIER BUSINESS LOCATION — Solano County will be promoted as a premier business location.

2.8 MILLION WORKERS IN LABORSHED

168,000 COMMUTING IN-OUT

6,700 ACRES OF LAND FOR BUSINESS

4 FOCUS BUSINESS ATTRACTION ON TRADED SECTORS

100 new jobs in a Traded Sector Industry have a higher impact on the economy through jobs, payroll and revenue.

NEW WAGES — TAXES (LOCAL PROPERTY, SALES, ETC.) — BUSINESS INCOME

ADVANCED MATERIALS	+178 more jobs
BIOTECH & BIOMEDICAL	+109 more jobs
FOOD & BEVERAGE	+124 more jobs

$0 $100M $200M $300M

Strategy Framework

With input from 178 stakeholders the following Strategy Goals have been established, along with recommended Guiding Principles for implementing the strategy.

Strategic Goals	Recommended Guiding Principles
1. Create **and sustain** a robust Business Retention and Expansion Team and Program addressing needs of existing businesses; 2. Promote and market Solano County as a location of choice for key traded-sector businesses; 3. Champion strategic projects that improve Solano County's business climate and competitiveness; and 4. Create **and maintain** a one-stop data source used by business, corporations, site selectors and others to make strategic decisions.	• Build "shared-purpose" philosophy and unity among partners to optimize the use of resources, enhance opportunities for successful programs and maximize outcomes; • Advance only those opportunities that align with the mission to grow the economy of our region; • Connect short-term milestones to the mission for long-term success; • Share as much information as possible with all affected stakeholders (protecting confidentiality); • Recognize and celebrate the intangibles which advance the mission (collaboration, alignment and effort); • Share credit generously with others; and • Do what needs to be done today to prepare for tomorrow.

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

The initiative framework is focused on a tactical approach to implementing and executing business retention, expansion, attraction and prospecting programs as a **united partnership** among the county, cities and partner organizations as represented through the Solano Economic Development Task Force.

Each initiative has several recommended actions which are detailed in Section 4.0 of this report and highlighted in the MSF Strategic Framework matrix.

Although some initiatives may appear to be the same as current actions, recommended initiative actions are enhanced or are totally new actions with similar titles. All recommended actions are focused on improving the outcomes of the interlinking initiatives.

New actions include:

- **Business Attraction** – marketing, lead generation and prospecting – moving from "lead response" to lead generation.

- **Competitiveness** – creating and maintaining an operating environment that is competitive in the market by expanding land, building, infrastructure and tools.

Throughout the project, where feasible, tools to enhance the implementation and effectiveness of all economic development have been delivered, including a new Solano EDC economic development website; a business retention/expansion software system for tracking and monitor businesses (available to all economic development partners); and a **Solano Means Business** marketing campaign (see Appendix G).

MSF Strategic Framework
Matrix provides brief overview of recommended actions for each initiative.
Detailed action recommendations Section 4.0

OUTWARD FACING INITIATIVES

ASSIST EXISTING BUSINESSES EXPAND	**ATTRACT NEW BUSINESSES**
1. BRE Program & Team	1. Team Concept
2. Solano Industry Groups	2. Industry Target
3. Travis AFB	3. Design Concepts
4. Direct Business Services	4. Messaging Platform
	5. Collateral for Prospecting
	6. Business Attraction Tactics

INWARD FACING INITIATIVES

MAINTAIN COMPETITIVE ADVANTAGE	**MAINTAIN A RESOURCE HUB**
1. EDA – CEDS	1. Continuous Research
2. Land & Buildings-Shovel-ready	2. Access Resources
3. Assets	3. Robust Website
4. Competitiveness Challenges	4. Tools
5. Workforce & Education	5. Property Portfolio
6. Transportation	6. Consultant Pool
7. Business-Friendly Policies	7. Performance Metrics
8. Infrastructure	

Challenges

There are several challenges to implementing the strategy including:

❖ Commitment and buy-in of all public entities to create a united, "shared-purpose" economic development partnership;

❖ Increasing public and private investment to launch new actions, i.e., business attraction, and to maintain capacity at Solano EDC for implementation; and

❖ EDC transitioning to a strategic framework demonstrating a mission-focused organization with defined performance metrics.

Implementing Strategy

Section 5.0 addresses implementation. Given the challenge of resources, implementation will have to be phased based on resources and capacity. This will fall on the Solano EDC. A 30-60-90 day launch plan is provided to assist in planning implementation.

1.0 MOVING SOLANO FORWARD ECONOMIC DEVELOPMENT STRATEGY

The economic development strategy presented here is the culmination of work tasks and findings of the full Moving Solano Forward II (MSF II) project[1].

It is clear from this work, stakeholder engagement and feedback from the Solano County Board of Supervisors, Mayors, County Administrator, City Managers, economic development professionals, business leaders and EDC Board of Directors that broad-based job creation efforts are the number-one priority and are necessary to revive the economy to pre-recession levels trying to achieve future economic growth and prosperity.

Strategy Notes

- Collaboration of government (county and cities), workforce development, non-profits, academia and private sector companies is the foundation of this approach which has moved beyond collaborative meetings to "shared-purpose" actions. This approach is integral to the program's success and is demonstrated by the Solano Economic Development Task Force.

- An economic cluster approach was used to identify industry targets. Economic clusters organically exist; interconnected industries, companies and institutions that drive the local economy. This approach has been a best practice for economic development strategies, creating overall business growth, fostering entrepreneurship, creating jobs and spurring academic research and development.[2]

- Although business attraction marketing and prospecting was the number one action identified, formal, aggressive marketing can not be started without additional investment funding from both the private and public sectors.[3]

- Solano County appears to be at a tipping point. Although always part of the nine-county Bay Area Region, the county never achieved the economic growth of other areas. As the Bay Area continues to grow, companies who wish to scale up recognize opportunities in Solano County. Even with this tipping point opportunity Solano County still has to **compete and be as ready** for those companies as other areas are, north and east, and be attractive to these companies.

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[1] Appendix A, Working Papers
[2] Task 3.0 Economic Analysis-Cluster Selection
[3] Task 6.1 Economic Development Funding

2.O KEY PROJECT FINDINGS

The following highlights for each project goal acts as reference points for the overall strategy.

MSF Project Goal 1: Prepare Product Analysis

- Solano County is well-positioned with a broad range of real estate offerings—office, industrial, distribution, and technology—an inventory that is superior to many other Bay Area counties. *However the inventory is not packaged for marketing or prospecting.*

- Presently, there are a sufficient number of Tier 1 sites for the traded sector industry targets, 1,016 acres to meet demand (with exception of Benicia, Rio Vista and Suisun City) and an additional 1,000 acres in Tier 2.[4] *Red Flag – with strong demand for residential land there will be increasing pressure to change job-supporting land to residential use; Solano County is an ideal location for warehouses, especially serving the wine industry, a balance needs to be maintained between land for warehouses and land for manufacturing, which has a significantly greater economic multiplier.*

- Solano County is competitively positioned with regard to water, wastewater, electric, telecom, and natural gas infrastructure and system capacities *except for utility cost of properties served by SMUD (Sacramento).*

- Although there is good documentation on water and water availability, from a site selector's perspective there are serious concerns about the long-term dependability of water supplies being made available to industry in the quantities needed. This is a statewide issue due to the drought and the state's reputation for "taking" or enforcing new regulations. To enhance water as an asset, Solano County should attempt to bring certainty to local water entitlements, such that water would be available for any industry.

- Typical areas where competitiveness can be strengthened are *permitting process and fees.* All cities seem to have a permitting process in place that works well (California style). Faster and simpler is always better, *time is money.* High development fees create a barrier to entry for many companies who could benefit from a Solano County location but cannot achieve the required ROI under the current fee structures. *Solano County must stay completive within the region.*

- Infrastructure Financing Districts (IFDs) are not as robust as Redevelopment but could be a significant source of funds for financing infrastructure improvements. Solano County and a governing city (of an IFD) would need to participate in order to generate sufficient capacity for an IFD. Developments with higher assessed values, such as biotech and food/beverage generate the most funding capacity.

- Operating constraints imposed by traffic congestion deter companies from Solano County.

- Workforce development training would be rated a weakness by a site selector (for the traded sector). The breadth and depth of offerings are narrow in scope, are not designed to pave the way for new industries, new skills sets nor industry's need for skilled workers. *BioTech and BioMedical perhaps are exceptions.*

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

- Population growth has been outpacing job growth since 2010, an indicator there needs to be focus on jobs.

- Local employment has returned to 2007 levels in Solano County.

- 2015 Solano's Gross Regional Product (GRP) was **$19.65 Billion.**

- Manufacturing drives the economy, is the largest contributor, 24% of the GRP.

- Traded sector industries, specifically Advanced Materials, BioTech/BioMed and Food/Beverage have a total direct and indirect impact/contribution of $5.8 Billion to the GRP.[5]

- Traded sector manufacturing and logistics have a high Location Quotient (LQ) all over 1.0.[6]

- Traded sector targets create economic impacts. 100 jobs in Advanced Materials could 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 is approximately 10% of the economy. As an existing industry, it is important to maintain and if possible grow its presence or related supply chains.

- The healthcare sector is the county's largest employer and has a high projected job growth rate where education and training are in demand to fill these positions. This is a priority job sector.

- Manufacturing's projected net job growth rate is not as high, but replacement jobs for those retiring remain high for several years as does demand for new skill sets.

- Government could continue to be a source of jobs as it expands into areas of cyber-security and experiences need for expansion locations.

- Over 107,000 Solano residents out-commute daily for work.[7]

- Workers out-commuting have a high occupational quotient for similar jobs in demand in Solano County and for industry targets.

- 50% of all Solano businesses have less than four employees, 84% are under 20 employees; 2% have over 100 employees.

- Solano County reports 1 in 4 residents receive some public assistance, an indicator of need for job creation and upward mobility programs.

- The County's work on alignment of education and all workforce development entities (private and public) to address the workforce/talent challenge for existing and new businesses, particularly health care, and traded-sector industries, should continue to be a priority.

- Employers (over 70 responding to survey and interviews) are facing workforce challenges. Employers do rank employee's productivity relatively high.[8]

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[5] Task 3.0-3.1, Working Paper, Cluster Analysis
[6] Location quotient (LQ) quantifies how concentrated an industry, cluster, occupation, or demographic group is in a region as compared to the nation. LQ reveals what makes a particular region "unique" in comparison to the national average.
[7] Task 3.4, Working Paper, Linking Traded Sectors to Workforce
[8] Task 3.2, Working Paper, Business Survey

MSF Project Goal 3: Strategic Execution Plan

- All stakeholders desire more aggressive marketing, attraction and lead generation programs.

- Cities prefer that their own local staff take the lead on business retention and expansion, while coordinating and minimizing multiple calls by multiple agencies on businesses.

- Economic development is "mission-focused" on economic growth and competitive advantage.

- Strategy findings related to product

  - ◆ Solano County's competitive position within the nine-county Bay Area may be at the tipping point to be recognized as a place to scale business.
  - ◆ New job creating projects will most likely occur in individual cities.
  - ◆ The three larger cities, Fairfield, Vacaville and Vallejo, have active developer activity, more mature industrial areas, and Tier 1 and Tier 2 space.
  - ◆ Dixon is an emerging market with site opportunities and strategic location.
  - ◆ Benicia and Rio Vista need to be more "niche-oriented" due to small land portfolios.
  - ◆ Suisun City has a unique city-owned property which has potential to be marketed to developers, and a unique opportunity on a large potential annexation.
  - ◆ Specific county properties are also niche-oriented, such as Caymus Winery.
  - ◆ Targeting strategy may require sitting on land and waiting for the right investment; developers control much of the land, need speedier ROI, and are not necessarily focused on job or economic growth needed for county/city.

