



**MEASURE P OVERSIGHT COMMITTEE
(MPOC)
SPECIAL MEETING AT 6:00 PM**

MAY 14, 2026


COMMITTEE MEMBERS

Jackie Jones (Chair, At-Large)
Regina Briseno (Vice-Chair, Dist. 3)
VACANT (Dist. 6)
Loretta Gaddies (Dist. 2)
Aleta Santos (Dist. 4)
VACANT (Dist. 1)
Michael Bunch (Dist. 5)

HYBRID MEETING

www.Cityofvallejo.net

**Vallejo Room (Lower Level JFK Library)
505 Santa Clara Street
Vallejo, CA 94590**

<p>NOTICE: Members of the Public will be able to participate in-person or remotely via Zoom</p>	<p>Vallejo Room will be open to members of the public 30 minutes prior to the start of the meeting.</p>
<p>PUBLIC COMMENT: Members of the Public may provide public comments during the Meeting in person or via ZOOM (https://zoomvallejoroom.cityofvallejo.net/), or via phone, by dialing (669) 900-6833.</p>	<p>For additional instructions on how to speak remotely during public comment, please visit, www.cityofvallejo.net/publiccomment</p>
<p>VIEW THE MEETING: There are four different ways you can view this public meeting:</p> <ul style="list-style-type: none"> • In Person • Stream from the City website: www.cityofvallejo.net/Streaming • Join the Zoom webinar: https://ZoomVallejoRoom.Cityofvallejo.net 	<p>Scan QR code for live captions and translation in Spanish and Tagalog.</p> <div align="right">  </div>
<p align="center">Hybrid Options are available for members of the public to participate. To participate remotely</p>	
<p><u>Option to Join by Computer</u> From your browser go to https://zoomvallejoroom.cityofvallejo.net/ to launch and join the zoom application. Meeting ID: 814 4681 4741# Meeting Password: 131313</p>	<p><u>Option to Join by Phone</u> Dial (669) 900-6833 Enter Meeting ID: 814 4681 4741# Meeting Password: 131313 Press *9 to digitally raise your hand from the phone. Press *6 to unmute/mute</p>
<p>Any supplemental writing related to an agenda item for an open session of a regular meeting that is distributed to all or a majority of all members of the Committee less than 72 hours before the meeting will be posted concurrently on the City’s website at www.cityofvallejo.net/agendas Written material distributed during the meeting, will be available at the meeting if prepared by the City or after the meeting if prepared by someone else. Such materials may be obtained from the Committee Secretary.</p>	
	<p>Vallejo Room is ADA compliant. Devices for the hearing impaired are available from the Board Secretary. Requests for disability related modifications or accommodations, aids or services may be made by a person with a disability to the Board Secretary’s office via email to Ashley.Haik@cityofvallejo.net or via phone at (707) 648-4579 no less than 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act of 1990 and the federal rules and regulations adopted in implementation thereof</p>

AGENDA

1 CALL TO ORDER

2 PLEDGE OF ALLEGIANCE

3 ROLL CALL

4 COMMUNITY FORUM

Anyone wishing to address the Council on any matter for which another opportunity to speak is not provided on the agenda, and which is within the jurisdiction of the Council to resolve, is requested to submit a completed speaker card to the City Clerk. When called upon, each speaker should step to the podium, state his /her name, and address for the record. Each speaker is limited to three minutes pursuant to Vallejo Municipal Code Section 2.20.300.

5 CONSENT CALENDAR AND APPROVAL OF AGENDA

6 ACTION CALENDAR

NOTICE: Members of the public wishing to address the Council on Action Calendar Items are requested to submit a completed speaker card to the City Clerk. Each speaker is limited to five minutes pursuant to Vallejo Municipal Code Section 2.02.420.

A ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

Recommendation: Adopt a resolution recommending, or in the alternative, not recommending, that the City Council authorize the use of \$508,000 of Measure P budget in Fiscal Year 2026-2027 to fund the cost of implementing the pilot projects in the Economic Development Strategic Plan (EDSP) for :

1. Long Range Property Management Plan Update (LRPMP) - \$200,000
2. Brokerage Services - \$200,000
3. Pop-Up Events - \$37,688
4. Shop Local Campaign - \$ 70,312.

Contact: Brad Paul, Interim Economic Development Director (707) 648-4109
Brad.Paul@cityofvallejo.net

B ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$134,500 FOR VALLEJO YOUTH CREATE ASPHALT ART FOR SAFER STREETS PILOT PROJECT THAT ALIGNS WITH MEASURE P PRIORITIES

Recommendation:

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize the use of \$134,500 of Measure P budget in Fiscal Year 2026-2027 to fund the cost of funding a Vallejo Youth Create Asphalt Art for Safer Streets Pilot Project that aligns with Measure P priorities.

Contact: Brad Paul, Interim Economic Development Director (707) 648-4109
Brad.Paul@cityofvallejo.net

C ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

Recommendation: Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize Measure P funding in FY 2026-2027 for the following:

1. \$1,317,085 for the city's public safety radio system
2. \$603,000 for replacement of critical network infrastructure
3. \$300,000 for purchase additional cybersecurity defense

Contact: Lance David, Interim IT Director (707) 648-5408
Lance.David@cityofvallejo.net

D ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$3,225,000.00 OF MEASURE P FUNDING FOR THE REPLACEMENT OF TWO FIELD COMMAND VEHICLES, ONE UTILITY VEHICLE, 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY26/27 AND TWO FIELD COMMAND VEHICLES 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY 27/28

Recommendation:

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize \$3,225,000.00 of Measure P funding for the replacement of four field command vehicles, one utility vehicle and 2 type 1 engines fully complimented.

FY 26/27 1 Type 1 engine at \$1,355,000.00, 2 Field command vehicles at \$190,000.00 and 1 F550 utility at \$135,000.00 = \$1,680,000

FY 27/28 1 Type 1 engine at \$1,355,000.00 and 2 Field command vehicles at \$190,000.00 = \$1,545,000

Contact: Tim Boothe, Interim Deputy Fire Chief (707) 648-4526
Tim.boothe@cityofvallejo.net

E A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING FOR THE PURCHASE OF FOUR (4) GEAR EXTRACTORS AND SIX (6) GEAR DRYERS FOR THE FIRE DEPARTMENT

Recommendation: Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize \$165,000 of Measure P funding for the purchase of 4 Gear extractors and 6 Gear dryers in FY 2026-2027 for the Fire Department.

Contact: James Rustice, Interm Fire Chief 707-648-4092
James.rustice@cityofvallejo.net

F **ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING OF \$100,000 FOR THE COMMUNITY EMERGENCY RESPONSE TEAM (CERT) PROGRAM**

Recommendation:

Adopt a resolution of the Measure P Oversight Committee recommending or in the alternative, not recommending that the City Council authorize funding for the Community Emergency Response Team (CERT) program:

1. \$50,000 for FY 2026-2027
2. \$50,000 for FY 2027-2028 to ensure program continuity and future funding.

Contact: Tim Boothe, Interim Deputy Chief(707) 648-4526
Tim.boothe@cityofvallejo.net

G **ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR MARINE FIREFIGHTING AND RESCUE TRAINING FOR \$150,000 IN FISCAL YEAR 26/27**

Recommendation: Adopt a resolution of the Measure P Oversight Committee recommending, or in the alternative not recommending, that the Vallejo City Council authorize funding for marine firefighting and rescue training for \$150,000 in Fiscal Year 26/27.

Contact: James Rustice, Interim Fire Chief (707) 648-4092
James.rustice@cityofvallejo.net

H **A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER TRAINEE PROGRAM FOR \$50,000 IN FISCAL YEAR 26/27 AND \$50,000 IN FISCAL YEAR 27/28**

Recommendation: A resolution of the Measure P Oversight Committee recommending, or in the alternative not, recommending that the Vallejo City Council authorize funding for a firefighter trainee program for :

1. \$50,000 in fiscal year 26/27
2. \$50,000 in fiscal year 27/28 to ensure program continuity and future funding

Contact: Tim Boothe, Interim Deputy Chief (707) 648-4526
Tim.boothe@cityofvallejo.net

I

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE THE ALLOCATION OF \$100,000 IN MEASURE P FUNDS FOR EMERGENCY OPERATIONS CENTER EQUIPMENT AND CITYWIDE TRAINING FOR FISCAL YEAR 26/27 (\$50,000) AND FISCAL YEAR 27/28 (\$50,000).

Recommendation:

Adopt a resolution of the Measure P Oversight Committee recommending or in the alternative not recommend that the Vallejo City Council authorize the allocation of \$100,000 in Measure P funds for emergency operations center equipment and citywide training for :

- 1. Fiscal year 26/27 - \$50,000
- 2. Fiscal year 27/28 - \$50,000 to ensure future funding

Contact: Tim Boothe, Interim Deputy Chief (707) 648-4526
Tim.boothe@cityofvallejo.net

J

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER MENTAL HEALTH AND PEER SUPPORT PROGRAM FOR \$75,000 IN FISCAL YEAR 26/27 AND \$75,000 IN FISCAL YEAR 27/28.

Recommendation:

Adopt a resolution of the Measure P Oversight Committee recommending, or in the alternative not recommending, that the Vallejo City Council authorize funding for a firefighter mental health and peer support program for :

- 1.\$75,000 in FY 26/27
- 2. \$75,000.00 in FY 27/28 to ensure program continuity and future funding

Contact: Tim Boothe, Interim Deputy Chief (707) 648-4526
Tim.boothe@cityofvallejo.net

K

ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE FUNDING IN THE AMOUNT OF \$568,000 FOR THE RECRUITMENT, RETENTION, AND REFERRAL PLAN FOR THE VALLEJO POLICE DEPARTMENT FOR FY26-27

Recommendation: Adopt a Resolution recommending, or in the alternative, not recommending, that the City Council authorize funding in the amount of \$568,000 for the Recruitment, Retention, and Referral Plan for the Vallejo Police Department for FY26-27.

Contact: Stephanie Sifuentes, Human Resources Director (707) 648-4363
Stephanie.sifuentes@cityofvallejo.net

**L ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE,
NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE ONE-TIME
FUNDING IN THE AMOUNT OF \$55,700 FOR THE PUBLIC SAFETY
PROMOTIONAL ASSESSMENTS FOR FY26-27**

Recommendation: Adopt a Resolution recommending, or in the alternative, not recommending, that the City Council authorize one-time funding in the amount of \$55,700 for the Public Safety Promotional Assessments for FY26-27.