- Findings related to industry/business targets and lead generation

  - ◆ Prospecting and lead generation needs to be more focused.
  - ◆ There are similarities among surrounding counties (non-Bay Area) that are also prospecting and competing for a similar mix of industries and businesses. There is little cost difference between these areas; the approach must be strategic and differentiate Solano from other areas.
  - ◆ Position as a place to scale, target businesses in the 20 to 50 employees range.
  - ◆ Need to build a bigger pipeline of leads and prospects: lead-to-prospect-to-location.
  - ◆ Success rate with State GO-Biz leads is not as high as direct or referral leads.

- Findings related to implementing the MSF Strategy

  - ◆ Collaboration needs to be more than meetings, should be a shared-purpose commitment by all organizations to maximize opportunities/impact and leverage resources.
  - ◆ EDC Economic Development Task Force is a critical asset. Demonstrated ability to embrace and collaborate on using technology for Business Retention and Expansion[9], agree on goal to minimize calls on business by multiple agencies through sharing.
  - ◆ EDC needs to transition their operating model to increase lead generation.
  - ◆ Need materials for promoting and prospecting, e.g. maps, datasheets, value proposition.
  - ◆ Continuous improvement in Solano's competitiveness for locating and expanding business is required particularly around infrastructure, sites, buildings and workforce.
  - ◆ A major challenge is to fund the Solano EDC at a level sufficient for promoting Solano County as a premier location and generating leads (existing and new) in traded-sector industries.[10]

Task 3.3 Working Paper, Business Retention & Expansion
Task 6.1,Working Paper, Economic Development Funding

3.0 STRATEGY GOALS & GUIDING PRINCIPLES

Four key goals were established by working with the Solano EDC Executive Committee and staff.

Strategic Goals
1. Create **and sustain** a robust Business Retention and Expansion Team and Program that addresses needs of existing businesses.
2. Promote and market Solano County as a location of choice for key traded-sector businesses.
3. Champion strategic projects that improve Solano County's business climate and competitiveness.
4. Create **and maintain** a one-stop data source used by business, corporations, site selectors and others to make strategic decisions.

3.1 Guiding Principles

In addition to the strategy goals, the following principles are recommended for guiding implementation and execution of the strategy.

Guiding Principles
• Build a "**shared-purpose**" philosophy and unity among partners to optimize the use of resources, enhance opportunities for successful programs and maximize outcomes.
• Advance only those opportunities that align with the mission to grow the regional economy.
• Connect short-term milestones to the mission for long-term success.
• Share as much information as possible with all affected stakeholders (protecting confidentiality).
• Recognize and celebrate the intangibles that advance the Solano EDC mission (collaboration, alignment and effort).
• Share credit generously with others.
• Do what needs to be done today to prepare for tomorrow.

4.0 STRATEGIC FRAMEWORK – FOUR-POINT PROGRAM

The strategic framework for the MSF II Strategy is based on the goals established and incorporating findings of the MSF II working papers.[11]

The framework represents an interlinking four-point program with two outward-facing initiatives and two inward-facing initiatives.

Each initiative has multiple actions.

Outward Facing Actions – focus on business

❖ Business Retention-Expansion

❖ Business Attraction

Inward Facing Actions – focus on business-friendly operating environment

❖ Competitiveness

❖ Resource Hub

Each initiative is focused on a tactical approach to implementing and executing business retention, expansion, attraction and prospecting programs as a united partnership with the County of Solano, local cities and partner organizations as represented through the Solano ED Task Force.

Notes to Initiatives

1. Assumption is that the Solano EDC would be the implementing entity for the Moving Solano Forward strategy.

2. Not all actions are the responsibility of the Solano EDC but the EDC may provide leadership or facilitate to achieve the actions.

3. The Project Review Committee and the ED Task Force, during their work sessions, identified potential areas of improvement around permitting and customer service that fall in the Competitive Initiative. These areas should be part of further discussions and require leadership of each city to move forward.

4. The Solano ED Task Force is key to maximizing coordination and outcomes of this strategy. The ED Task Force should be the hub of collaboration, working together, sharing information, planning and executing.

5. The EDC needs to further review the strategy, initiatives and actions to plan their annual work plan(s) with distinct performance measures related to the plan.

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[11] Appendix A – List of Working Papers

Initiative 1: Business Retention & Expansion (BRE)

Goal: Create *and sustain* a robust Business Retention and Expansion Team and Program that addresses needs of existing businesses.

Collaborators: Solano EDC, Solano ED Task Force

Why Important?	In Solano County, the economy is driven by key industry sectors that contributed to a $19.65 Billion Gross Regional Product in 2015—manufacturing, including advance materials, food/beverage, biotech/biomedical and petroleum, all have high-value output and are projected to grow in both jobs and output.
	Travis Air Force Base, health care, and government employers are large contributors and job creators. Together, these key sectors support a diverse array of supply chain industries, support local-serving businesses that contribute to quality of life and generate large economic impacts.
	Retaining and expanding existing businesses is a foundational economic development strategy, particularly with industries that have projected growth in jobs and output.
	Best Practices: BRE programs such as Austin, Texas where multiple jurisdictions and organizations are involved, use customer relations management (CRM) systems to implement, monitor and track existing businesses.
	Business Attraction: An organized, successful BRE program demonstrates to new businesses that the communities care about their existing businesses and the business climate.
Potential Challenges	Some cities do not have full-time ED Staff to dedicate time to calling on existing businesses and may need assistance in participating in the program.

Action 1 – BRE Program & Teams

- **Cities Lead BRE**. City managers preferred that their city staff lead business retention and expansion outreach within their cities, calling on resource agencies when needed, such as the EDC or workforce development agency.

- **Executive Pulse CRM System**. This initiative has already begun. During the MSF II Project, meetings with the Solano ED Task Force confirmed interest in a more formal and collaborative BRE program. To facilitate moving to a CRM system, which many countywide programs use, the project grant acquired and the EDC hosts *Executive Pulse*, the CRM system.

  - The system design allows each city and/or organization to have their own discreet module with opportunity for regional collaboration or expand use to internal staff.
  - System has a robust tracking and reporting system.
  - ED Task Force members attended on-line and in-person training on the system.
  - All cities have "on-boarded" their businesses and some are actively using the system.
  - The purpose of the CRM is to improve efficiency and provide a tool to help in monitoring and tracking business outreach and responses.

- **ED Task Force**. The Solano EDC Task Force leads this effort, hosts the CRM system and ensures BRE initiatives remain a priority. The ED Task Force set a timeline of second quarter 2017 to roll out the BRE program.

Initiative 1: (Continued)

Action 1 – (Continued)

- **Initiative Chair**. The BRE program will be chaired by one of the city task force members, lead discussions on implementation, progress and collaborative actions to ensure the program remains robust and active. Areas of discussion for implementation:

  - Each city designs their own programs to fit their city's needs, i.e., executing outreach by geographic centers, priority industry sector for city, sales tax generator, employment, growth; can involve others in their communities such as chamber. Each city determines their own execution strategy and number of calls on businesses.

  - ED Task Force may want to focus together on outreach calls to certain industries, or coordinate calls with EDC, Workforce Development, and SBDC.

  - ED Task Force monthly meetings review where there may be user challenges, sharing experiences. Meetings may also include a call with Executive Pulse to review one item of the system to ensure the team is using all the capabilities of the CRM System.

  - ED Task Force discusses and decides on outreach, client and operating protocols as well as information from calls that are beneficial to cities and economic development.[12]

- **Promotion.** A BRE program, particularly one that is an initiative, supported by all, and focused on taking care of business should be marketed.

Recommendations for the ED Task Force to consider

- Name the BRE program *Solano, Business First!* A positive message that business is a priority. Each city can use same tagline substituting their city name for Solano.

- Create a "leave-behind" resource tool for each call, e.g. a business card USB drive pre-loaded with contacts and resources.

- With permission of business, prepare stories that can be posted on websites and sent to local media, trade publications, et al.

- Consider identifying innovative companies. Companies that have reinvented themselves, that are addressing business, humanity, environment, safety, health, challenges, what is fueling their growth and marketing opportunities. These leading companies should be recognized.

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[12] Appendix B – Draft BRE User Protocol Agreement

Initiative 1: (Continued)

Action 1 – (Continued)

- **Solano EDC**. The EDC hosts the Executive Pulse CRM System, all cities may participate. EDC focuses its business calls on the target traded sectors identified in Task 3.0, Advanced Materials, Biotech/ BioMedical and Food/Beverage.

  - Initial execution: call on all key companies in the traded sectors within six months.
  - Organize calls by sector and by city.
  - Prepare a calendar/schedule of companies to target for visits, minimum two companies per week with a target of 150 traded sector businesses per year.
  - Coordinates calls in any city so all city team members can participate.
  - Calendar to be shared with ED Task Force.
  - Individual meetings focus on needs/issues the company may be experiencing that may be affecting their growth, assistance available (resources that they might not know about), with a goal to build a strong manufacturing network and understand their supply chain needs.
  - All meetings documented in CRM system and shared with cities.
  - Actions required would be referred to appropriate agencies.
  - Follow-up call scheduled on any actions.
  - EDC should assist city staff in learning CRM system and with outreach calls if needed.
  - Manage CRM system to ensure it is always up-to-date.
  - Partner with other local, regional and statewide organizations to deliver best practices or knowledge forums (only if the events add value to the traded-sector companies).
  - Annually review progress and set goals with the ED Task Force.
- **Reporting**. With the CRM system, all BRE team members can have real-time reporting (assuming system is used). Under discussion with the ED Task Force is method for aggregate reporting on a countywide basis to demonstrate power of collaborative initiative.
- EDC should run monthly reports for ED Task Force, City Managers, County and ED BOD.

Recommendations

The EDC should invest in tablets that can be taken on calls to immediately input data to the CRM system and make referrals; this will save time and increase efficiencies.

Action 2 – Solano Industry Groups (SIGs)

- **Industry Groups**
  - Industry Groups are typically a part of a BRE program where the industry advises economic development and other organizations on critical issues that affect the industry.
  - Industry groups typically have interest in advancing specific areas where the group cooperates to produce solutions or affect change by networking and working together.
  - Industry Groups are typically not formal organization; industries participating see the value of cooperation but do not have time to lead and often unable to participate, but would like their voice heard. They also see value in the networking with "like companies."
  - Industry Groups can represent any sector.
  - Goal is to strengthen local companies through networking and resource facilitation.

- **Importance of Industry Groups to Economic Development**
  - Economic development needs to know and understand the drivers of the economy.
  - Industry groups provide existing industry insights, the issues, benefits, areas of need.
  - Industry groups can be eyes and ears, indicators of economic adjustments, source of leads and early detectors of other business activity.
  - Industry groups can help guide business attraction, introductions, media exposure.
  - Industry groups can be key ambassadors to new businesses.
  - Mostly, industry groups can identify solutions for maintaining competitiveness and are critical for understanding the supply chain linkages and/or needs.

- **Importance of Industry Groups to Education & Workforce Development**
  - The growing workforce shortage and need for talent has highlighted the need for industry input to Education and Workforce Development.

- **Challenge**
  - There are multiple efforts by education, workforce, and economic development to engage industry, particularly manufacturing, in advisory councils, industry-sector partnerships, CTE, STEM and government. Industry has requested "please, all get together" we only have so much time.

Recommendations

- Education, workforce, and economic development come to an agreement on one organization hosting a Manufacturing Industry Group as a collaborative, a partnership, for efficiency.
- For the Manufacturing Industry Group the consulting team would recommend Solano EDC be lead/host.
  - Traded sector industries are the primary focus for economic growth.

Action 2 – (Continued)

- The EDC needs more information from manufacturing.
- The EDC would host the initiative but work collaboratively with education, workforce development and the industry group on education and workforce development; all would be at the table.
- The EDC could help the manufacturing industry group build a strong voice for manufacturing as an advocate for jobs and the industry.
- Partner with CSU Maritime for an engineering student intern, preferably a junior or senior, to work with the manufacturing industry group on key initiatives housed with the EDC.
- Partner with organizations that support manufacturing, such as, California Manufacturers & Technology Association (CMTA), and California Manufacturing Technology Consulting (CMTC); Solano EDC partnered with Manex in the past which has now merged with CMTC.
- Coordinate with Solano College Continuing Technical Education, CTE, on potential planning for maker space.
- Other industry groups could be led/hosted by education or workforce where economic development participates. Example: BioTech/BioMedical Solano Community College may be the best lead with economic and workforce development as partners. Healthcare has some established groups that could be brought together by workforce development and Touro University. This would leverage resources and help to maximize outcomes.

Action 3 – Travis Air Force Base (TAFB)

- Travis Air Force Base (TAFB) on its own is a major economic driver of $1.69 Billion output per year (2015) and a magnet for supplier industries that also supply other Solano County businesses. TAFB is considered Solano's largest employer and retention/expansion priority.
- Travis Community Consortium (TCC) was formed for governmental and community organization collaboration to maintain Travis' continued prominence, viability and status in national defense. TCC is supported by County, Cities, Solano Community College, TRAFC, Travis Credit Union and Solano EDC all recognizing the need. The Fairfield City Manager is administrator for TCC contracts and activities.
- Solano EDC's Director is very active with Travis AFB. Current Chair of TCC, Air Mobility Command Civic Leader representing Travis AFB, Travis Regional Armed Forces Committee, Travis P4 Partnership (signing member/active with CE Complex and EUL Initiatives). This active relationship achieved:
  - Access with Air Force Leadership, Command levels and Wing leadership.
  - National situational awareness.
  - Memorandum of Agreement with EDC to work closely with TAFB Air Mobility Command on operational effectiveness and cost efficiencies.

Action 3 – (Continued)

- EDC expends 15 to 20% of their time on Travis AFB. The relationships built are invaluable to Solano County and have resulted in two Office of Economic Adjustment (OEA) grants.

Recommendations

- Appoint the Solano EDC as the liaison and administrator with TAFB on behalf of TCC. Using the relationships of the EDC, increase a greater participation both locally and nationally. TAFB fits as a priority economic development initiative under BRE; from an economic development standpoint, TAFB is a major industry asset.

- Obtain approvals and consensus with the City of Fairfield to transfer administration, which will free up the City Manager's time, to EDC to become a TAFB Liaison.

Action 4 – Direct Business Services

- Direct Business Services includes those activities where staff works directly with a business to access resources that are not otherwise locally available.

- An example of direct service is Energy Watch, a program within the Solano EDC. The program is a direct outreach and assistance to small business to increase energy savings. The program is targeted to small energy users. 2016 results: 80 businesses have been served, resulting $719,000 in customer savings and 3,285,977 KWH energy savings.

- Other programs are available to assist businesses. The EDC facilitates access and provides assistance but does not provide direct services currently to these programs
  - AgExport
  - Lean Manufacturing
  - RMDZ (EDC coordinates, niche market)
  - California ETP Program
  - California Cal Competes Tax Program

Recommendations

- Continue offering the Energy Watch Program and maximizing the outreach calls.

- Financing is a critical need for businesses, particularly those businesses expanding or relocating. There currently is no capacity for handling direct financing programs. EDC to work with other entities (e.g. Bay Area Development), partnering in financing programs and tools, such as SBA 7A, 504 and Small Cities CDBG to bring to business clients in eligible jurisdictions.

- Set up a Consultant Pool under EDC's umbrella. A pool of experienced and qualified consultants can provide direct services to cities and clients to in access resources, including financing, application preparation for tax credits, employment training (this will expand the capacity to provide direct services).

Initiative 2: Marketing & Business Attraction

Goal: Promote and market Solano County as a location of choice for key traded-sector businesses; increase lead generation and build a pipeline of leads and prospects.

Collaborators: Solano EDC, County, Cities, ED Task Force

Why Important	There are four major reasons for implementing a formal marketing and business attraction program.

1. Although there is evidence existing companies are beginning to expand as the economy has recovered, for Solano County to experience real economic growth new facility investment and jobs must be created.

2. Business attraction is a major priority of the cities and the county.

3. Surrounding counties are aggressively promoting and marketing their communities to industry targets similar to Solano. To be in the mix Solano must be present in the market and become a player.

4. Solano County does not currently have a unified approach to sharing its economic development message.

Potential Challenges	Implementing a formal marketing and business attraction program requires a commitment of funding, which currently is not available.
	Competition is stiff as surrounding counties are vying for similar client attention and with out-of-state recruiters.

Action 1 – Team Concept

- Similar to BRE, the ED Task Force should be involved and informed on the program execution.

- With the input of the ED Task Force, the EDC should prepare an annual schedule of marketing tactics and direct target industry calls.

- This initiative includes two activities: 1) Marketing which includes direct mail, media, publications, tradeshows that leads to generating a lead (business inquiry); and 2) Business Attraction which is direct contact with potential business prospects on investigating further location opportunities.

Action 2 – Industry Targets

- Industry targets are selected for business attraction to focus efforts and leverage resources and build upon existing industry cluster strengths in the county.

- Priority 1 attraction targets focus on traded-sector industries that have the highest economic impact on the county, Advanced Materials, BioTech/BioMedical, Food/Beverage.

- Priority II attraction targets focus on "other manufacturing," emerging industries with a presence in geographic target areas that could be expanding or are being "pushed out of high cost markets," and government sector locations.

- Initial geographic targets would be close-in Bay Area Counties.

Action 2 – Industry Targets (Continued)

- The universal pool of companies in three close-in Bay Area counties is more than sufficient to generate some leads, companies with employment size of 10-19, 20-40 and 50-99.

Industry	Firms	Employees	Size 10-19	Size 20-49	Size 50-99
Manufacturing	2,256	56,414			
Food & Beverage Processing	514	15,523			
Pharmaceuticals & Medicine	101	4,741			
Total Pool of Potential Targets	2,871	76,678	465	388	170

- These primary targets should be used for planning any marketing, media or tradeshow attendance.
- As the business prospecting details are being planned, additional research will need to be conducted on specific businesses within these categories.

Action 3 Design Concepts

- One of Solano's challenges in marketing as a premier business location is lack of awareness with the target market. Key aspects to overcoming this challenge will be managing consistent and frequent marketing to the target audience.

- As part of MSF II, Solano campaign concepts have been designed to market Solano County as a place to do business. The design is based on a theme *Solano Means Business* with messaging that supports the campaign.

- The campaign incorporates a family-set of designs for marketing cities, industrial properties, industry sectors, assets and key messages. Any of the seven cities, or properties, can customize the design concepts to send a city-specific message while still marketing the overall family brand. Using a family-set of designs for marketing leverages exposure and increases recognition as a place to do business.

- A new Solano EDC website supports the campaign, www.SolanoEDC.org and www.SolanoMeansBusiness.com.

- A style-guide has been created to direct the use of the campaign designs with multiple sample designs to implement marketing campaigns.[13]

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[13] Appendix C and Working Paper 2.5 Marketing Campaign Style Guide

Action 4 – Messaging Platform

- A consistent messaging platform is as critical as the marketing campaign design.

- A messaging platform helps to guide messaging for marketing – direct mail, media, brochures and speaking points. The goal is to have everyone saying similar things about a Solano business location.

- The full message platform is embodied in the Marketing Campaign Style Guide, Appendix D[14] provides an overview.[4] Key elements of a messaging platform:

  - Theme: *Solano Means Business*

  - Positioning: Elements focus on **Location** within the Bay Area region, **Space** availability, and business friendly place for companies to **Scale**.

  - Proof Points Messages: Proof points support the positioning and theme. Prospects want "proof" not just words. Proof points are facts and business cases that demonstrate we do what we say. Three key messages:
    - Business First! – we take care of existing businesses.
    - Market Connections – Solano County is one of the 9 Bay Area counties, close to major markets.
    - Value, space, operating costs[15] (business and home), work/life balance.

- The Solano ED Task Force should review and confirm messaging by industry sectors, collecting proof points to build the value proposition for locating and operating in Solano County and its cities.

Action 5 – Packaging & Marketing Collateral for Prospecting

- Packaging the information and data needed for a company to evaluate a potential location site is where most communities lose their advantage. Site location decisions for even small-medium size businesses can be investments of $15-$50 million and considerably more for large corporations. These decisions involve considerable analysis of multiple factors to 1) minimize operating cost, 2) minimize risk, and 3) minimize one-time costs.

- A ripple effect of an insufficient economic development budget is having quality materials to promote business expansion and locations. The current materials available are both out-of-date and insufficient to promote a value proposition to a business prospect.

- Materials packaging should use the campaign designs and messaging platform.

- The following printed collateral material is recommended:

  - **Map booklet/brochure.** Multi-page, map-based, spiral-bound brochure main piece.

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[14] Appendix D – Solano Marketing Message Platform
[15] Appendix E – Operating Cost Comparison, Sample Advanced Materials, Pharmaceuticals & Food Processing Cases

Action 5 – Packaging & Marketing Collateral for Prospecting

- 8 ½ x 11 landscape, spiral-bound;
- First map showing Solano's unique location, in context to Bay Area;
- Overview of the key industry sectors;
- Subset area maps (by city/county) featuring industrial areas and sites. On each subset map highlight transportation, key employers, zoning and new developments planned;
- Labor shed map;
- Solano Economic Development Team and services included;
- Each map should be retained as standalone marketing collateral.

- **Countywide Road Map.** Up-to-date road map of the county that notes all industrial areas, transportation routes, industrial areas, and key locations. Best printed on non-glossy, heavy stock paper, 17" x 22" that can be folded to 8 ½ x 11 (without advertising, could be sponsored). Map is best used for county tours to orient prospects to the county and all opportunities. The map should become a reference piece for the prospect in which they can keep notes. Map is also a good insert for prospect proposals.

- **Resource Guide.** Leave-behind resource guide and contact directory for BRE calls. Recommend this be on a business card size USB drive.

- **Folder.** A 9 x 12 presentation folder with two pockets and cut for business cards, using campaign design and logo.

- Collateral housed on website that can be downloaded or referenced during a meeting:

  - **Business Cases.** Demonstrate the strength of existing businesses and how the EDC has worked with them to locate, expand, access resources and innovate.

  - **Workforce Documentation.** A labor market overview, particularly commute patterns; a deep dive documentation of labor and occupations for each industry, wages by occupation, what is being done locally to build the labor force, graduates from all schools, labor surveys, productivity rankings.

  - **Sites and Buildings.** Through MSF II, a new property portfolio website housed on the county's GIS system provides access to featured sites. Additional sites and buildings can be loaded to the site by cities, county and the EDC. This site should be reviewed and updated quarterly by city economic development and GIS personnel. The key on the sites is for the user to understand their location within the county and to other businesses and transportation routes, and have the ability to pull detailed spec sheets regarding properties and infrastructure.