Contact: Stephanie Sifuentes, Human Resources Director (707) 648-4363
Stephanie.sifuentes@cityofvallejo.net

- 7 INFORMATION CALENDAR**
- 8 REPORT OF THE COMMITTEE/BOARD SECRETARY**
- 9 CITY ATTORNEY'S REPORT**
- 10 REPORT OF THE CITY COUNCIL LIAISON**
- 11 REPORT OF THE CHAIRPERSON AND MEMBERS OF THE COMMITTEE/BOARD**
- 12 FUTURE AGENDA ITEMS**
- 13 ADJOURNMENT**

ADDITIONAL CITY INFORMATION

Members of the public can:

- Like us on Facebook and Instagram ([@cityofvallejo](#))
- Sign up to receive City Communications via e-mail (www.cityofvallejo.net/subscribe)
- Sign up for emergency alerts at: alertsolan.com

I, Florita Cruz, Committee Secretary, do hereby certify that I have caused a true copy of the above notice and agenda to be delivered to each of the members of the Measure P Oversight Committee,

Jackie Jones (Chair, At-Large)
Regina Briseno (Vice-Chair, Dist. 3)
VACANT (Dist. 6)
Loretta Gaddies (Dist. 2)
Aleta Santos (Dist. 4)
VACANT (Dist.1)
Michael Bunch (Dist. 5)

at the time and in the manner prescribed by law and that this agenda was posted at City Hall, 555 Santa Clara Street, CA at 2:45pm, 5/13/2026

Dated: 5/13/2026

Florita Cruz

Florita Cruz, Committee Secretary



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Brad Paul, Interim Economic Development Director
SUBJECT: **ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES**

RECOMMENDATION

Adopt a resolution recommending, or in the alternative, not recommending, that the City Council authorize the use of \$508,000 of Measure P budget in Fiscal Year 2026-2027 to fund the cost of implementing the pilot projects in the Economic Development Strategic Plan (EDSP) for :

1. Long Range Property Management Plan Update (LRPMP) - \$200,000
2. Brokerage Services - \$200,000
3. Pop-Up Events - \$37,688
4. Shop Local Campaign - \$ 70,312.

BACKGROUND AND DISCUSSION

The City of Vallejo is focused on long-term economic sustainability, business retention and commercial vitality. Staff requests \$508,000 of Measure P funding to implement four specific, high-priority actions aimed at enhancing the local commercial tax base, addressing property management and supporting local businesses. The EDSP recommended programming the remaining ARPA funds for economic development (\$355,000) for five "Pilot Projects", the top of the to-do list for Cycle 1 (2024-2027). On December 30, 2024, City Council directed staff to allocate all the ARPA funds to one of the recommended Pilot Projects, a revolving loan fund managed by Solano EDC. Since then, staff has been supporting Solano EDC on the logistics of developing the loan program, while also exploring how to implement the other pilot projects without allocating funding and researching potential grant opportunities.

At the time the EDSP was approved in December 2024, the Economic Development Department had seven authorized positions with one vacancy in the role of an Economic Development Project Manager. In January 2025, the Director of the department resigned, and in April the department Secretary left; combined with the Project Manager position still being vacant. This left three positions vacant out of the seven authorized. The Director recruitment has been underway since then while the other two positions were frozen as of June 2025. An economic development Consultant was under contract from February 2025 through December 2025 to provide some project assistance with limited hours in compliance with CalPERS regulations, and the Assistant City Manager served as interim Economic Development Director from January 2025 to January 2026, when a full time Interim Economic Development Director was hired and will be under contract through the end of June 2026 as a retired annuitant. Due to the budget deficit, Council decided not to unfreeze the Economic Development department's two vacant positions.

Subject: ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

Despite reductions in available resources, staff made progress in most of the five pilot projects. The City's revolving loan fund was launched using \$355,000 in ARPA funds. Other funds provided small amounts of money for the Pop-Up Events at \$34,000 and Shop-Local at \$28,000 with hopes of securing additional funding for them and two other pilot projects in the Mid-Year budget. That request was recently denied. The EDSP serves as Vallejo's roadmap for sustainable economic growth. Without the requested Measure P funds, implementation of these strategic initiatives would be delayed, hindering the City's ability to respond to commercial challenges, such as vacant properties, blight and reduced business activity, which will negatively impact the public safety, health and appearance of nearby public spaces and businesses.

Per Resolution No. 22-222, approved by Council on December 20, 2022, there are nine priorities for the use of revenue generated by Measure P: 1. Maintain critical city services such as keeping public spaces healthy, safe and clean; 2. Maintain fire protection; 3. Maintain emergency medical response; 4. Maintain crime prevention; 5. Address homelessness; 6. Address blight; 7. Address dumping; 8. Repair deteriorating neighborhood streets, roads and sidewalks; and 9. Youth priorities.

The funding for these proposed projects align with category 1, 4 and 6 above and therefore is an appropriate use of Measure P funding.

Proposed Projects (\$508,000 Total):

1. Long-Range Property Management Plan (LRPMP) Update: Ensures better utilization and management of city-owned real estate, analyzing and enhancing their potential to attract private sector investment; addressing blight and dumping, reducing vacancies and supporting crime prevention. RFP drafted and on hold until funding is approved. We are requesting \$200,000 in Measure P funds.
2. Broker Services: By facilitating the sale or redevelopment of vacant city parcels, broker services help with preventing blight and dumping, supporting healthy, safe and clean public spaces and maintaining crime prevention. RFP drafted and on hold until funding is approved. We are requesting \$200,000 in Measure P funds.
3. Pop-Up Events: Activates the downtown, waterfront and neighborhood shopping districts complementing existing significant events to amplify the impact of enhancing the City's economic vitality and boosting community engagement which keeps public spaces healthy, safe and clean. Consultant was selected through RFP process to begin implementing events in Summer 2026 with available funding of \$62,624 in FY2526. We are requesting an additional \$37,688 in Measure P funds.
4. Shop Local Campaign: Promotes local businesses to increase sales tax revenue that supports Measure P's overall objective of fiscal sustainability. More shoppers also means more foot traffic, vibrancy and positive activity around these businesses which are things that are proven to discourage bad behavior and crime. RFP drafted and on hold until funding is approved. We are requesting \$70,312 in Measure P funds.

Subject: ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

FISCAL IMPACT

If approved by City Council, \$508,000 in Measure P funds would be allocated to implement four of the Economic Development Strategic Plan’s four pilot projects. This is an active and continuing need, and staff will submit additional budget requests in FY2627 as these projects advance and as new needs emerge. (e.g. Year 2 funding for the Revolving Loan Fund).


ATTACHMENTS

1.	MPOC Resolution_ED_LRPMP_A CAO Stamp
2.	MPOC Resolution_ED_LRPMP_B CAO Stamp
3.	MPOC Project Justification Request_ED_LRPMP
4.	MPOC Resolution_ED_Broker_A CAO Stamp
5.	MPOC Resolution_ED_Broker_B CAO Stamp
6.	MPOC Project Justification Request_ED_Broker
7.	MPOC Resolution_ED_Pop-Up Events_A CAO Stamp
8.	MPOC Resolution_ED_Pop-Up Events_B CAO Stamp
9.	MPOC Project Justification Request_ED_Pop-Up Events
10.	MPOC Resolution_ED_Shop Local_A CAO Stamp
11.	MPOC Resolution_ED_Shop Local_B CAO Stamp
12.	MPOC Project Justification Request_ED_Shop Local
13.	6.A Vallejo Economic Development Strategic Plan 2024-2030

CONTACT

Brad Paul, Interim Economic Development Director (707) 648-4109
Brad.Paul@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$200,000 FOR
IMPLEMENTATION OF LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to construct and put out for bid Citywide Capital Facilities Plan Request for Proposals (RFP) for beautification and strategic development recommendations for city-owned sites; and

WHEREAS, since December 2025, ED staff with the help of ED consultant drafted an RFP for Long-Range Property Management Plan Update (LRPMP) in lieu of Citywide Capital Facilities Plan to prepare a long-range property management and private investment strategy for better utilization and management of city-owned real estate to attract private sector investment; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to fund this project for \$200,000 for a 2 year contract; and

WHEREAS, due to the budget deficit, the request was denied and RFP on hold since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of addressing blight and dumping, reducing vacancies and supporting crime prevention; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$200,000 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for

Long-Range Property Management Plan Update (LRPMP).

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026,
with the following vote:

AYES:

NOES:

ABSENT:


ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$200,000
FOR IMPLEMENTATION OF LONG-RANGE PROPERTY MANAGEMENT PLAN
UPDATE**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to construct and put out for bid Citywide Capital Facilities Plan Request for Proposals (RFP) for beautification and strategic development recommendations for city-owned sites; and

WHEREAS, since December 2025, ED staff with the help of ED consultant drafted an RFP for Long-Range Property Management Plan Update (LRPMP) in lieu of Citywide Capital Facilities Plan to prepare a long-range property management and private investment strategy for better utilization and management of city-owned real estate to attract private sector investment; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to fund this project for \$200,000 for a 2 year contract; and

WHEREAS, due to the budget deficit, the request was denied and RFP on hold since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of addressing blight and dumping, reducing vacancies and supporting crime prevention; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend to the City Council that it allocate up to \$200,000 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Long-Range Property Management Plan Update (LRPMP) for the following reasons:

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

1. Project Urgency & Justification

Long Range Property Management Plan Update (LRPMP) – Is one of the pilot projects in Cycle 1 in the EDSP and per Council direction to find a qualified consultant/firm to prepare a long-range property management and private investment strategy for better utilization and management of city-owned real estate, analyzing and enhancing their potential to attract private sector investment. This will also serve as an update to the Long Range Property Management Plan from 2015. The urgency of this project is high as this plan update will generate revenue and economic development which the City needs as it faces a GF budget deficit. Funding for this project aligns with MP priorities of addressing blight and dumping, reducing vacancies and supporting crime prevention. Requested amount from FY2526 Midyear budget was \$200,000 and was recently denied.