  - **Site Investigation Data.** Using IEDC Data Standards, a data inventory is part of the new Solano EDC website, www.solanoedc.org.[16]

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[16] Appendix F – Site Selection Data Guide

Initiative 2: (Continued)

Action 5 – (Continued)

- Pre-packaging that should be considered:

  - **PowerPoint.** A standard presentation that introduces Solano, locations to market, portfolio of location options, business value, readiness to assist companies scale-up in Solano. This standard can be customized for any client or presentation.

  - **Proposal Response Package.** Although most response packages are customized, depending on the client request, a basic response package can be organized with key pieces. With quality collateral, the basic proposal pieces can be quickly organized into a customized response piece for print or pdf.

Action 6 – Business Attraction Tactics

Six marketing and business attraction tactics are recommended for the Moving Solano Forward II strategy. These tactics should be scheduled and planned with the ED Task Force. All of these tactics can be built upon for a more robust campaign to cast a wider net and provide a broader marketing message, however, it may need to be phased in to align with available resources and ability to execute.

1. **Messaging/Marketing** relates to Solano County's position in the mind of prospects, key selling points that are supported by data, and creating top-of-mind awareness.

2. **Prospecting,** also referred to as direct marketing, is the process of researching, screening, and generating quality leads which are personally contacted and worked to present Solano County as a future location. This process builds the potential prospect pipeline while also identifying "Grade A" prospects that are ready to make decisions within the next one to three years.

3. **Outbound** marketing venues, such as meetings outside the area with site selectors, brokers, key industry associations and tradeshow exhibitors or attendees.

4. **Inbound** visits to Solano County, a city, or specific business park by brokers, site selectors, companies, media (aka Familiarization, or FAM Tours)

5. **Communications, Earned and Social Media,** schedule or periodically send stories, announcements, news, business cases and op-eds (written by industry experts on behalf of Solano) to various media outlets, and post on website and in newsletters. Initially social media may focus on website blog and news feed and videos that can also be posted to You Tube to maximize exposure.

- **Messaging/Direct Marketing**
  - Select one traded-sector industry target to begin direct mail.
    - Acquire a mailing list using parameters such as, location, size by revenue and employees; key contacts (C-level executives, Facilities, Logistic or Real Estate Directors). If available, use CoStar Tenant to identify potential tenant activity in target geographic areas. Obtain list of 250 names.

Action 6 – (Continued)

- Sign-up for Google News Alert for each company. Research company websites.

- Enter into CRM system.

- Create a mailing schedule, a series of campaign postcards, 4x6, sent at 3-week intervals to 50 companies at a time. The purpose of the series is to generate awareness of Solano. One mailing could be an article or news release of new building, new location, expansion, etc.

- Alternative mailing, engage the Industry Group, create CEO-to-CEO letter, requesting an appointment to visit the company to share how companies in Solano are able to scale their businesses.

- Include list companies on newsletter communications mailing list.

- Schedule a call within a week of CEO letter to further screen potential interest and schedule appointment at their facility or visit to Solano.

- Continuous follow-up to gauge potential interest.

- Target list and profile development (in-house):

  - Use Target Industry parameters to identify the universe of businesses to order lists;

  - Research to identify key decision maker(s) within each company; through research and background determine if company is in expansion mode; if possible identify reasons for potential investment, timeframe and key drivers;

  - From the research schedule personal calls to the decision-makers for interview. Conversation should be based on knowledge of the industry and possibly knowledge of the company to discuss potential for scaling production or distribution. Based on call feedback rank leads:

    > A – Immediate with interest;
    > B – Longer-term with interest; and
    > C – Potential, based on factors coming together.

  - Direct marketing is labor intensive. In addition to creating a quality lead list, it requires communications, sales calls, continuous follow-up, and tracking. Direct marketing leads to qualified prospects and has the highest conversion rate for locations.

- **Prospecting**
  - Prospecting is an extension of the direct marketing activities and is focused on qualified leads.

  - The goal for prospecting is to double the number of inquiries and leads interested in considering Solano County as a potential location/expansion area and build the pipeline of qualified leads. Also through marketing and prospecting increase the number of leads generated by sources other than Go-BIZ (State). In the past, GoBIZ has been the primary source of leads which have the lowest conversion rate. Seek to increase leads from client direct, local referrals, brokers, consultants.

Action 6 – (Continued)

- To **accelerate** generating leads in the first year, recommend retaining a firm, such as, 310 Marketing to conduct prospect identification, qualify leads, and set appointments. These firms are highly qualified and proficient in prospecting with teams of capable agents and research support to identify prospects, qualify and set appointment calls. This helps to increase the lead generation.

- All leads should be entered into the Executive Pulse CRM business attraction module to track information for analyzing leads. Information should include: source of leads, dates of inquiry, dates inquiry screened, type of industry, if from outside the area how did they learn of Solano County, location requirements, number of jobs, types of jobs, land/building needs, estimated capital investment, expected dates of decisions, estimated start-up dates, and probability of location.

- Prospect calling and appointment scheduling can be transitioned back to EDC once the campaigns are fully operational and funded.

- **Outbound & Inbound**
- Outbound and inbound marketing should be planned with ED Task Force regarding visitation schedules, targets, best host methods, messages, and material presentations.

- First year should focus on lead prospecting generation and building the pipeline.

- **Real Estate Brokers-Bay Area**. During year one, after collateral material is developed on key sites to market, schedule visits or host a roundtable with major brokerage firms to present the portfolio, target industries and value proposition. Begin with local brokerage firms first to strengthen relationship, host a roundtable to present the goals, opportunities, programs and obtain feedback.

- **Site Selectors**. Collateral materials should be sent to all site selection consultants, schedule meetings with those located in Bay Area.

- **Tradeshows**. ED Task Force may want to coordinate a walking tour (vs. displaying) at target tradeshows. These would require screening companies that are attending and setting appointments. This activity needs to be weighed with other lead generation activities to ensure the most effective use of time and resources. By Year 2, the ED Task Force should have decided targets and key events where attendance will generate exposure and leads, develop a tradeshow schedule around target-focus (dependent on resources, it is not necessary to focus on all target industries, could focus on one).

- Other outbound marketing should be schedule for Year 2 and beyond.

- **Communications, Earned & Social Media**
- **Communications.** Email updates to existing business, prospects, site selector/broker lists, and third-party influencers (banks, accountants, consultants).

Initiative 2: (Continued)

Action 6 – (Continued)

- Minimum 3 times per year.
- Be brief, focus on one or two updates, add story of local company, or program.
- Send additional emails with special announcements.
- Build prospect database from screened lists and attendance at events.

- **Earned Media.** As a part of creating awareness of Solano as a business location, earned media should be started as soon as possible (news articles, industry publications, trade journals). This may require hiring a consultant to help contact media outlets, writing stories and having others write by-lined stories for placement.

- **Ads.** Ads should be incorporated to the media plan but most likely in Year 2 or later unless the ad placement cost can be sponsored; this includes billboards.

- **Social Media.** Year 1 would focus on laying a social media foundation including selection of social media outlets such as Facebook, Twitter, Linked In, Pinterest, Instagram, Vine, Snapchat. Social media is designed to tell a story and start conversations, it is simply word-of-mouth marketing powered by technology.
  - Recommend the ED Task Force be engaged in set-up, tactics, content and rolling out a social media platform.
  - Recommend the EDC in year 1 utilize the new EDC website blog to begin social media, and begin posting local "business case" videos on website and YouTube. Use posting Ebooks, guides and whitepapers on website as opportunities to send messages to mailing lists.
  - Phase I: Blogs, YouTube, Postings
    Phase II: Facebook
    Phase III: Twitter, Linked In (belong to and engage in Industry LinkedIn Groups)

- **Business/Case Studies.** Data points and statistics can be best delivered through case studies bringing the data alive through stories. The operating cost analysis prepared in Task 2 could be one case study early on. Case studies can be used on the website, direct mail and prospect meetings.

Initiative 2: (Continued)

Recommendations

- First marketing tactic should be a mailing to introduce the Solano EDC new website.

- Launching the Marketing and Business Attraction program should incorporate input from the ED Task Force.

- Ensure CRM system is prepared for Business Attraction and all leads in system.

- Both Marketing and Business Attraction phased in as funding and capacity is generated.

- Prepare initial marketing collateral for prospect meetings.

- Begin lead generation and communications/media activities by contracting in Year 1

  - Lead generation services with 310 Marketing

  - Communication and media services

- Initiate communications and Phase I social media.

- Prepare schedule for launching other activities based on budget and personnel capacity.

Initiative 3: Competitiveness

Goal: Champion strategic projects that improve Solano County's business climate and competitiveness

Collaborators: Solano EDC, County, Cities, Transportation, Utilities, Brokers, Developers

Why Important?	Much of what economic development does is "connect and facilitate" in areas that continue to make the county competitive for existing and new businesses, to grow the economy by using the assets and resources to maximize opportunities. Although every city in Solano County has economic development staff designated, either full-time or as part of a position, there is still not enough capacity to address issues of competitiveness from a regional stand point and at times at the local level. Having a resource that can continually be tracking and promoting real estate product opportunities, infrastructure needs, tapping grant and financing resources, assisting cities to access resources and assisting with the workforce talent challenges brings value to the county, cities and businesses.
Potential Challenges	Commitment of funds to support a position that can 1) focus on competitive issues, and 2) assist cities and businesses in accessing resources. Cities supporting one another to access resources, coming together with a shared-purpose for maximizing opportunities.

Action I – Economic Development Administration (EDA) – Comprehensive Economic Development Strategy

- To access federal funding, infrastructure, public works and technical assistance, the County must have an approved Comprehensive Economic Development Strategy (CEDS) on file with EDA. Currently there is no county-wide CEDS. The CEDS should be completed in Year 1 in accordance with EDA regulations.

- The initial CEDS when approved by EDA for a five-year period, however annual updates must be completed and submitted.

- Incorporate as appropriate in CEDS plan and in discussions with cities, Task 6.2-6.3 Infrastructure Financing Analysis completed on selected sites in each city.

Action 2 – Land & Buildings – Shovel-Ready

- Without real estate to market, there is little to attract new businesses or assist expanding businesses. Maintaining a portfolio of land and buildings is a key component of the strategy. A significant effort of this strategy was to evaluate, through the eyes of a site selector, the Solano County portfolio of properties.[17] In addition, a GIS-based website featuring selected sites in all areas was developed through the County of Solano's GIS Department.

- The work initiated with this strategy should be continued, maintaining an inventory of shovel-ready sites and buildings:

  - Track and update GIS Portfolio with all shovel-ready sites and featured buildings.

  - Continue to plan infrastructure development for specific sites to be shovel-ready.

  - Continue to review site infrastructure needs and align to potential funding sources.

  - For smaller cities, identify potential CDBG projects to address infrastructure.

  - Within a city's portfolio, look at opportunities to increase product offerings such as, redevelopment or rehab of older buildings, reuse of buildings, site layout plans.

  - Utilize industry associations to help with any planning of sites or planned industrial/business parks, such as, Urban Land Institute (ULI), AIA – R/UDAT Reports, Smart Growth America.

Action 3 – Assets

- Goal of marketing and competitiveness is to maximize assets.

- There should be continued discussion of initiatives that maximize assets such as:

  - CSU, Maritime is a sleeper asset, both the University and the students. The education is engineering-based, a great match to the area and area businesses. Many communities such as San Diego have created strategies, Blue Economy, around maritime assets without even having a unique University such as CSU Maritime.