2. Project Timeline

Start Date: This would be a 2-year contract ~July 2026 (Date dependent on RFP/contract execution)
End Date: July 2028

3. Financial Overview

Total Cost: \$200,000
End of Useful Life

4. Procurement Method

Existing Contract or New RFP?: New RFP

5. Funding Sources

Alternate Funding Sources Identified: None at this time
Conditions or Restrictions of Alternate Funding:

6. Budgetary Alignment

Included in Current Annual Budget: There is currently \$50k in FY2526 ED Other Prof Services, however additional funding is needed to initiate the RFP and contract.

7. Implementation Details

Location (Where): City-Owned and City-Leased Properties
Implemented By: Economic Development

Vetted by Local Expert: David Morton, Real Property and Lease Manager

8. Community Impact

Who Benefits: Vallejo's residents and businesses


Estimated Number of People Impacted: 125,000

Demographic Impacted: 125,000

Related Council Requests:

Relevant Commissions Involved:

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$200,000 FOR
IMPLEMENTATION OF BROKER SERVICES**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, the strategy in the EDSP is meant to create more jobs, more business activity, more utilization of local buildings and other commercial spaces to increase the number of local jobs and local economic activity; and

WHEREAS, since November 2025, ED staff with the help of ED consultant drafted an RFP for Commercial Brokerage Services to select a brokerage services firm to ensure that the City's Property Portfolio is actively marketed in support of the City's property utilization strategy through the lease and licensing (disposition) of real property assets; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to fund this project for \$200,000 for a 3 year contract; and

WHEREAS, due to the budget deficit, the request was denied and RFP on hold since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of preventing blight and dumping, supporting healthy, safe and clean public spaces and maintaining crime prevention; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$200,000 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Broker Services.

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026,
with the following vote:

AYES:

NOES:

ABSENT:


ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$200,000
FOR IMPLEMENTATION OF BROKER SERVICES**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, the strategy in the EDSP is meant to create more jobs, more business activity, more utilization of local buildings and other commercial spaces to increase the number of local jobs and local economic activity; and

WHEREAS, since November 2025, ED staff with the help of ED consultant drafted an RFP for Commercial Brokerage Services to select a brokerage services firm to ensure that the City's Property Portfolio is actively marketed in support of the City's property utilization strategy through the lease and licensing (disposition) of real property assets; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to fund this project for \$200,000 for a 3 year contract; and

WHEREAS, due to the budget deficit, the request was denied and RFP on hold since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of preventing blight and dumping, supporting healthy, safe and clean public spaces and maintaining crime prevention; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend to the City Council that it allocate up to \$200,000 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Broker Services for the following reasons:

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT FOUR RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$200,000 FOR A LONG-RANGE PROPERTY MANAGEMENT PLAN UPDATE; \$200,000 FOR IMPLEMENTING BROKERAGE SERVICES; \$37,688 FOR IMPLEMENTING A POP-UP EVENTS PILOT PROJECT; AND \$70,312 FOR IMPLEMENTATION OF A SHOP-LOCAL CAMPAIGN FOR A TOTAL OF \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

1. Project Urgency & Justification

Broker Services – Per Council recommendation, this is intended to select a commercial brokerage services firm to ensure that the City’s Property Portfolio is actively marketed in support of the City’s property utilization strategy through the lease and licensing (disposition) of real property assets. Funding for this project aligns with MP’s priority of preventing blight and dumping, supporting healthy, safe and clean public spaces and maintaining crime prevention. Requested amount from FY2526 Midyear budget was \$200,000 and was recently denied.

2. Project Timeline

Start Date: This would be a 3-year contract ~July 2026 (Date dependent on RFP/Contract execution)
End Date: July 2029

3. Financial Overview

Total Cost: \$200,000
End of Useful Life

4. Procurement Method

Existing Contract or New RFP: New RFP

5. Funding Sources

Alternate Funding Sources Identified: None at this time
Conditions or Restrictions of Alternate Funding:

6. Budgetary Alignment

Included in Current Annual Budget:

7. Implementation Details

Location (Where): Various locations in the City’s Property Portfolio
Implemented By: Economic Development
Vetted by Local Expert: David Morton, Real Property and Lease Manager

8. Community Impact

Who Benefits: Vallejo's residents and businesses


Estimated Number of People Impacted: 125,000

Demographic Impacted: 125,000

Related Council Requests:

Relevant Commissions Involved:

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$37,688 FOR
IMPLEMENTATION OF POP-UP EVENTS**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to execute 2-3 pop up events coordinated with other significant City events to increase ferry use at Vallejo Terminal and activate the downtown and waterfront; and

WHEREAS, through the RFP process, the RFP evaluation team selected a consultant (Miles McNeal & Powell) to contract and lead this project with available funding in the ED Measure B budget of \$62,624; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to add additional funding to this project bringing the total to \$100,000 which would help amplify the impact of this project; and

WHEREAS, due to the budget deficit, the request was denied since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of keeping public spaces healthy, safe and clean since this would boost community engagement; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$37,688 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Pop-Up Events for the following reasons:

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026,
with the following vote:

AYES:

NOES:

ABSENT:


ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$37,688
FOR IMPLEMENTATION OF POP-UP EVENTS**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to execute 2-3 pop up events coordinated with other significant City events to increase ferry use at Vallejo Terminal and activate the downtown and waterfront; and

WHEREAS, through the RFP process, the RFP evaluation team selected a consultant (Miles McNeal & Powell) to contract and lead this project with available funding in the ED Measure B budget of \$62,624; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget bringing the total to \$100,000 which would help amplify the impact of this project; and

WHEREAS, due to the budget deficit, the request was denied since there is no available funding; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of keeping public spaces healthy, safe and clean since this would boost community engagement; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend to the City Council that it allocate up to \$37,688 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Pop-Up Events.

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026,
with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE:

ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

1. Project Urgency & Justification

Pop-Up Events – Is one of the pilot projects in Cycle 1 in the EDSP to find a qualified event producer to execute 2-3 pop-up events that help activate the downtown and waterfront to complement existing significant City events to amplify the impact and increase ferry use at the Vallejo Terminal. This can be a business gateway linking commercial developments to economic benefits across the City. Through the RFP process, 10 proposals were submitted with the top 3 proposers who interviewed and the evaluation team selecting Miles McNeal and Powell as the event producer to lead this initiative. Funding for this project aligns with MP priority of keeping public spaces healthy, safe and clean since this would boost community engagement. Requested amount from FY2627 Measure P is \$37,688.

2. Project Timeline

Start Date: June 2026

End Date: December 2026 – Option to extend as additional funding is approved

3. Financial Overview

Total Cost: \$100,000

End of Useful Life

4. Procurement Method

Existing Contract or New RFP: Contract in progress

5. Funding Sources

Alternate Funding Sources Identified: Measure B

Conditions or Restrictions of Alternate Funding:

6. Budgetary Alignment

Included in Current Annual Budget: There is currently \$62,224 in ED's Measure B FY2526 budget which will be used in the initial contract, however additional funding is requested to bring the total to \$100,000.

7. Implementation Details

Location (Where): Waterfront and Downtown

Implemented By: Economic Development

Vetted by Local Expert: Brad Paul, Interim Economic Development Director

8. Community Impact

Who Benefits: Vallejo's residents and businesses


Estimated Number of People Impacted: 125,000

Demographic Impacted: 125,000

Related Council Requests:

Relevant Commissions Involved:

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$70,312 FOR
IMPLEMENTATION OF SHOP-LOCAL CAMPAIGN**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to create a shop-local campaign support which can provide more foot traffic and partnerships among businesses to offer visitors and locals unique experiences and advertise Vallejo as a place to do business; and

WHEREAS, per City Manager's direction, an RFP was drafted by ED staff with help of ED consultant in November 2025 to solicit proposals from individuals, firms or non-profit organizations to execute this programming with available funding of \$28,000 in the FY2526 ED Measure B budget; and

WHEREAS, the RFP is on hold until additional funding is approved; and

WHEREAS, the \$28,000 in FY2526 ED Measure B budget will be allocated to the Pop-Up Events contract; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to add additional funding to this project for \$34,000 which was denied due to the budget deficit and now requesting \$70,312 from Measure P for FY2627 to amplify the impact of this project; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of improving public safety which would discourage bad behavior and crime due to vibrancy and positive activity around the local businesses; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$70,312 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Shop-Local Campaign.

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:


ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$70,312
FOR IMPLEMENTATION OF SHOP-LOCAL CAMPAIGN**

WHEREAS, on December 30, 2024, City Council adopted the 2024-2030 Economic Development Strategic Plan (EDSP); and

WHEREAS, one of the priority pilot projects in the EDSP in Cycle 1 is to create a shop-local campaign support which can provide more foot traffic and partnerships among businesses to offer visitors and locals unique experiences and advertise Vallejo as a place to do business; and

WHEREAS, per City Manager's direction, an RFP was drafted by ED staff with help of ED consultant in November 2025 to solicit proposals from individuals, firms or non-profit organizations to execute this programming with available funding of \$28,000 in the FY2526 ED Measure B budget; and

WHEREAS, the RFP is on hold until additional funding is approved; and

WHEREAS, the \$28,000 in FY2526 ED Measure B budget will be allocated to the Pop-Up Events contract; and

WHEREAS, ED staff put a request during the FY2526 Midyear budget to add additional funding to this project for \$34,000 which was denied due to the budget deficit and now requesting \$70,312 from Measure P for FY2627 to amplify the impact of this project; and

WHEREAS, it has been determined that this project aligns with the Measure P spending priority of improving public safety which would discourage bad behavior and crime due to vibrancy and positive activity around the local businesses; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend to the City Council that it allocate up to \$70,312 of Measure P budget In Fiscal Year 2026-2027 to fund the cost of implementing this pilot project in the EDSP for Shop-Local Campaign for the following reasons:

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE:

ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE \$508,000 OF MEASURE P FUNDING FOR IMPLEMENTATION OF ECONOMIC DEVELOPMENT STRATEGIC PLAN PILOT PROJECTS THAT ALIGN WITH MEASURE P PRIORITIES

1. Project Urgency & Justification

Shop Local Campaign – Is one of the pilot projects in Cycle 1 in the EDSP to find a qualified firm to plan and execute programming that supports local retail and restaurants to shop locally in Vallejo. The project will complement other efforts with similar goals such as Pop-Up Events. More shoppers also means more foot traffic which will increase sales tax revenue. Funding for this project aligns with MP's priority of improving public safety which would discourage bad behavior and crime due to vibrancy and positive activity around the local businesses. Requested amount from Measure P FY2627 funds is \$70,000 to post the RFP and begin implementation of this project.