  - Solano Community College's position in the bio-field and the new four-year Bachelor program will be an asset for marketing to the Bio-tech/Bio-Medical industry.

  - There are other individual assets that have not been investigated that will align as the strategy is being implemented. Assets such as above are unique and differentiate Solano from competitors and should be integrated into the strategic execution.

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[17] Task 2.1, 2.3 and 4.1 Working Paper, Solano County Site Evaluation

Action 4 – Address Areas of Potential Challenge to Remaining Competitive

- Along with assets there are also challenges that always must be dealt with to remain competitive, such as:

  - **Transportation** – Solano County is fortunate to have Solano Transportation Authority (STA) that is engaged and supportive of economic development. STA recognizes the need to maintain and improve transportation routes for both passenger vehicles and goods movement. Solano County because of its location along I-80 has to deal with congestion. Efficient goods movement is a critical location decision factor. United support for transportation funding and improvements should be a goal of cities, counties and economic development entities.

  - **Workforce** – A challenge across the nation is the growing talent shortage in all fields as well as the growing need for soft skills. The challenge falls on education, K-12, mainly high schools, post-secondary, adult education, workforce development and social services. The County has started an initiative to bring entities together to address workforce in a comprehensive and collaborative forum. Education has multiple programs, such as, Pathways, Strong Workforce Programs, which are also addressing the education equation of preparing the workforce. Workforce Development is also working on Industry Sector Partnerships in health and manufacturing. All efforts should be aligned with a goal to work towards addressing the needs of business whose occupations could provide employment for high school students not going on to college and to degreed positions.

Action 5 – Business-Friendly Policies

- Areas identified during the project that add to the area's competitiveness were around business friendly policies:

  - **Permitting** – Permitting was identified during the Project Review Committee (PRC) meeting as an area that the cities could collaborate on to improve the processes and timelines as part of a competitiveness strategy. The PRC shared examples of other cities that had instituted programs and processes. This would be an excellent initiative for the cities to collaborate and pursue.

- During Task 2, the site selector evaluation of the communities and sites, DSG Advisors noted the need for consistent and good documentation (flowcharts) of the permitting process. Also the need to promote as part of the local package (and regional) other local processes that streamline permitting and incentives that lower upfront operating costs. After further investigation all the cities have local streamlining and local incentives for job creating/investment oriented projects. The ED Task Force should discuss how to best package and promote these services and incentives as part of Solano County's business friendly message.

Initiative 3: (Continued)

Action 5 – (Continued)

- **Customer Service** – During interviews with elected officials and businesses there were several comments about the "lack of customer service" from city staff. This could be addressed starting with the ED Task Force, bring the finding back to other city department.

- The Solano EDC ED Task Force should work with the Solano EDC Advisory Committee in reviewing regulations and legislation that affect business and local government in implementing business-friendly policies and addressing key issues.

Recommendations:

- Solano EDC Board, acting on behalf of the County can sit as the CEDS Planning Committee. EDC can prepare list of projects with input from the cities, complete and have the EDA-CEDS adopted by June 2017.

- During meetings with Cities to prepare public works project list for CEDS, consider other grant project opportunities and review infrastructure financing analysis prepared by Keyser Marston, Task 6.2-6.3.

- Continue to engage ED Task Force and planning in the land and building inventory, updating and populating the GIS-based portfolio website with additional sites and buildings for marketing.

- Organize a meeting for the ED Task Force and possibly members of the Project Review Committee who were interested in addressing permitting to further discuss actions to achieve the results they desire.

- Organize meeting to discuss customer services and methods to address perceived and real issues of customer services with business clients.

- During first half of 2017, have DSG Advisors conduct a training session with ED Task Force on site selection evaluation process as well as factors important in meeting with site selectors and clients.

- Coordinate ED Task Force and Advocacy Committee to maximize efforts to address issues that will affect business and competitiveness in Solano County.

Initiative 4: Resource Hub

Goal: Create *and maintain* a one-stop data source used by business, corporations, site selectors and others to make strategic decisions.

Collaborators: Solano EDC, Solano ED Task Force

Why Important?	Corporate location evaluations are based on data-driven decisions.[18] As noted in Task 2.0, site location is often a process of elimination. If the information needed to evaluate a location and make a decision are not easily available, the chances are increased that the area will be eliminated.
	The priority location factors are also dependent on the industry. Some factors are more important to facility operations than others, such as water. Continual research of industry needs and critical site location factors should be conducted to ensure Solano remains competitive and has the information available to answer those questions for a company. The Resource Hub Initiative is closely linked to all three initiatives—Existing Business, Business Attraction and Competitiveness.
	If Solano County and the Cities unite on a business attraction campaign, there needs to be continued research on the traded-sector industries to fully understand their specific needs and opportunities and where Solano can best position to meet those needs.
	Maintaining current and up-to-date decision-making data that is easily accessible (website) is critical. Not only data but critical information about industry targets and why Solano is a fit for those industries.
	Economic development is often the first source for requests for information as it relates to a business decision. It is best to have a one-stop source for businesses to gather information and be connected to resources.
Potential Challenges	Funding and capacity to maintain data and a robust website.[19]
	Related agencies and entities involved in economic development sharing critical information to build the robustness of a virtual resource hub; participating in continual review to ensure information is up-to-date that might be important to a business or that differentiates the region from other areas; sending news items or announcements to share; cross links on websites.

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[18] Working Paper Task 2.1, 2.3 & 4.1 review a typical site selection due diligence process.

[19] A new Solano EDC website has been provided as part of the MSF project. The website has a database of over 1,200 data points (IEDC Standards), Working Paper Task 5.0 Data. Data will need to be updated annually at a minimum. Industry target information should also be updated annually.

Initiative 4: (Continued)

Action 1 –Research

- Research should be an on-going policy of economic development, including:
  - **Traded-sector industry targets**
    - Continue to access resources and grants for research and analysis, such as supply chain analysis – taking the next step in understanding the supply chain companies of the traded sector industries and TAFB, Solano's economic drivers.
    - Track information published by industry associations.
  - **General industry reports**
    - Track and monitor reports on industry sectors, such as Manpower, McKinsey, Forbes and others that rank or often have articles on state of industries.
  - **Location Factors**
    - Area Development Magazine annually surveys corporate facility managers and site selectors on critical location factors. These should be monitored and information on the website should be updated and enhanced to promote how Solano deals with any critical location needs. Key location factors include such things as:
      1) availability of skilled labor is the #1 factor.
      2) keeping cost of labor in check as a part of overall operating expenses.
      3) the rise of "big data" reinforces the importance of robust information and communications technology.
      4) availability of industrial, distribution and R&D buildings is tight.
      5) state and local incentives are playing more heavily in decision processes.
  - **Solano County Economic Indicators**
    - Continue to monitor certain economic indicators to measure the economy and the economic drivers. Some indicators can be measured quarterly and others measured annually. It is good to be measuring critical factors that have been highlighted in Task 3.0, Economic Analysis and Cluster Selection.
    - These reports should be used to also monitor for adjustments that may be needed in the initiatives.
  - **Surveys**
    - Host or collaborate with other entities on surveys regarding workforce and economic development.
    - Monitor other industry surveys, such as, California League of Food Processors survey of their members regarding workforce.

Initiative 4: (Continued)

Action 1 –(Continued)

- **Bay Area – Sacramento**
    - Solano County is affected by both the Bay Area and Sacramento markets. Through attendance in various organizations, monitor trends.
- **Share Research**
    - Post any research to website and send notices of research to interested parties.

Action 2 – Access Resources

- One of the main purposes of a resource hub is to assist both businesses and cities access resources.
    - All local business programs, resources and contacts should be posted on the website;
    - Post links to more information for any program.
    - Notify local businesses, prospects of programs, due dates and new programs, such as state programs are application based and only open during certain times of the year.
- Staff should be familiar with programs or the appropriate contact to assist businesses or cities in accessing the resource.
- If possible, provide a service to gather the information the business may need or organize a meeting with the program leads and provide technical back-up.

Action 3 – Website & Data

- Data and other information on the website should be reviewed at least quarterly to ensure data is current.
- The Resource Hub should become the one-stop source for current and/or specialized data. They should be the trusted agent for data and data validation.
- Consider launching bi-annual or quarterly economic indicator reports to support specialization of data.
- Website calendar should be updated weekly.
- Video, although not currently on the website, is one method to update target industry sector of the website.
- Working with web hosting, at minimum quarterly check search engine optimization and input key words if needed.

Initiative 4: (Continued)

Action 4 –Tools[20]

- As a Resource Hub, cities and business should have access to tools that can be shared, including:

  - Nielsen Reports
  - Loop Net
  - Executive Pulse CRM System
  - Featured Property Portfolio
  - Email campaign system
  - Solano Means Business, messaging, design concepts and style guide
  - Infrastructure financing guide
  - Databook from EDD
  - Operating Cost Analysis (not available currently but recommended)
  - Project Impact Analysis Software (not available currently but recommended)

Action 5 – Consultant Pool

- Maintain a list of qualified and screened consultants that provide expertise in specific areas that can assist a business and/or a city.

Recommendations:

- During Year 1, maintain a contract on "an as needed" basis with website designer to assist in learning the tools and options on the website and ensuring the website is getting exposure.

- A staff person (s) should be assigned to maintain the Resource Hub.

- Acquire additional tools that can be shared with the cities/county to assist with improving the efficiency of economic development, such as Metro Comp, a customized operating cost analysis used for prospecting and RPAS, project economic impact model customized for Solano County and up to nine other competitor areas.

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[20] Appendix - MSF Tools created for use in implementing strategy

5.0 IMPLEMENTATION

As noted in Section 1 of this report, collaboration of government (county and cities), workforce development, non-profits, academia and private sector companies, is the foundation of the recommended approach. Successful economic development requires such a team approach.

Throughout the project there was a high level of engagement and participation demonstrated by the Solano Economic Development Task Force. One task force member commented, *"I feel like this has provided us with a focus and a purpose from which we all benefit."* The ED Task Force is critical to moving this strategy forward—they need to continue to be engaged in all initiatives and become the hub of collaboration.

- In their own cities take the lead on the Existing Business Retention & Expansion initiative (all have access to the Executive Pulse CRM system for their own use).

- Participate in the planning and schedule of Business Attraction and Prospecting, each based on their city's priorities.

- Leverage their outbound business development marketing by utilizing the Solano family campaign.

- Continually provide input to the Resource Hub and leverage tools that can be beneficial to all, versus each city acquiring; sharing opportunities to be more effective.

- Begin addressing issues that will constrain economic growth, or have an effect on the business climates. Actively participate in competitiveness development inviting other city departments can participate with any competitiveness actions, such as those regarding permitting.

- ED Task Force should be responsible for sharing information about tools and resources with others and within their organizational network.