2. Project Timeline

Start Date: June 2026 (Date dependent on RFP/Contract execution)

End Date: December 2026 – Option to extend as additional funding is approved

3. Financial Overview

Total Cost: \$70,000

End of Useful Life

4. Procurement Method

Existing Contract or New RFP: New RFP

5. Funding Sources

Alternate Funding Sources Identified: Measure B

Conditions or Restrictions of Alternate Funding:

6. Budgetary Alignment

Included in Current Annual Budget: None at this time

7. Implementation Details

Location (Where): All throughout Vallejo – local businesses and restaurants

Implemented By: Economic Development

Vetted by Local Expert: Brad Paul, Interim Economic Development Director

8. Community Impact

Who Benefits: Vallejo's residents and businesses

Estimated Number of People Impacted: 125,000

Demographic Impacted: 125,000
Related Council Requests:
Relevant Commissions Involved:



City of Vallejo Economic Development Strategic Plan

The City of Vallejo in partnership with
Economic Forensics and Analytics, Inc.
Chabin Concepts, Inc.

December 2024

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ACKNOWLEDGMENTS

Our team thanks all residents and businesses that participated in this project and, especially the following City of Vallejo officials and staff.

- City of Vallejo, City Council (titles are as of March 2024)
 - Mayor Robert McConnell
 - District 1 Rozzana Verder-Aliga
 - District 2 Diosdado "JR" Matulac
 - District 3 Vice Mayor Mina Loera-Diaz
 - District 4 Charles Palmares
 - District 5 Peter Bregenzer
 - District 6 Cristina Arriola
- City of Vallejo, Economic Development Commission, including commissioners
 - Thomas Barbeiro
 - Roberto Hernandez
 - Dwight Monroe, Jr. (Vice Chair as of July 2024)
 - Calvin Harrell
 - L. Alexander Matias
 - Nicole Loufas (Chair as of July 2024)
 - Mai-Ling Garcia
- City of Vallejo, City Manager's Office;
 - Andrew Murray, City Manager
 - Michael Malone, Immediate Past City Manager
 - Gillian Haen, Assistant City Manager
 - Sharon Lund, Community Engagement Manager
- City of Vallejo, Economic Development Department
 - Michael Nimon, Economic Development Department Director
 - Annette Taylor, Senior Community Development Analyst



This plan and our efforts would not have been possible without the American Rescue Plan Act (ARPA) funding available to the City of Vallejo from 2021 to 2024.

EXECUTIVE SUMMARY

Vallejo’s economy has unique economic development assets, many of which are similar to those of other Bay Area urban suburbs. Vallejo also has some challenges that are similar to those of other cities and some challenges that are unique to Vallejo. The consulting team developed this Economic Development Strategic Plan for directing economic development activities in Vallejo from 2025 to 2030. This plan was funded by the American Rescue Plan Act (ARPA) grant program. Part of this effort was to identify pandemic-driven impacts on Vallejo’s economy and suggest how the City of Vallejo can address those impacts. The plan should be renewed or reconsidered based on changes locally and globally, modified as economic development staff, city managers, city council members, and Vallejo every three (3) years starting in 2027. This plan has goals and action steps divided into two “cycles”, with a review after three years.

- Cycle 1 focuses on achieving foundational goals: creating more visibility, jobs, activity, and value in Vallejo
- In Cycle 2, after Cycle 1’s foundation steps, is aiming for future growth, and attracting and expanding business.

Economic change in Vallejo will take time. After the Mare Island Naval Shipyard closed in 1996, the city fundamentally changed and remains under that change’s shadow. Since then, three recessions and municipal finance concerns have all affected Vallejo’s ability to stand up and stand out positively from other Bay Area cities. Expectations must start with envisioning Vallejo as a relatively open canvas with many possibilities to benefit from what is unique about the city's economy and its location and assets, as well as a place making up gaps in regional competitiveness.



The City of Vallejo’s Economic Development Department must continue to partner with and produce solutions for current employers and landowners to expand jobs and activity on Mare Island, North Vallejo, and the downtown and waterfront areas as core commercial areas. Our recommended action steps and strategic goals focus on moving Vallejo closer to “top of wallet” in terms of how current and prospective employers and site selectors see Vallejo as a place to invest resources. If these goals are achieved, the economic gains in core commercial areas will spill over to other parts of Vallejo.

Shifting perceptions about doing business in Vallejo requires enhanced communications, regardless of social concerns and recent history, beginning with changes in Vallejo Economic Development Department and overall citywide communications. These changes include how communication assets citywide—with the help of regional partners, including chambers of commerce and current employers—are expanded and employed. The stories about optimistic but realistic aspects of Vallejo’s economy need to be told as critical steps in building more confidence. These stories help prospective businesses and investors to view Vallejo as a long-term opportunity.

Vallejo has grit, which bodes well for the challenges it will face in the short term. Vallejo has to embrace the process of staying gritty, resilient, and regionally unique in positive ways. This plan is meant to guide that journey.



STRATEGIC PLANNING: JULY 2022 TO NOVEMBER 2024

TASK 1	TASK 2	TASK 3	TASK 4
Produced the Vallejo Databook (EFA data analyses of Vallejo and other areas for comparison)	Facilitated community outreach and voice and expectations (Communications Plan for EFA Project)	Finalized plan: Final action steps, key performance indicators, and tracking progress	Completed and presented the final Economic Development Strategic Plan.

Economic Forensics and Analytics, Inc. (EFA) was the consultant on this plan. We collected data as available to describe Vallejo’s economy, demography, and potential future and to understand Vallejo’s economy more completely. We engaged with and interviewed over 200 employers, residents, elected officials, city staff, regional chamber of commerce members and staff, and other stakeholders in Vallejo’s economy. Our planning principles focus on providing action items with the highest probability of achieving our recommended goals for the city’s economic development staff. These data, as a whole, helped to inform recommended action items.

The action items for Cycle 1 prepare a foundation through business retention and expansion for subsequent business attraction efforts (Cycle 2) through June 2030. The action steps mix support activities and expanded communications, using funding from the American Rescue Plan Act (ARPA) and various other sources to invest in visible change through economic development and preparing for site selectors and new businesses to turn their gaze toward Vallejo as a place open for business. Our strategic planning tasks generated the goals above and associated action items below. A key outcome of these efforts is **placemaking**: Vallejo is becoming a place to live, work, and play unique in the positive experiences of residents, commuting workers, and visitors. This strategy is focused on increasing Vallejo’s economic activity and presence as a place to do business in the Bay Area. Utilizing its unique geography and assets, including a focus on placemaking activities and better use of city-owned properties downtown, motivated landowners and businesses on Mare Island, and residents looking for change, Vallejo needs to communicate these differences. That communication should be focused

WHAT IS ECONOMIC DEVELOPMENT?

A SET OF ACTIONS TAKEN BY AN ORGANIZATION TO INCREASE SALES REVENUE, JOBS, COMMERCIAL SPACE OCCUPANCY, SALES AND TRANSIENT OCCUPANCY TAX REVENUES, PROPERTY VALUES, AND GENERAL AWARENESS OF DOING BUSINESS IN THE COMMUNITY. ECONOMIC DEVELOPMENT EFFORTS ARE ONE PART OF BROADER COMMUNITY DEVELOPMENT EFFORTS AND GROWTH STRATEGIES

on real-world examples and have local businesses act as ambassadors for the message of why they located or grew here.

STRATEGY FORWARD IN TWO CYCLES

This plan’s action items are based on two planning cycles over six (6) fiscal years. Specific actions, grants, and partnerships will change based on opportunities and shifting economic and social environments in which Vallejo finds itself in 2030. Cycle 1 (2025 to 2027) establishes partnerships, pilot projects, and a communications pattern to present Vallejo to a worldwide audience as a place to do business. Cycle 1 also links workforce and economic development efforts, preparing Vallejo beyond current projects, such as those on Mare Island and North Vallejo. Cycle 2 (2028 to 2030) expands economic development activities to more aggressive business attraction efforts, especially in downtown Vallejo moving east. Below are key strategic goals and example action items for Cycle 1:

WHY TWO CYCLES? VALLEJO NEEDS TO BUILD A FOUNDATION TO TRULY MARKET THE CITY AS A PLACE TO DO BUSINESS. CYCLE 1’S GOALS FOCUS ON BUILDING THAT FOUNDATION WHILE PUBLIC SAFETY CONCERNS, ROADWAY MAINTENANCE, BROADBAND EXPANSION, AND REDUCED HOMELESSNESS CONTINUE TO BE ADDRESSED. CYCLE 2 BUILDS ON THOSE MOVEMENTS FORWARD, ASSUMING THERE IS PROGRESS THAT CHANGE THE CITY’S IMAGE TO ATTRACT NEW AND EXPANDING BUSINESSES.

Plan Goals and Key Actions: Cycle 1

- 1. Execute pilot projects using remaining American Rescue Plan Act (ARPA) funding**
- 2. Support major revitalization and planning efforts in Downtown, Waterfront, and other areas parallel to private-sector efforts (Mare Island and other important corridors in Vallejo)**
- 3. Work with the City of Vallejo Planning, Finance Department, and Central Permit Center on ways to streamline development, increase city revenues, and enhance placemaking**
- 4. Develop a Communications and Marketing Plan: Engage with the community, regional partners, and regional media on Vallejo-based business stories**
- 5. Create a vision for city-owned assets as part of broader placemaking and infill development efforts alongside citywide capital-facilities planning**
- 6. Seek and apply for as much nonprofit and government funding as possible to support economic and workforce development efforts across Vallejo as a strategic partner**

Detailed action items for each goal above are provided below, with links to specific tasks in the “Implementation Matrix” based on the detailed goals below in the “Strategic Details” section.

CURRENT SITUATION AND OUTLOOK: DATA AND FORECASTS

Our team’s look at Vallejo’s economy and its residents yielded benchmarks, key insights, and forecasts for Vallejo’s demographics, economic activity, housing, and broader social and political issues to 2027 and, in some cases, through 2030. Users of this strategic plan should see these data as context for the plan’s action items that help define key performance indicators (KPIs) for the City’s economic and demographic evolution to 2030. Boxed comments (“What These Data Tell Us”) provide a quick way of understanding how data connect to the recommended goals and actions. Key findings include (data are the latest available as of December 2023, with a detailed data and forecast section in the Plan Overview):

The City Economy

Vallejo’s residents and employers remain behind the rest of the Bay Area, where efforts that lead to more employers, more workforce development and economic activity can help Vallejo become a success story and attract more targeted industries over time.