5.1 Research EDC Organizations

To identify best practices of economic development operations, Task 2.2 researched 20 regional/corridor economic development operations (non-profit and public operated). Key themes for their success included:

1. Industry-driven, focused on economic drivers, input from industry, guidance and participation.

2. Promoting, continually promoting all products, services and expertise available to assist businesses (as a collaborative);

3. Facilitating, very good at facilitating connections and solutions.

4. Leadership, strong leadership from the private sector and supported by all government entities as a united effort.

5. Forward-thinking, proactive, shared vision and mission.

Most of the regional organizations were the "business face" of the region:

1. Promoting key business messages, internally and externally.

2. Responsible for delivering message promises.

3. First point of contact focused on delivery of services.

4. Deliver expertise and ensured value to businesses being served.

5. Facilitate connections and collaboration.

6. Ability to bring in experts to address issues and opportunities through private-sector partnership.

7. Coordinate initiatives important to key industries, business and region.

8. One-stop clearinghouse for information.

9. Advocate for positive business climate.

There were five core services of economic development organizations:

1. Regional focus typically on marketing and promotion, key industry strategies and entrepreneur development.

2. Coordination and assistance to local entities with business retention.

3. Lead for major economic driver industries, acts as liaison-first point of contact (industries such as military bases or universities);

4. Facilitates coordination of activities that add value to region and local community.
   - Shared resources and work efforts to benefit business, region and local job creation.
   - Tools, analytical information and intelligence to both partners and supporters.
   - Assists and coordinates product development to meet the needs of business, always future planning.

5. Many have unique initiatives that fit or are important to the communities, region or industries, or are an opportunity to assist an emerging industry or cluster.

These findings have been the foundation for discussions with the Solano Economic Development Corporation as well as basis for recommendations to the EDC on a transition plan for implementing and managing the execution of the MSF Strategy, initiatives and actions. The Solano EDC is currently preparing an organizational transition plan to be implemented in 2017.

5.2 Solano Economic Development Corporation (EDC)

The Solano EDC is the countywide economic development organization and is the appropriate organization to implement this strategy along with county and city representatives. The cities have either full-time economic development staff or designated staff wearing the hat of economic development. These representatives along with county staff, Solano Transportation Agency, Workforce Development, Solano Community College and utilities sit as the Solano Economic Development Task Force. This Task Force, as already mentioned, is critical to this strategy's implementation.

Direct participation in the BRE program and systems, business attraction and lead generation and competitiveness issues and solutions will benefit the ED Task Force at the local as well as benefitting a countywide strategy.

Challenge

The EDC has private-sector support, the structure in place and the expertise to implement the proposed strategy. However, they have a funding challenge. There is not, and has not been, a model in place for city-level investment in regional economic development platforms as outlined in this strategy.

Through interviews and meetings, this project's consultant observed that *for most of Solano County's cities, business attraction is a priority; if the EDC could focus on that activity the cities could focus on other economic development activities while participating with the EDC.* The EDC had done limited marketing and business attraction due to budget. This strategy recommends implementing a Business Attraction program. This only occurs, however, if there is additional funding from both the cities and the private sector.

Without any new investment, the EDC is forced to operate in a status quo mode. They would certainly not be able to implement the MSF Strategy. If Solano EDC receives funding, implementation is to be phased in to ensure funding for execution is maintained and sustained for a five-year period. Task 6.1 addresses economic development funding.

5.3 Solano EDC as Implementation Entity

Solano EDC is aware of the challenge that faces them as an organization in taking on the implementation of the MSF Strategy. The EDC is facing that challenge with internal planning sessions to review and plan for implementation, including:

- Reviewing EDC organizational structure and staffing duties.
- Transition planning, best methods to phase in MSF Strategy Initiative based on different budget models.
- Adopting a mission-focused, performance driven, shared-purpose philosophy.
- Reviewing transitioning from membership to investor organization.
- Reviewing an investor fundraising campaign.
- Reviewing budgets and budget sources as well as changing to a fiscal year to align with cities and county.
- Building strong partnerships with cities and County to understand their priority initiatives.

6.0 30-60-90 DAY LAUNCH SCHEDULE

Below is a 30-60-90 day launch schedule that can be used for transitioning and starting work activities under the MSF Strategy. This often provides a measuring point for moving change forward. Milestones and metrics should be reviewed by the EDC and County, revised as appropriate based on work load and transitioning

30 Days	• EDC – Tactical Plan, Funding Plan
	• Meetings with Cities to review funding model and MOUs
	• Business Retention-Expansion-Attraction – BRE CRM Model
	  • All existing business clients and business attraction clients are entered into system
	  • All reporting mechanism are set up in the CRM system
	• Begin preparation of the Solano County CEDS (project funded by Solano County)
	• Finalize MSF video for presentation to investors (public and private)
	• Soft launch new Solano EDC Website

60 Days	• EDC – Finalize transition plan • EDC – Adopt changing fiscal year, adopt 2017-18 budget • EDC – Adopt investor fundraising campaign, launch • Launch GIS Featured Site Portfolio • BRE fully operational – begin sending monthly reports to Board, County and City Managers • Prepare communications plan
90 Days	• Finalize acceptable public funding model to be taken to each city for 2017-18 • Based on funding available begin Business Attraction elements

7.0 PERFORMANCE MEASURE METRICS

The Project Review Committee provided **expected results** and **performance metrics** to each of the four initiatives. In addition to metrics identified for each initiative, the strategy goals should be measured annually to economic performance, economic impacts of business creation, retention, expansion and attraction. These metrics should be considered a menu that can be drawn on and applied to each initiative action as implemented. The Solano EDC finalizes the metrics as they develop their annual work plan and level of implementation, based on funding. As suggested in Task 6.1, funding from cities to the EDC reflected in a Memorandum of Understanding which outlines basic services to be provided and outline specific services that meet the needs of that city, such as, a smaller city may want assistance with infrastructure financing while a larger city may be more interested in lead generation.

Performance Metric Matrix – Sept 28, 2016 – Project Review Committee

EXISTING BUSINESS – BUSINESS RETENTION/EXPANSION

Expected Results	Metrics

• Coordinated approach to calls, survey of businesses and data collection.
• Increase Business to Business (B2B) communications and network to increase spending on local suppliers, increase intra-county business transactions.
• Business growth of jobs and output with an increase of local B2B activity.
• With better understanding by all ED professionals of the business in the county, cross sell businesses to build the intra-county B2B.
• Identify Supply Chain gaps as part of outreach and business calls.
• Increase involvement from business community.
• Connect existing business suppliers to new businesses moving in.
• Increase in sales/use tax review.
	• Use baseline data to measure growth of jobs, businesses and sales tax (specific to B2B):
	   • Growth of Jobs
	   • Growth of Businesses
	   • Growth of Output
	   • Growth in Sales
	   • Sales Tax
	• Number of outreach calls on businesses.
	• Direct assistance provided:
	   • Document new growth
	   • Jobs created direct
	• Organize a collaborative data collection process through a regional approach, identify:
	   • Supply chain (strengths/gaps)
	   • Businesses needs - specifics
	   • How much/how many
	   • New clusters
	• Create a knowledge base of supply chain needs to inform business attraction.

MARKETING & BUSINESS ATTRACTION

Expected Results	Metrics
• Agreement of cities on regional approach to marketing and business attraction. Working together on projects – ripple effect of one city project location will benefit all. • Collaborative efforts of city/property owners/brokers. • Implement targeted print/online opportunities – articles and coverage. • Through marketing increase: 　• Lead inquiries 　• Unsolicited contacts 　• Conversion rate 　• Site Selector/Broker presentations 　• Attraction of non-industry cluster businesses (supply chain) 　• Referrals from attracted companies • Focus on sector outreach, organize a referral system, i.e., CEO-to-CEO. • Understand supply chain for sector and all industries • Successful relocation(s) committed • Work together on studies, materials and data needed for business attraction	• # presentations to brokers • # of businesses outreach • # publications, articles, mentions, online coverage – exposure • # of business leads • # unsolicited contacts • # companies located • # introductions from attracted companies • # people engaged • Increase of conversion rate • Track variety of lead sources • # $ of growth in economy due to new locations • Feed-back from presentations to brokers and businesses on Solano's competitive strengths and supply chain needs • Maintain current data and knowledge of target sectors to create valuable "sales" proposition

[2] Working papers for the project's seven tasks and 30 subtasks, are housed at the project website MovingSolanoForwardII.com,
[3] EDC organization and staffing restructure is including in an EDC Tactical Plan to be submitted to the EDC Executive Committee.
[4] Research of EDC Budgets: national organization IEDC, state organization CALED, Chabin Concepts/DSG research of similar EDC sizes.

COMPETITIVENESS

Expected Results	Metrics
• Complete the EDA CEDS by 1Q 2017 maintain annual report and five-year update.	• CEDS completed, adopted and submitted
• Identify key infrastructure and technical assistance projects throughout county for grant applications.	• Increase inventory of ready-to-go sites
	• Applications submitted for infrastructure grants/financing
• Continue to assist in shovel-ready site/building inventory, add ready-to-go to inventory.	• # of applications funded
	• Data from needs assessment
• Active legislative advocacy around issues important to all and business climate, create a voice.	• # of bills reviewed, supported, passed
	• Annual review of data to evaluate competitiveness progress, social, economic, commute, workforce, education, drop-out rates
• Organize an ongoing needs assessment process.	• Meetings to engage open conversations with education and workforce on addressing needs of key industry sectors
• Annual assessment of need (transportation, education, workforce, energy).	
• Infrastructure project (road, wages, high-speed data) funding.	
• Give business a voice to fix needs of workforce.	

RESOURCE HUB

Expect Results	Metrics
• Heavy and mixed utilization of the resource hubs as a one-stop virtual resource for businesses.	• Website usage (# hits and pages access).
• Track usage and types of inquiries data use of the website, potentially types of businesses.	• Increased customer confidence in service delivery.
• Expedience in delivering service, customer experience; speed (time to provide service or solution is part of hub and BRE program).	• Track referrals to other organizations.
• Reliable data maintenance.	• Growth and stable funding to maintain a credible resource hub for business, leverage resources.
• Stable and reliable funding to maintain the resources hub.	• Increased confidence in abilities and expertise of a collaborative team.
• Expand the GIS Sites inventory, each city to be able to access county system.	

Appendix

A – Working Papers

B – Draft BRE User Protocol Agreement

C – Solano Marketing Campaign Designs

D – Solano Marketing Message Platform

E – Estimated Annual Business Operating Costs, Compared to Other Potential Competitive Areas

F – Site Selection Data Guide

G – Tools

H – Moving Solano Forward II Strategy Mindmap

Working papers were completed for each task of the Moving Solano Forward project. The working papers and findings guided the strategy development. All working papers can be found at the project website, www.MovingSolanoForwardII.com, Solano EDC and the County of Solano.

Project Task (as defined by Scope of Work)	Working Paper (s)
Task 2: Corridor Vision & Development	1. Task 2.1 Site Inventory and Evaluation (includes, 2.3 Fatal Flaws, Task 4.1 & 4.2 evaluation of Tier 2 sites and identification of sites for evaluation of financing) 2. Task 2.0 & 4.0 Preliminary Property Site County-wide Overview 3. Task 2.1-2.3-5.2 Business Park Boundaries for Website Development 4. Task 2 & 4 City-specific Site Reviews, Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vacaville, Vallejo (Preliminary and Final Reports) 5. Task 2.2 Corridor Review Research 6. Task 2.2a Corridor Research Supplement 7. Task 2.4 Strategy 8. Task 2.5 Perception-Identity Research 9. Task 2.5 Marketing Concepts
Task 3: Cluster Analysis	10. Task 3.0 Economic Analysis & Cluster Selection 11. Task 3.1 Business Lists 12. Task 3.2 Business Survey 13. Task 3.3 Business Retention & Expansion Program (Tool: Executive Pulse CRM System for all economic development entities) 14. Task 3.4 Linking Traded Sectors to Workforce
Task 4.0 Sites	15. All work on sites whether Tier 1, 2 or 3 are included in Task 2.0
Task 5.0 Data	16. Task 5.1 Website Design Overview 17. Task 5.1 Web GIS Property Design (built with County GIS system) 18. Task 5.2 Data Tables (created in accordance with IEDC Data Standards, posted on website) 19. Task 5.2, 5.3, 5.4 is new Solano EDC website
Task 6.0 Funding	20. Task 6.1 Economic Development Funding 21. Task 6.2 & 6.3 Infrastructure Financing and Funding Source Guide

Appendix B - Draft BRE User Protocol Agreement

Purpose:

The purpose of this agreement is to have a unified understanding of user protocol for the "shared-purpose" BRE tool, Executive Pulse. The Solano EDC is sponsoring the CRM tool to be used by Solano County, Solano EDC, and Cities in Solano County and partner agencies to assist in managing their local business retention, expansion and attraction programs.