Key Observations:

- From 2010 to 2023, Vallejo has had consistently slower job growth and higher unemployment than other cities in Solano County . Source: [California EDD Labor Force Data](#)
- In 2022, employment at businesses in Vallejo totaled approximately 43,310 workers; job growth for Vallejo was 0.5% higher in 2022 than in 2021 (Solano County jobs grew 4.4% in 2022). Sources: [California EDD Industry Employment](#), IMPLAN® (subscription), Author’s Calculations
- Between 2010 and 2022, on average, about 25% of those who work in Vallejo also live there; thus, approximately 75% of those who work in Vallejo live elsewhere.

FROM 2010 TO 2022, 83%
TO 86% OF VALLEJO
RESIDENTS WHO WORK
LEAVE VALLEJO FOR
THEIR JOB.

The City’s Residents and Housing

Vallejo’s households and housing stock are changing slowly and remain behind regional areas when compared. New sources of municipal revenue, more infill development and revitalization in main commercial corridors can change Vallejo’s regional competitiveness and the job opportunities for Vallejo’s residents and business owners.

Key Observations:

- Vallejo is more ethnically and racially diverse than any other community in Solano, Napa, Sonoma, or Marin counties (the North Bay)Source: [Census Bureau \(American Community Survey\)](#)
- Median household income (MHI) in Vallejo grew from \$62,325 in 2011 to \$78,243 in 2021 (Vallejos' MHI was approximately \$7,500 below the state average in 2021). Source: [Census Bureau \(American Community Survey\)](#)
- As of January 2023, Vallejo's population has fallen since 2018, whereas Solano County's population has fallen only since 2020. Vallejo is estimated to have 121,658 residents in 2023, compared with 125,791 in 2020 (a reduction of -3.3%), making up 27.4% of Solano County's residents. Sources: [California Department of Finance, Reports E-4 or E-5](#) and [Census Bureau \(American Community Survey\)](#)
- Vallejo has an estimated 45,715 available housing units as 2023 ended, a net increase of 192 units since 2020, approximately 27.4% of housing units in Solano County. Sources: [California Department of Finance, Report E-8](#) Compared with the North Bay, Vallejo consistently had a high poverty rate , with a rate of 11.0% in 2021 (1.3 percentage points below the state average). The poverty rate is based on the federal poverty level for the country as a whole. Source: [Census Bureau \(American Community Survey\)](#)

Forecasts (as of April 2024) to 2027 (Author's Calculations)

Forecasts to 2027 suggests a slower moving economy and challenges for Vallejo's residents and employers in terms of competition for jobs and customers. Infill development to shape Vallejo's downtown and waterfront areas and create more placemaking will prepare Vallejo's economy with more assets and a more competitive position toward 2030.

- The national and state economies are projected to grow between 1.9 and 2.3 percent, with some increases in unemployment and slower income growth until 2026.
- Based on data and forecasts in August 2024, a recession is not likely before 2025, as inflation that increased sharply in 2021 and 2022 subsequently fell in 2023 and 2024, and is forecasted to continue descending to 2027. Increases in interest rates slowed down in 2023. Interest rates are forecasted to fall through the end of 2024, based on inflation continuing to fall as well.
- Geopolitical and labor force concerns are unlikely to reduce general risk globally or the local labor cost to employers after 2024.
- Interest rates, regardless of forecasted reductions, are likely to remain relatively high to 2027 compared to 2010 to 2020 interest rates.
- The Bay Area economy overall is likely to grow more slowly until 2027 than it did in the pre-pandemic period (2011 to 2019) due to a combination of residents leaving the region, rising

costs of living and housing, slow job-market recovery for workers in service industries focused on tourism and inbound commuters, and reductions in business/conference travel to the core urban areas.

- Current projects, such as the green empowerment zone (GEZ), biotech corridor, and eventual implementation of the Solano County Fairgrounds development all utilize Vallejo’s regionally unique geography and assets to move toward more economic activity and social mobility for Vallejo’s residents. This includes the waterfront and making Vallejo’s connection to San Pablo and San Francisco bays more of an economic development asset (wind energy and maritime activity, especially with Cal Poly San Luis Obispo’s merger with Cal Maritime).

PEER AND ASPIRANT COMMUNITIES

Best practices in economic development and strategic planning include looking at other areas, organizations, and businesses/industries to which the local area either is a peer or aspires to become similar. Our team used a set of quantitative and qualitative criteria to create three choices for each category.

- [Clovis, CA](#) (Peer)
- [Allentown, PA](#) (Peer)
- [Simi Valley, CA](#) (Peer)
- [Concord, CA](#) (Aspirant)
- [Palm Bay, FL](#) (Aspirant)
- [Round Rock, TX](#) (Aspirant)

TOOLS TO FOLLOW PEER/ASPIRANT CITIES:

SUBSCRIBE TO LOCAL BUSINESS MEDIA;

ATTEND ONE VIRTUAL OR PHYSICAL EVENT IN THOSE AREAS;

SET-UP GOOGLE ALERTS FOR ECONOMIC DEVELOPMENT EVENTS/CHANGES IN THESE CITIES/REGIONS;

ONCE A YEAR PROVIDE AN UPDATE ON WHAT THESE CITIES ARE DOING THAT IS NEW AND WORKING

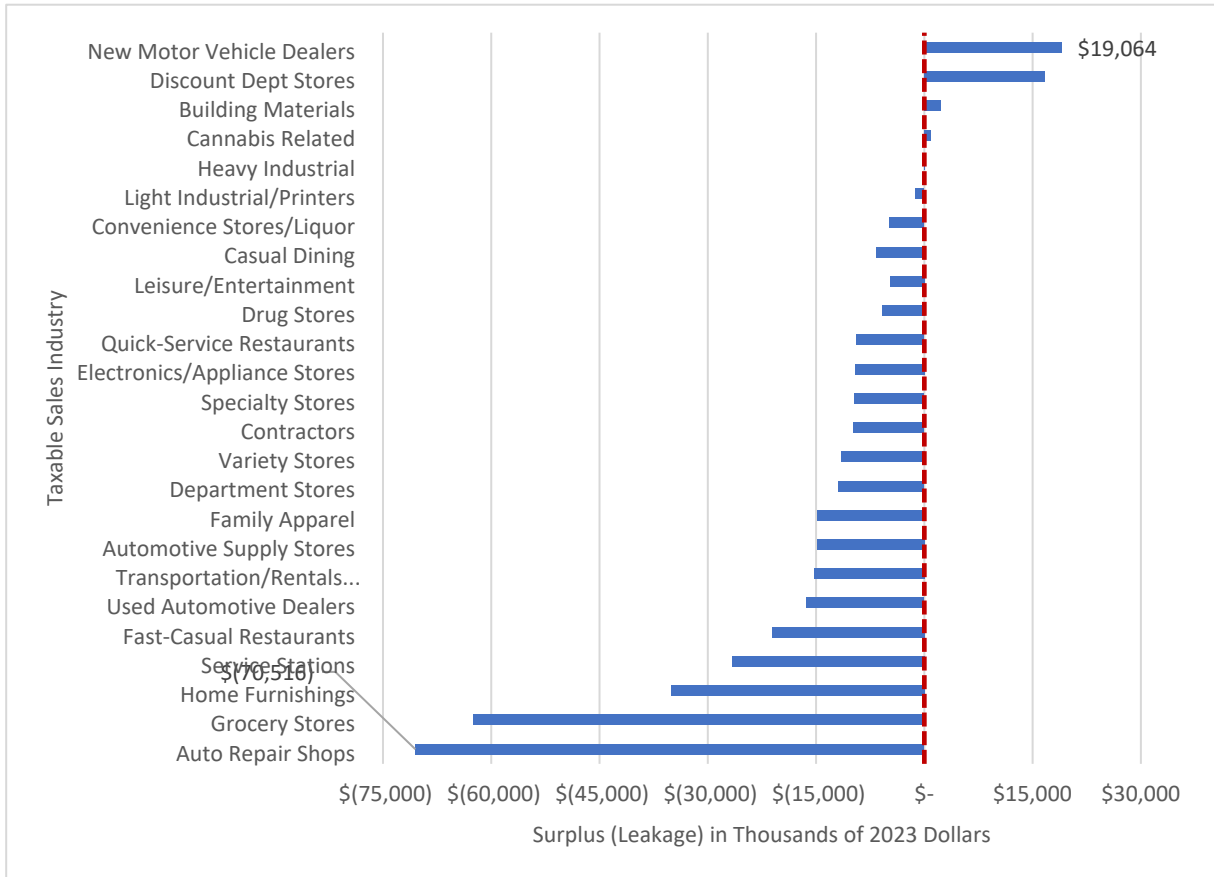
Half of these choices are in California (where state-level incentives and policies are similar), and the other half are outside California. The methodology used to determine these peers and aspirants included recent population estimates, recent economic performance (jobs and income growth), the local population’s ethnic and racial diversity, and proximity to a significant urban center. Those peer and aspirant cities include (clicking on city website picture links to that city’s economic development website) the following choices.

RETAIL LEAKAGE OVERVIEW

Vallejo’s fiscal position would improve to the extent the retail leakage could be minimized. Retail leakage happens when Vallejo’s residents spend more on goods and services than Vallejo’s employers can provide in terms of value for specific retail industries.





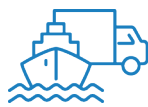

Our town-hall meetings with Vallejo residents, focus group meetings, and interviews with local business leaders suggest crime is a key reason Vallejo residents may shop outside the city, and local merchants face additional costs. Perceptions, as much as reality, of shoplifting and other crime problems (car break-ins within shopping areas) can reduce local demand and also drive retailers away.

Figure 1: Estimated Retail Leakage and Surplus, Q4 2023, Thousands of Current Dollars (\$000), Sources: HdL provided by the City of Vallejo, Bureau of Labor Statistics, and California Department of Tax and Fee Administration (CDTFA) and Census Bureau.



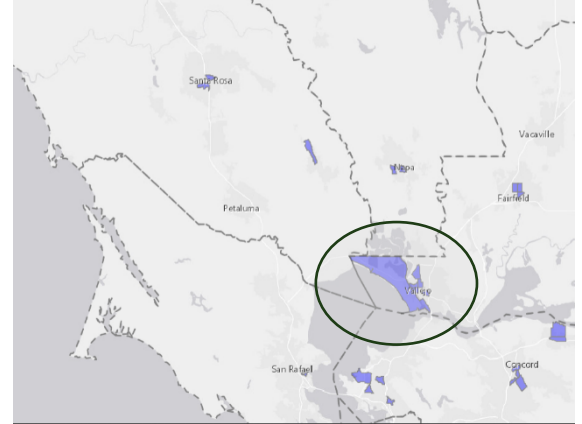
OPPORTUNITIES: TARGETED INDUSTRIES

Targeted Industries

Construction	Advanced Manufacturing	Software/ Film	Tourism	Transportation	Wholesale Trade
					

Best practices in economic development strategies include a focus on specific industries that make the local area unique in its job opportunities and economic identity, as well as suit the local area’s unique assets and resources by matching available and future regional workers, as more employers are attracted to and grow in the region. Our list for Vallejo was compiled based on quantitative and qualitative criteria with a site selector’s lens from over 100 possibilities. The requirements included Vallejo’s physical assets (location, waterfront), challenges (access to interior areas versus undeveloped spaces), current economic conditions by industry, and regional partnerships and resources.

Source: <https://maps.gis.ca.gov/hsr/map.html>, Opportunity Zones in blue, Vallejo in the circled area



Vallejo’s opportunity zones (see map) and other federal and state-level incentives may be attractive to businesses in these industries, which have not previously considered Vallejo a place to do business. These industry choices also reflect our discussions with Vallejo’s residents and workforce development partners, a renewed focus on supporting current educational institutions and regional chambers, and engagement in grant writing to augment available resources to support more employers. As these industries create jobs and raise incomes in Vallejo, more professional and medical services would be drawn to the local population, and workers would come to Vallejo daily as employees and commuters. Broader restaurant and retail options would also follow growth through “multiplier” effects. Retailers will come as Vallejo’s economy grows, assuming wages and median household incomes increases translate into more demand for services and consumer goods. New or expanding hotels will locate in Vallejo from regional demand. Unique events with Vallejo-grown talent can further increase visibility and demand for overnight stays. Regional partnerships on tourism strategies helps attract new hotels and retail over time, catering to a broader customer base and utilizing Vallejo’s links to the greater Bay Area (ferry terminal and proximity to larger population centers versus other parts of the North Bay). Water availability, especially for manufacturing businesses, will be a key asset for this strategy to work. Vallejo will compete with other regional destinations for water-reliant businesses, especially as climate change continues and water policies from the State evolve.

COMMUNICATIONS Strategy

Our team’s outreach efforts during this planning process informed both our team and Vallejo’s residents and businesses about economic development strategic planning in Vallejo. We took all we learned and generated a communications strategy for Vallejo’s Economic Development Department. Communications, transparency, and access to information are vital aspects of economic development efforts. Vallejo has multiple assets and media channels available for communicating about Vallejo as a place to do business, as well as stories to tell that exemplify working and owning a business in Vallejo. More communication is better than less, and unique stories are best.

Understanding what information different audiences need is critical to success in communications generally (a best practice in marketing). Providing as much timely information as possible about what is happening monthly, pilot projects using ARPA funds, assisting efforts on Mare Island, Blue Rock Springs, along the Waterfront, Downtown, and other significant development efforts, and new businesses coming to Vallejo should all work with regional chambers and Visit Vallejo. Together, they can create and communicate about an ecosystem of business support and opportunities as well as victories and challenges in which the Vallejo Economic Development Department (EDD) is leading Vallejo to solutions. Our communications plan started with data gathering by engaging with different audiences in interviews, surveys, and residential gatherings. This helped shape action items during this plan’s Cycle 1. Our team also provided an initial communications plan to reach out to the community during our planning process. That plan was completed in June 2024.

MEASURING SUCCESS: KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) help an organization track progress toward goals. In this economic development strategic plan, the KPIs recommended below help measure how economic development staff can directly or indirectly measure Vallejo’s economy. As part of our communications plan and outreach, interviews and group gatherings with Vallejo’s residents and businesses revealed a desire for more transparency about Department activities and progress. As part of our listening to those perspectives, these KPIs (which should evolve based on changes and discussion about monitoring progress) provide a quarterly lens for the public.

Think of the KPIs as a tracking device for progress and a way to communicate to all stakeholders as part of a broader communications plan for Vallejo Economic Development Department about progress toward larger goals and simply what activity has taken place and borne fruit as actions are taken per the Roadmap above. It is important to see these KPIs as measuring economic development activities and not the progress of Vallejo socially. A citywide dashboard should be developed to monitor educational, infrastructure investment, workforce and economic development progress as a whole, where these KPIs may inform that dashboard.

KPIs and Goals (subject to change based on annual review)

Key Performance Indicators (KPIs)	Specific Goals
<ul style="list-style-type: none"> • Unemployment rate • Taxable sales (aggregate) • Change in jobs for Vallejo’s employers • Median household income • Median home values • Assessed value of property • Retail vacancy • Office vacancy • Residential vacancy • City population • Total business counts and mix • Hotel occupancy rate (Occ Rate) and average daily rate (ADR) • Grant funding deployed • Private-sector investment in commercial spaces 	<ul style="list-style-type: none"> • Periodic business retention survey • Business outreach program to maintain relationships and share support resources with local businesses • Invest in data needs to track economic performance and provide data for the business community • Marketing (website, business journals, business outreach efforts, industry magazines, videos, billboards, etc.) • Right-sizing business attraction incentives if they exist or developing such incentives as possible • Initiate a shop-local campaign • Effort to reach new developers to share sales tax point of contact reporting forms to ensure the city captures sales tax from construction on-site • Maintain a list of city-owned properties (e.g., Location One is an online service that helps cities to inventory and market their properties to businesses, site selectors, and brokers.) • Continued collaboration with local and regional partners (chambers, CCRC, Solano EDC, Vallejo First, etc.)

ECONOMIC DEVELOPMENT GOALS: DETAILS, CYCLE 1

It is essential to recognize that it may take the rest of this decade for Vallejo to become more regionally competitive versus Vallejo’s neighboring cities and counties. The planning horizon in this study is from January 2025 to June 2030. This plan, its goals, and action items should be considered over a 20-year horizon. Vallejo’s economy needs fundamental changes parallel to social stability to rise regionally as a first choice to locate or grow a business. Existing assets and land are critical to leveraging and controlling new development and placemaking efforts for Vallejo toward 2030.

The following proposed action items are subject to available funding and will need additional staff time to both achieve and maintain. The initial prioritization of projects will be based on applicability to and compliance with ARPA-related grant funding, subject matter nexus, and grant deadlines. The remaining implementation will be subject to available resources, guided by the City of Vallejo leadership and its budget prioritization. We believe that these number goals (with

bulleted action steps) are pragmatic, measurable corrective responses to improve Vallejo’s economy; some examples are provided in *italics*, and targeted industry links are in **bold (as shown below, these include: (Construction, Advanced Manufacturing, Software/Film, Transportation, Tourism, Wholesale).**

Cycle 1

1. Execute pilot projects using remaining ARPA funding (approx. \$355,000); examples include:

- A. Support Shop-Local Campaign, partnered with Vallejo Chamber of Commerce (**All**)
- B. Execute “Pop-up” Events that include citywide events-flea markets, pop-up retail and food truck events, coordinated with other significant events when possible and also aim to increase ferry use at Vallejo Terminal (**Tourism**)
- C. Establish and seed revolving loan fund (RLF) or grants for Vallejo-based, small businesses (those that would not qualify for classic business loans or grants) in partnership with financial institutions and non-profit organizations throughout Vallejo and Solano County (link to Solano Economic Development Corporation efforts) (**All**)
- D. Support a citywide capital-facilities plan focused on placemaking and catalyzing change in downtown Vallejo and other significant corridors like Broadway, Tennessee and Sonoma Avenue by better management and utilization of city-owned properties augmented by grant opportunities. (**Tourism, Construction**)
- E. Obtain the [Location One](#) software program to begin an inventory of city properties; Location One is one example of a marketing tool for priority sites and buildings, and should not be considered an all-inclusive way to inventory property.

2. Support major revitalization and planning efforts in Downtown, Waterfront, and other areas parallel to private-sector efforts (Mare Island and other important corridors in Vallejo)

- A. Lead Infill development efforts, streamline development process, focus on city-owned properties and partnership with privately-held properties in downtown and waterfront Vallejo, utilize grant funding, creative placemaking activities and more vibrancy for Vallejo merchants (**Construction, Advanced Manufacturing, Software/Film, Transportation, and Wholesale**).
- B. Encourage more public-private partnerships to spur economic development-Blue Rock Springs is an example of a public-private partnership on placemaking and revitalization in Vallejo that illustrates what can happen in downtown Vallejo.
- C. Market downtown Vallejo as a cultural, entertainment, and innovation district, connected to and complementing economic activity on Mare Island, western Solano County, Napa County, and across the Bay Area

- D. Prioritize high tax rate areas (TRAs) as much as possible in terms of new activity (**Construction, Tourism, Advanced Manufacturing, Wholesale**) and consider potential Community Facilities District (CFD) or Enhanced Infrastructure Finance District (EIFD) boundaries if pursued after Cycle 1 (see Cycle 2 action steps) where rising assessment values for commercial properties provide increase property-tax funding to the City of Vallejo.