Each member of the Solano ED Task Force will have access to their local jurisdictions module as a separate and confidential module unless that member provides access to another user.

Definitions:

A. **Client** – Any business included in the Program retention and expansion database.

B. **ED Representative** – Any person currently employed by, or retained on behalf of, a Solano County City or Resource Partner and such person is allowed access to Program data and information, or otherwise assist the county, city, partner in participating in the Program.

C. **ED Task Force** – Solano EDC Economic Development (ED) Task Force includes representatives of all seven cities in Solano County, County and partner agencies. The ED Task Force will oversee the BRE program collaboration and coordination and annually appoint a chair. Solano EDC supports the ED Task Force.

By utilizing the Executive Pulse System (the "System" or "Executive Pulse"), the user represents that he/she is authorized to use this account on behalf of their city/organization and further acknowledges, consents and agrees to the following:

1) No ED representative shall release information about the business or personal matters of any Program client without permission of the particular client.

2) No ED representative shall view or attempt to view information about Program clients outside of its respective jurisdictional responsibility. Program database design will include password and other protections.

3) All data contained in the Executive Pulse system becomes property of authorized users.

4) The data contained in the System is for the express use of the BRE program and ED Task Force network and authorized users for the purpose of furthering BRE initiatives and goals within the jurisdictions.

5) An authorized user is responsible for any and all data entered into Executive Pulse through his or her account.

6) Any authorized input of confidential or sensitive information must utilize the system "lock" security feature.

7) City ED Representative will lead their city BRE program and will be the lead contact for that city; if assistance is needed they will so request from Solano EDC and/or other partners.

8) The ED Task Force, led by a City Representative Chair, will collaborate and plan marketing of program to get as much attention as possible on the collaboration to grow existing businesses, including but not limited to materials, messaging and events; during the initial roll-out the program will be called Solano, Business First! as part of a larger marketing campaign of Solano County.

9) Resource partners will respect the "lead entities" within each city, notify and request their attendance, if desired, in any meeting with an owner or plant manager of a business in such city. All meeting notes shared with the city via the system group or tag mechanism.

10) Solano EDC will focus BRE outreach to Traded Sector Businesses only. EDC will prepare schedules of businesses to outreach and advise cities of such intent to outreach and request collaboration and attendance in a business visit. All meetings will be shared with the city via the system group or tag mechanism.

11) Solano EDC will sponsor, administer and be key contact with Executive Pulse. To allow for countywide analysis of business issues and trends in the aggregate, and to obtain more publicity on the program, Solano EDC will coordinate with ED Task Force to access information that can be aggregated to promote and report on the program.

12) Unauthorized dissemination of data contained in Executive Pulse is expressly prohibited.

13) Use of the data for purposes other than those supported by ED Task Force is prohibited.

14) The ED Task Force is the responsible entity for collaboration and use of "system" and may add further guidelines to assist each representative to maximize system for their use.

ED REPRESENTATIVE PROTOCOL AGREEMENT CERTIFICATION

I, _____, as a representative of Solano County, City, EDC or a Resource Partner as identified below, have read a copy of the User Protocol Agreement. I hereby agree to abide by all terms, conditions, protocols, and policies of Program, especially those regarding the confidential nature of the Program information and data that I may possess access or gain during the course of my employment and association with the BRE Program.

_____

Name, Title   Date

_____

Entity Represented

_____

Phone Number (s)   Email Address

Appendix C – Solano Marketing Campaign Designs

See Working Paper Task 2.5

Solano Marketing Campaign Style Guide

Brief Overview of Campaign Logos

Sample Marketing Materials Using Campaign Logo

Appendix D– Solano Marketing Message Platform

The Messaging Platform helps build a blueprint for cohesive messaging. This is considered a foundation; the Economic Development Task Force should refine the messaging for each specific audience being targeted for a campaign, visit or prospecting. The audiences differ and messages should be customized.

Audience	**Tier 1 – Traded Sector Industries** • Advanced Materials • BioTech & BioMedical • Food & Beverage **Tier 2 – Emerging & Key Growth Industries in Solano County** **Tier 3 – Industry matches to available space**
Theme	*Solano Means Business*
Positioning	• **Location** • **Space** • **Scale** • **Use questions to draw attention to Solano, the seven cities, assets, and strengths, what the audience might not know.**
Key Messages:	**Proof Points:**
Business First!	• Business First! is in our DNA • Existing businesses are priority and valued in Solano County – *we know they drive the economy* • Networks are established to create the voice of industry and *we listen* • Services are focused on existing business • Education listens to the needs of business • A Solano Business First! Team, made of county, cities, education, workforce and services provider are prepared to assist with all business needs • Our goal is to work at the *Speed of Business*
Market Connections	• Solano is one of the nine counties of the Bay Area best known for I80 running through it or maybe Jelly Belly, Travis AFB, Nut Tree or Six Flags • Solano's strength in the manufacturing, petrochemical and biotech industries contributes to the Bay Area Economy – the 6th largest in the US • Within a 50-mile radius of all major markets, research facilities, national labs, venture capital and the world's best educational institutions • Perfect location for goods movement - 5 Corridors - Direct access I80 East • Capital Corridor Train to Bay Area • Ferries to San Francisco from Vallejo and Benicia • 117,000 residents commute out daily • Gateway to Napa and Sonoma • 21 Business Parks • 6,740 acres • 2.0 million sq. ft. of industrial, flex and warehousing space • High Location Quotient for Traded-Sector Industries • Value priced, industrial space 40% less than Bay Area

Value	• High employee productivity ranking, 4 out of possible 5
	• Talent – 2.8 million workers in a 50-mile radius, with a reverse commute
	• Local education focused on careers
	   • Solano Community College is one of the only community colleges to offer industrial biotechnology, a curriculum driven by industry and will soon offer a Bachelor of Science in Biomanufacturing
	   • Touro University dedicated health professional graduate school
	   • CSU, Maritime – a unique campus focused on engineering technology, logistics, international business
	• Work/life balance
	   • *"My employees can now afford to buy a home"*
	   • *"Our employees have time to coach their kids' sports teams!"*
	   • *"I can get home for dinner!"*
	• Housing, half the cost the metro region
	• Healthy – environment weather, open space, recreation

Sample Messaging – using ten proof points *(it is not necessary to use 10, can be 3).*

Solano County is the perfect location for companies seeking space to scale their operations but stay close-in to the Bay Area market and possibly their headquarters. Solano County offers exceptional value to these scaling businesses:

1. 21 business and industrial parks *with over 6,700 acres*

2. 2.0 million sq. ft. of available industrial, flex and warehouse space *and building*

3. One of the strongest manufacturing bases of advanced materials, biotech and food & beverage, *$4 billion industry* **annually**

4. 2.8 million labor shed within 40 minutes, *Solano is a reverse commute*

5. 117,000 out-commuting per day *with high occupational quotient in manufacturing and administration*

6. Employees earn high rating of productivity – *4 out of scale of 1-5 with 5 being the highest*

7. 15-20% less operating cost than San Jose or San Francisco – *industrial space up to 40% less*

8. 50-mile radius to Sacramento and Bay Area markets and resources – *I80 and 4 corridors*

9. Affordable diverse lifestyles – *housing cost average 50% less*

10. A Team of professionals to assist a business with a speedy location and access to key resources for a smooth transition

Sample Short-Message *(**Scale with us**, **Solano Means Business**, e.g.):*

• Solano, the Bay Area's north-east county, has long been known as the trade corridor for goods and services headed north and points east along I80.

• Today, Solano boasts a rustic and refined style influenced by its urban-country-waterfront mix.

• Solano is quickly emerging as a location of choice for industries seeking to scale outside of San Francisco, Oakland and Silicon Valley while staying in close proximity and connect with Bay Area clients and vendors.

Appendix E– Estimated Annual Business Operating Costs, Compared to Other Potential Competitive Areas

Source: Working Paper Task 2.0 Sites

ADVANCED MANUFACTURING -– ESTIMATED ANNUAL BUSINESS OPERATING COSTS COMPARISON

Metro Area	Employee Payroll	Fringe & Mandated Benefits	Utilities	Building / Lease Payments	Property Tax	Total Operating Costs
Atlanta	$8,996,507	$2,453,086	$204,930	$354,000	$534,216	$12,542,739
Reno	$9,259,705	$2,487,090	$167,196	$407,000	$366,901	$12,687,892
Las Vegas	$9,336,034	$2,506,444	$166,044	$696,000	$323,463	$13,027,985
Solano	$9,653,288	$2,740,757	$337,296	$454,000	$340,500	$13,525,841
San Jose	$11,039,151	$3,115,106	$337,296	$828,000	$360,600	$15,680,153
San Francisco	$11,039,151	$3,137,478	$337,296	$1,116,000	$356,600	$15,680,153

The annual estimated business operating costs table summarizes the annual cost of labor, utilities and facilities for selected metropolitan areas based on typical project leads from DSG Advisors.

PHARMACEUTICAL MANUFACTURING – ESTIMATED ANNUAL BUSINESS OPERATING COSTS COMPARISON

Metro Area	Employee Payroll	Fringe & Mandated Benefits	Utilities	Building / Lease Payments	Property Tax	Total Operating Costs
Atlanta	$7,988,369	$2,183,412	$647,434	$177,000	$480,794	$11,477,009
Reno	$8,326,903	$2,241,078	$570,264	$203,500	$330,211	$11,671,956
Las Vegas	$8,385,824	$2,256.316	$591,156	$348,000	$291,117	$11,872,413
Solano	$8,682,355	$2,489,699	$1,026,660	$227,000	$306,450	$12,732,164
San Jose	$9,800,023	$2,796,947	$1,026,660	$414,000	$324,540	$14,362,170
San Francisco	$9,893,829	$2,827,175	$1,026,660	$558,000	$320,760	$14,626,424

FOOD PROCESSING – ESTIMATED ANNUAL BUSINESS OPERATING COSTS COMPARISON						
Metro Area	**Employee Payroll**	**Fringe & Mandated Benefits**	**Utilities**	**Building / Lease Payments**	**Property Tax**	**Total Operating Costs**
Atlanta	$24,428,645	$9,984,607	$1,109,607	$3,109,222	$1,278,519	$49,920,674
Reno	$36,452,589	$10,220,573	$1,124,568	$3,437,333	$915,255	$52,150,555
Las Vegas	$36,690,801	$10,282,927	$1,566,025	$3,934,696	$856,567	$53,331,016
Solano	$37,569,944	$11,555,468	$1,779,432	$3,864,499	$894,304	$55,663,647
San Jose	$41,380,056	$12,696,941	$1,779,432	$5,872,375	$1,170,633	$62,899,437
San Francisco	$42,326,698	$12,983,774	$1,779,432	$6,756,555	$1,254,287	$65,100,746

Appendix F– Site Selection Data Guide

The following is a data guide site selectors and Corporate Executives prefer. There are 12 Data Sets, which can be connected and maintained as separate files to be used for customizing proposals or presentations. Following the list of 12 Data Sets is detailed information of what each needs to be included in the Data Set. Each Data Set can be from 1-4 pages in length. Where appropriate, use project examples to demonstrate ability to deliver.