3. Work with the City of Vallejo Planning, Finance Department, and Central Permit Center on ways to streamline development, increase city revenues, and enhance placemaking:

- A. Encourage a mix of affordable, below-market rate housing units alongside the waterfront and downtown with ferry access living spaces at market rates
- B. Encourage entrepreneurship, innovation, and small businesses (RLF as an example of engagement)
- C. Pursue and utilize a citywide capital-facilities plan to coordinate city-owned properties and their utilization as economic development assets
- D. Begin planning for long-term resilience: sea walls for sea-level rise, vehicle miles travelled, greenhouse gases, renewable energy, and seismic safety in new spaces and parcels improved as part of infill development efforts to streamline development process
- E. Streamline the process for starting and growing businesses in Vallejo, including “fast-tracking” in terms of lower fees and time to decision, as well as reduced entitlements and processing timelines on commercial permits (**Construction, Advanced Manufacturing, Software/Film, Wholesale**)

4. Develop a Communications and Marketing Plan: Engage with the community, regional partners, and regional media on Vallejo-based business stories:

- A. Build a marketing plan for Vallejo as a place to do business, using chambers as a "working" group, completed before the end of Cycle 1 (June 2027). (**All**)
- B. Craft new narratives concerning doing business in Vallejo (may require hiring a firm to augment staff capacity) (**All**)
- C. Encourage and partner on placemaking, community, and unique historical/cultural identity as businesses grow and visitors come to all parts of Vallejo
 - I. Create Vallejo’s “identity”: what makes Vallejo unique and attractive to the world
 - II. Partner on public events: encourage more events to take place in public spaces, where the City of Vallejo owns the building or land

- III. Encourage Cal Poly, Touro University, and Solano Community College to locate programming in downtown Vallejo, utilizing City of Vallejo property
 - IV. Use arts and entertainment to highlight Vallejo’s past and current artists and define a specific point person at City of Vallejo for as film liaison
 - V. Partner on façade-improvement grants, art installations on public land, organized clean-up days, pre-approved building signs, benches that create a sense of branding as examples
 - VI. Give priority to construction projects that utilize public spaces as part of their planning or to be purchased from City of Vallejo as part of revitalization
- D. Provide quarterly updates to city officials on economic development progress and to public in those meetings, through social media, events, and press outlets.
- 5. Create a vision for city-owned assets as part of broader placemaking and infill development efforts alongside citywide capital-facilities planning**
- A. Utilize citywide capital-facilities plan once completed from pilot project to partner with private sector owners on infill strategies and revitalization of downtown and waterfront and other important corridors in Vallejo (**Construction, Advanced Manufacturing, Transportation, Wholesale**)
 - B. Consider the use of local broadband assets using Vallejo’s Internet Provider (VIP) for maintenance and marketing of available spaces, as the City of Vallejo plans and makes decisions on spaces. (**Software/Film, Advanced Manufacturing**)

6. Seek and apply for as much nonprofit and government funding as possible to support economic and workforce development efforts across Vallejo as a strategic partner

- A. Monitor sites such as www.grants.gov and www.grantwatch.com to identify federal, state, and nonprofit funding for economic development and support **(All)**
- B. Support nonprofit organizations that have similar goals of supporting new, small businesses in Vallejo or educational programs that provide workforce training primarily for Vallejo residents (e.g., Solano Workforce Development, Chambers of Commerce (Vallejo, Black Chamber, Hispanic Chamber, Filipino Chamber) **(All)**
- C. Additional staff support in Vallejo Economic Development is needed to support grant work

IMPORTANT: MARE ISLAND’S ECONOMIC DEVELOPMENT AND BLUE ROCK SPRINGS REPRESENT OPPORTUNITIES FOR VALLEJO. AS THESE PROJECTS MOVE FORWARD, EVENTS AND PARTNERSHIPS WITH DOWNTOWN AND WATERFRONT MERCHANTS AND RESTAURANTS ADD TO VALLEJO’S GAINS FROM VISITORS AND CUSTOMERS COMING TO VALLEJO. DEVELOPERS ON MARE ISLAND ARE MOTIVATED AND VALLEJO SHOULD PREPARE TO GUIDE AND ACCESS NEW ECONOMIC ACTIVITY TOWARD OTHER PARTS OF VALLEJO AS POSSIBLE IN CYCLE 1 TO GENERATE MORE JOBS AND TAX REVENUES FOR THE CITY ECONOMY.

Recommended Pilot Projects using Remaining ARPA Funding

Selected Pilot Projects

Primary (Focus in Year 1 of Cycle 1)	Secondary
<ul style="list-style-type: none"> • Pop-up ferry events; watch for major events and coordinate with pop-up and use of ferry • Citywide capital-facilities plan for the City of Vallejo to consider cost reductions and partnering on placemaking efforts through infill development/Location One service for inventory of City property • Seed a Revolving Loan Fund (RLF) for small business loans or small business grants • Shop-local Campaign • Communications Strategy 	<ul style="list-style-type: none"> • Arts exhibits downtown and along the waterfront to generate foot traffic for downtown Vallejo merchants • Additional security equipment for businesses • Consider community facilities district (CFD) or enhanced infrastructure financing district formation as part of greater revitalization and infill development to create better placemaking • Local artists (musical, visual) as partners on tourism events and initiatives (live music events with artists from or in Vallejo to draw visitors)

These projects create initial action items aimed at achieving goals in this plan. The City of Vallejo, regional chambers of commerce that serve Solano County and Vallejo, Visit Vallejo, and other regional employers and stakeholders must be partners to execute these projects well. The roadmap above shows the conceptual timing for them. In the true sense of a “pilot,” these activities prepare Vallejo for more actions in the future. These pilot projects should focus on

Vallejo-based businesses, especially those with owners who are Black, Indigenous, and people of color (BIPOC). Diversity is one of Vallejo’s key strengths. These pilot projects should lean into that diversity as a strength before the world.



Source for Photos: City of Vallejo



ECONOMIC DEVELOPMENT GOALS: DETAILS, CYCLE 2

Cycle 2 should build on Cycle 1 completion or major progress to complement broader business attraction and expansion efforts in Vallejo. Assuming Vallejo’s City Council and management agree to move from Cycle 1 to Cycle 2, and resources are available for implementation, the following action items are part of Cycle 2:

Cycle 2:

1. Prioritize business attraction and expansion in downtown and other Vallejo neighborhoods connected to other placemaking efforts underway
 - A. Continued use and funding of Revolving Loan Fund (RLF) or small business grants
 - B. infrastructure assessment downtown
 - C. identification of grants to enhance infrastructure and attract businesses with incentives
2. Focus on updating Vallejo’s main business corridors to address pedestrian amenities, landscape, lighting, safety, and curb appeal to support new and expanded business
 - A. Create a Downtown and Waterfront Pedestrian Beautification Plan
 - B. Attain grant funding to implement
 - C. Implement and identify long term maintenance funding
3. Communicate economic development progress made on Mare Island and in waterfront and downtown Vallejo regionally
 - A. Partner with developers to enhance communications on successes to a larger audience
4. Implement marketing to promote Vallejo as: (1) a place to do business regionally, and (2) a place for visitors to come for a day or overnight stays
 - A. Draft a Marketing Plan with the information gathered from this Economic Development Strategic Plan as the foundation
5. Expand workforce development partnerships with explicit downtown connections to higher education and regional workforce efforts as part of placemaking efforts.
 - A. Identify funding and partners to Implement a citywide Workforce Development Program

What the Economic Development Actions should do for Vallejo

- Employers that offer high-wage jobs for Vallejo residents versus the regional average;
- Increase the number of tax-generating businesses and increase commercial and real-estate values accordingly;

- Augment educational outcomes and workforce training for Vallejo’s residents such that they can better compete for high-wage jobs regionally;
- Better utilize city-owned properties and increase city revenues from those properties;

RESOURCE NEEDS: BUDGET FOR VALLEJO ECONOMIC DEVELOPMENT Department

Funds must be invested to support specific economic development activities. Vallejo’s grit comes from a history of overcoming challenges as a community. The City Council has set aside \$355,000 of ARPA funds to help launch the ED Strategic Plan strategies in year 1. The strategies listed above suggest funds beyond additional ARPA monies as investments in Vallejo’s economic development activities will be necessary. The recommended action steps also require additional staff resources, given the commitments of existing staff. These are only high-level estimates. New sources of funds may include:

- Work with city grant writer on economic development needs;
- Grant funding as pursued for funding action items after ARPA funding is spent;
- Receipt of new funding from property sales or reutilization, property transfer tax increase, Measure P, or transient occupancy tax (TOT) modifications; and
- Sources derived from corporate and non-profit/foundation sponsorships, paying for advertising, or being named as a contributor to Vallejo’s economic development activities.

Table EX-1: Proposed Budget Additions for Economic Development, Years 2024-25 to 2029-30

Budget Item	Fiscal Year End					
	Cycle 1 2025	Cycle 1 2026	Cycle 1 2027	Cycle 2 2028	Cycle 2 2029	Cycle 2 2030
Potential Revenue Sources						
Additional city funding/staff	\$75,000	\$75,000	\$100,000	\$121,000	\$133,600	\$158,000
Economic development grants		\$30,000	\$35,000	\$38,500	\$42,350	\$50,000
Revolving Loan Fund (RLF) Contributions		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Event sponsorships (local & regional)	\$50,400	\$15,000	\$90,000	\$90,000	\$100,000	\$100,000
ARPA pilot projects	\$205,000	\$150,000	\$-	\$-	\$-	\$-
TOTAL	\$330,400	\$370,000	\$325,000	\$349,500	\$375,950	\$408,000
Expenditures-Uses						
ARPA Pilot Projects						
Citywide Cap Facilities Plan	\$95,000		\$50,000	\$50,000	\$50,000	\$50,000
Pop-Up Events Costs	\$32,000	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000
Shop-Local Support	\$28,000	\$20,000	\$-	\$-	\$-	\$-
Marketing Plan	\$50,000	\$50,000				
Revolving Loan Fund (RLF)		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Additional city funding/staff	\$75,000	\$75,000	\$100,000	\$121,000	\$133,600	\$158,000
Other Action Items	\$50,400	\$100,000	\$45,000	\$43,500	\$52,350	\$55,000
Total Uses	\$(330,400)	\$(370,000)	\$(325,000)	\$(349,500)	\$(375,950)	\$(408,000)
Net Sources (or Uses)	\$-	\$-	\$-	\$-	\$-	\$-

Source: City of Vallejo and Economic Forensics and Analytics, Inc. (EFA) projections for Cycles 1 and 2.

Note these are planning-level estimates and may change, as well as city staff time beyond stated costs.

The additional costs based on the Roadmap’s action items and pilot projects using remaining ARPA funds to 2030 are also shown in the Proposed Budget Additions. (These estimates are high level and are meant to assist in multi-year budgeting, not to be specific line items as the costs are expected to increase yearly). We assume years 4 to 6 (Cycle 2) will have similar events with rising costs and thus increasing sources of funds to match. Partnerships, grants, and additional sources of revenue are all needed to finance these actions and ultimately achieve Vallejo’s goals.