Data Set Files:

1. Community Overview
2. Geographic Location/Market Access
3. Business Overview
4. Labor
5. Real Estate
6. Utilities
7. Permitting Schedule/Process
8. Development Fees
9. Transportation
10. Government Services & Taxes
11. Incentives
12. Quality of Life

Community Overview
- Provide a brief history, size of city, what city is known for and basic demographics (keep to one page, short paragraphs, bullet points, and chart).

Geographic Location / Market Access
- Describes market context and key markets.
- Support with maps.

Business Overview
- Business Demographics.
- List of top 10-25 manufacturing firms.
  - Company Name (note if headquarter).
  - Products or functions at the existing facility.
  - Note if company has a co-location in Mexico.
  - Date located.
  - Number of Employees (full time/seasonal).
- List of top 10-25 non-manufacturing firms.
- Company Name (note if headquarters).
  - List products at existing facility.
  - Date located.
  - Number of Employees (full time/seasonal).
- List company expansions in last 3 years (for manufacturing /non-manufacturing).
- List any that have closed/left in the last 3 year (for manufacturing / non-manufacturing).
- Provide information on Retention/Expansion Program.
- Include Business Cases (success stories of locations, expansions).

Labor Market

- Labor shed map (labor shed, commute patterns and occupational skills.)
- Tables and graphs describing the local market including commuting patterns (in and out) and underemployment should be included (if available).
- Descriptions should reflect the multiplicity of labor markets including those for low-skilled and higher skilled workers.
- Current Labor Survey (information a labor survey provides).
  - Surveys major employers.
  - Focus on occupations important to business attraction and key industry targets.
  - Specific occupations classification, wage level starting – median-high.
  - Work schedules of like companies, key industries.
  - Benefits – hospitalized, vacation plan, sick plan, any bonuses, retirement (401K).
  - Turn-over rate, average time employees with the company.
  - Absenteeism.
  - Seasonality in work force –swings in workforce.
  - Percent of temporary workforce used.
  - Education of workers, attainment.
  - Recruitability.
  - Unionization.
- Local wage and benefit structure (norm).
- Labor Force Participation Rate.
- Applicants-to-Opening Ratios.
- Employment Services, Training and Education.

Real Estate – Inventory of Parks, Sites, and Buildings

The intent is not to have a full inventory of every building or site, but the featured sites & buildings to be promoted – ready-to-go buildings and sites. Data is extensive for a proposal.

- Map (s) showing the location of properties in the county.
  - Maps and descriptions of services to developments.
  - Site Specific Data:
    - Plot map /aerial showing location, size, and dimensions of the property detailing:
      - Surrounding uses and neighborhoods.
      - Transportation access – road and rail.
      - Configuration of site, site dimensions – scale of miles.
      - Flood plains, drainage – any environmental consideration.
      - Utility lines – energy, water, sewer, communications.
      - Topography map – 2 inch contour intervals preferred.

- Data Information:
  - Zoning and covenants – description of zoning, permitted uses not requiring a conditional use permit; uses with conditional use permit.
  - Utility Line Sizes serving the area and distance to the site i.e., 12-inch water / sanitary sewer, 4+ inch natural gas serving park.
  - Transportation access – ingress and egress to site, acceleration/ decelerations lanes, all season industrial quality, roads/routes to interstate and/or 4 lane highways, show distance to major transportation routes (preferably within 5 miles), avoid non-compatible use areas (i.e. school, resident neighborhoods).
  - Suitable soils – soils conditions at the site, soils and foundation report (if available) i.e. geotechnical studies, soil boring studies.
  - Environmental documentation, if available.
  - Electric Power – Distance to sub-station (s), system capacity (reserve capacity), condition of infrastructure serving the area, feasibility of dual feed at site.
  - Water Service – Looped water lines (reduces insurance rates).
  - Drainage – Describe drainage at site i.e., drains away from flood zone, drainage easements, wetlands, plans for handling drainage; storm water assessment, centralized storm water system, on-site detention ponds.
  - Design – Landscaping, architectural standards, requirements for development i.e., LEED requirements.
  - Safety – Police stations, fire-fighting capability and distance/routing to station, insurance rating.
  - Buffers – Minimize neighborhood impact (odor, dust, noise, traffic, light pollution, litter).
  - List of surrounding uses and businesses.
  - Links or information regarding average construction cost for various types of buildings.
  - Seller contact information.

Utility Support Data

- Electric Power & Gas:
  - List Provider (s).
  - Specific contact to respond to questions.
  - Service history.
  - Quality rating of service provider.
  - Source (s) of power, green or alternative power options.
  - General average rates based on user categories (time of use, industrial rates, peak/non-peak, etc.).
  - Ability to respond to usage estimates (within a designated time period).
  - Incentives.
- Water / Waste Water:
  - List providers (identify business parks served).
  - Specify a contact who will calculate estimate bills and respond to questions.
  - Water Quality (surface / ground source).
  - Water Quality Report / Chemical Analysis.
  - System Capacity (current / future) – million gallons per day and current usage in million gallons per day.

- Connection Fees – impact fees Costs, Surcharges.
- Service Rates (Industrial).
- Water Pressure.
- Effluent Treatment Capacity (BOD, TSS) – what is the system equipped for, can they accept effluent, provide enough information to determine if pretreatment would be required.
- Distance to treatment plants from key business parks/districts – line size at the sites (10-12" line preferable).
- Capital improvement plans (expansions).
- Communications:
  - Provider (s).
  - Specific contact to respond to questions.
  - Fiber optics at business parks.

Permitting Schedule/Process

- Overview of process for securing building permits, timing.
- Provide time estimates for anticipated infrastructure improvements (if required) such as road and utility extensions.
- Itemize resources that will support development of site including studies that have been completed to -date (e.g. geo-technical surveys environmental studies, traffic surveys, archeological assessments).

Development Fees

- Describe rate & basis for fees.
- Identify one-time and annual fees.

Transportation

- Map all major highway and Interstates, Ports of Entry.
- Airports.
- Rail Service (if intermodal, or if rail is serving a business park/sites).
- Ports.
- Public Transportation.

Government Services & Taxes

- General Overview of the Local Government.
- Protective Services – Police & Fire.
- Sustainability Initiatives.
- Local Taxes & Licenses.
- State Taxes.

Incentives

- Hiring Assistance.
- Work Force Training.
- Local Property Tax Abatement.
- Alternative Financing.
- Low Interest Loans.

▲   Infrastructure Improvements.

▲   Site Development.

▲   Fast track permitting process.

Quality of Life *(this can be a separate brochure, used for other marketing):*

▲   Climate.

▲   Housing Availability.

▲   Housing Costs.

▲   Healthcare Facilities.

▲   Rating of Public Schools.

▲   Cultural Opportunities.

▲   Recreational Opportunities.

▲   Colleges and Universities (in the area).

The following tools were research and developed as part of the MSF project for enhancing economic development efficiency and/or implementing the MSF strategy:

Task	Tool	Details
Task 2.1, 2.3	GIS web-based Property Portfolio	• Working with the County's GIS department, created a Property Portfolio that will be linked to Solano EDC website and others. The property portfolio uniquely showcases properties evaluated in Task 2.1, 2.3 and offer unique search capability on type of properties. • Phase I created platform to host city-selected featured properties. • Solano EDC and cities should continue to populate properties and buildings into the system to keep it fresh and promote all available building and sites the cities want to market.
Task 2.1, 2.3	City Specific Site Evaluation Reports	• Delivered to each city was a city-specific Site (s) Evaluation report by DSG Advisors, site location consultant.
Task 2.1, 2.3 – Task 3.0	Traded-Sector Industry Analysis	• Traded-sector industries identified as the economic drivers for Solano County were selected as initial targets in business attraction program. • 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 location to an east coast, western state and Bay Area.
Task 2.5	Marketing Campaign Style Guide	• Conceptual campaign designs that promotes a family design to include each city for a regional marketing campaign or individual campaigns which can still be within the same campaign to increase awareness. • Messaging platform. • Solano EDC new identity compatible with the campaign.
Task 3.3	Solano Business First – Customer Relationship Management (CRM) software, Executive Pulse	• To best assist in creating an effective program a CRM software system was approved. A software system available to multiple agencies would enhance information sharing and coordination of local business calls. • After review of several programs Executive Pulse was chosen. • The ED Task Force attended training webinar and a half-day training. • Each city/organization will launch their programs while coordinating efforts through the ED Task Force. • The program will be called Solano Business First to emphasize the importance of the existing businesses.
Task 5.0	Website	• Robust and data-rich new Solano EDC website, using the Solano Means Business campaign, www.SolanoEDC.org and www.SolanoMeansBusiness.com
Task 5.0	Data Book	• Using 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.
Task 6.1	Economic Development Financing	• 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. • Draft Memorandum of Understanding between Solano EDC and entities investing in economic development.
Task 6.2 & 6.3	Financing Sources for Infrastructure	• Guide to state and federal financing programs for infrastructure. • Analysis complete for featured properties to utilize State of California, Enhanced Infrastructure Financing District

Appendix H – Moving Solano Forward II Strategy

MSF II Strategy

Expand Existing Business

BRE Team
- Solano ED Task Force
- Chaired by City ED

BRE Program Solano Business First
- Cities Lead BRE
- CRM System
- Promotion
- Reporting
- Solano EDC
  - Focus on Traded-Sector

Solano Industry Groups
- Manufacturers

Travis Air Force Base
- Solano EDC Liaison
- Enhance program and engagement

Direct Business Services
- Energy Watch
- Assist with business programs

Launch Business Attraction

Team
- Solano ED Task Force

Industry Targets
- Select Priorities
- Schedule

Design Concepts
- Finalize
- Launch Website

Messaging Platform
- Finalize by Campaign Launch

Marketing Collateral
- Map Brochure
- Countywide Road Map
- Resource Guide
- Folder
- Business Cases
- Continually Develop

Launch Tactics
- Marketing
- Prospecting
- Inbound/Outbound
- Communications, Earned & Social Media

Maintain Competitiveness

EDA - CEDS
- Five Year Plan 2017
- Annual Plan
- Public Works Projects

Land & Buildings - Shovel-Ready
- GIS Portfolio
- Inventory of Shovel-Ready
- Link to Marketing/Prospecting
- Infrastructure Financing

Assets
- Sleeper Assets
- Promote

Competitive Challenges
- Workforce
- Transportation

Business Friendly Policies
- Permitting
- Document Local Incentives & Streamlining
- Customer Service
- Solano EDC Advocacy Committee

Create Resource Hub

Research
- Industry Targets
- General Industry-Sector Reports
- Location Factors
- Solano County Economic Indicators
- Surveys
- Regional Affects

Access Resources
- Business Programs
- Community Programs

Website & Data
- Up to Date Data
- Indicators
- Respond to special requests
- Calendar
- Videos

Tools
- Maintain tools and resources that benefit business and communities
  - Nielsen Reports
  - Loop Net
  - Data & Resource Book
  - Operating Cost Analysis
  - Impact Reports

Consultant Pool
- Maintain list of qualified consultants

Transition Organization

Transition Planning
- Adopt strategic execution

Membership to Investor Organization

Increase Investment
- Cities
- County
- Organizations
- Private Sector

30-60-90 Day Launch Schedule