Increase economic activity and marketing about doing business in or visiting Vallejo due to a unique and positive business or tourism experience. Social change (as defined through housing, image, and public safety) and Vallejo’s broader transformation as a place to do business will take time. Vallejo’s Economic Development Department starts with the assumption that building a foundation based on Vallejo’s key assets is critical for generating more jobs and activity in Vallejo’s economy (e.g., Mare Island, Blue Rock Springs) and establishing more activity in different parts of Vallejo as a change agent (Eastern Vallejo, South Vallejo) where opportunities exist and emerge. When considering the Bay Area as a location, the intention is to envision Vallejo as a top choice for businesses in specific industries. These goals are meant to be everyday foci of economic development activities in Vallejo into the 2030s.

Given the current daily commitments of existing staff, implementing all recommended measures will require additional staff resources to ensure success. The two cycles are meant to recognize a need to build a foundation and then expand from that solid footing. The Cycle 1 goals are what should be achieved to build the foundation and prepare to market Vallejo more completely as a place to do business. The implementation matrix below provides action steps recommended by the consulting team to achieve the goals as described here during Cycle 1. As suggested, the City of Vallejo should host events as Cycle 1 goals are achieved to consider where the city is in terms of supporting Cycle 2 goals.

All strategic economic development department goals should be re-assessed every three years (first review by June 2027) and a full update by June 2030 based on changes in regional economic and market conditions.

STRATEGY DETAILS

When the naval base on Mare Island closed, Vallejo changed. Three recessions and a municipal bankruptcy further affected Vallejo’s ability to stand out from comparable cities in the Bay Area.

The City of Vallejo (Vallejo) has unique economic assets compared to its suburban Bay Area neighbors and challenges that look more like those of its urban neighbors. This economic development strategic plan is meant to direct activities in Vallejo in two cycles until 2030.



Source: City of Vallejo

In 2012, an economic development strategic plan pointed to Vallejo's key assets, including its local educational institutions, Mare Island, customer flows to and through Vallejo, and its healthcare sector. Unfortunately, the industries discussed in that plan were not in Vallejo in earnest; however, change has occurred, especially on Mare Island.

This Strategic Plan document is not an update to the 2012 Economic Development Strategic Plan. This plan is a new, stand-alone document based on an analysis of current conditions in 2022 to 2024, identifying community preferences and industry best management practices and showing accountability for implementation in a manageable timeframe. The context for this strategic plan is between 2011 and 2024 as the recent, applicable past, and from 2024 to 2030 to execute this plan. Vallejo has opportunities in its major commercial areas and can use gains in these areas to benefit other parts of the economy (eastern and southern Vallejo):

- Mare Island
- Downtown/Waterfront
- Blue Rock Springs and eastern Vallejo
- North Vallejo (Six Flags, Admiral Callaghan corridor, Solano 360).

This plan is built on specific tasks to generate data and views from Vallejo’s stakeholders to form action steps and goals. These actions and goals can help Vallejo integrate economic activities across the city, using current commercial spaces, federal opportunity zones, potential grants, and other financing vehicles (such as an EIFD, similar to the City of Napa) and enhancing communications about Vallejo to shine a light on its potential. We include in this plan a communications strategy that supports economic development efforts. The overall plan’s details are organized by the tasks and subtasks in the scope of work, with conclusions and links to action steps toward achieving goals.

- Tasks 1.1 to 1.3: Vallejo’s Economy and Demography

- Tasks 2.1 to 2.3, Facilitating Communications Community Outreach and Voice and Expectations (communications plan)
- Task 3, Finalize data and conclusions
- Task 4, Final plan presentation and submission
- Plan complete and delivered (and acceptance)
- Pilot projects based on plan recommendations initiated

Before we detail the findings, suggested goals, and action items for Vallejo’s economic development department, let’s first understand how a city's economy works.

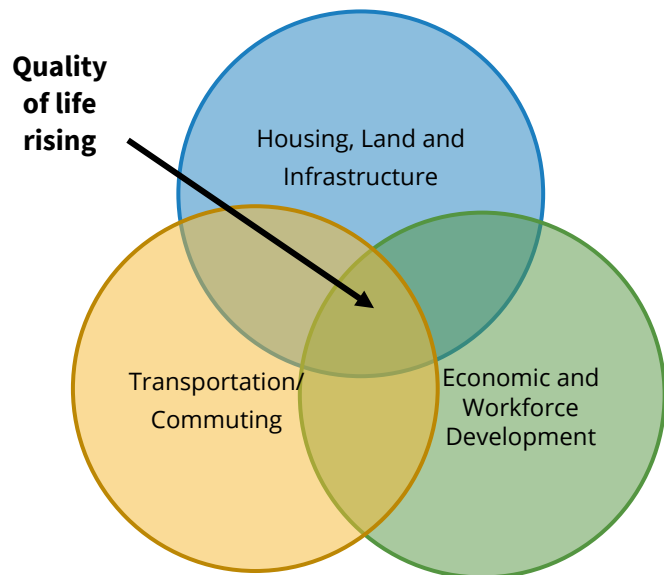
HOW TO THINK ABOUT A CITY ECONOMY

This strategy is meant to create more jobs, more business activity, more utilization of local buildings and other commercial spaces, preparing to support more locally-owned and headquartered employers. To achieve that, housing, land, water, broadband, education, and roadways are part of foundational support all aimed and increasing Vallejo residents’ quality of life. When all those parts work in unison, that greater goal can be achieved.

If a business comes to Vallejo, that business is making a site-location decision. This plan refers to site selection as a lens through which economic development efforts anticipate the future. Local residents, workers, and tourists are possible sources of demand for goods sold or services provided. Housing, commercial space or land, and other infrastructure must serve businesses and their employees so that those employers remain in Vallejo.

Transportation offers support for inbound commuters and visitors and the ability to ship goods or provide services regionally and beyond. The mix of local industries can determine the cost of finding inputs (e.g., tile, wood, or nails for a construction business), thus connecting the links in the supply chain. Vallejo’s economy is closely linked to those in the core Bay Area, Solano County, and California.

A city is much like a small country surrounded by other small “countries” (cities and counties) that all trade with one another and share resources. These trades with other cities and counties create traffic flows in and out of the area as well as housing demand to be close to jobs, schools, and



transportation links and produce spending patterns based on the local mix of merchants. For example, San Francisco as a city (and county) historically draws in more people for work than residents who live in the city and may work elsewhere. Public transportation systems, parking, gas stations, retail, and many other employers recognize those patterns and locate them in places that employees, residents, and tourists can access because of housing availability, transportation access, or both. How the local economy balances these forces leads to critical questions for supporting local businesses:

- Does the city have unique land, infrastructure, and locations? (For Vallejo, yes)
- Does the city have access to transportation and commuting links? (For Vallejo, yes)
- Does the city have economic and workforce development tied to local employers? (For Vallejo, somewhat, but this plan is meant to address the critical need for such a connection).

These linkages connect people to jobs, local governments to sources and uses of funds, and local residents to a better life. In 2023, Vallejo’s recent history, in many ways, is a story of a city economy. The end of the Great Recession (2011) is the most relevant starting point. That economic downturn created concerns about Vallejo’s economy, exacerbated by municipal bankruptcy in 2008; however, the regional and global recovery took time. Another turning point was the COVID-19 pandemic. The pandemic exacerbated some of the problems created by the Great Recession and created some opportunities. Vallejo remains under the shadow of both issues in 2023 as this strategic plan begins and looks to the future in 2030 and beyond.



Source: City of Vallejo

THE ROADMAP: Strategy Implementation

The recommended roadmap provides an implementation timeline for the City of Vallejo's economic development journey. The roadmap links Cycle 1's goals 1 through 6 and associated action items above and identifies the best lead organizations and community partners to complete the action items. This roadmap is set up as a script for the first year of Cycle 1 and then becomes more general for years 2 and 3. Because it is unknown whether Vallejo will transition to Cycle 2 after the fiscal year 2026-27, Cycle 2's action items need to come from Vallejo's Economic Development Department, city management, and City Council as conditions change.

Our Cycle 1 and Cycle 2 action items assume Vallejo has more stable public safety conditions, public education outcomes and better perceptions inside and outside Vallejo from 2025 to 2030. Because economic development drives and depends on community development and change, public safety, housing choice and affordability, healthcare service proximity and availability, good schools, and a welcoming environment are part of what new and expanding businesses consider when selecting locations. A lack of stability can turn away new businesses and drive current businesses away. Managing perceptions and reality is a large part of the communications strategy also. Simply put, economic development must convince new and expanding businesses to say: "I want to be a part of that" versus "No way am I locating there".

The roadmap has associated estimated costs based on our team's assessment. Sometimes, the cost is staff time and choice versus adding other economic development tasks; remaining ARPA funding should be allocated to those action items with one asterisk (*). Additional costs for economic development initiatives need additional dedicated funding from local (city, county, state, or federal based on locally-elected officials) sources or grant funding based on Vallejo's Economic Development Department's seeking such funding. Table 1 provides a sample budget for the next six fiscal years. It is essential to recognize that some of these efforts (meetings with stakeholders, meeting coordination with City of Vallejo staff and regional partners, for example) require additional resources and staffing for Vallejo's Economic Development Department. All strategic economic development department goals should be re-assessed every three years (first review in 2027) and a full update in 2030 based on changes in regional economic and market conditions.

From roadmap to implementation: Actions, Links to Goals, and Strategic Planning Tasks, Cycle 1

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
First 90 Days - Q1 2025						
1A	Create shop-local process and support, exploring technology solutions, perhaps as a donation for marketing	1	1.2, 3.2	Vallejo Chambers of Commerce	Pilot Project	\$28,000 ARPA
1B	Quarterly Pop-Up Events (for example: Ferry in Sept based on a Giants Game, pop up retail events such as flea markets, workforce development events, etc.)	2	1.2, 3.2	Regional Chambers of Commerce	Pilot Project Staff Time	\$10,000 ARPA
2A	Streamline Permit Process-Begin working with city planning and city finance on current systems to assist commercial tenants and owners in gaining access to permits	3	1.2, 3.2	City Planning Department, City Finance	Preparation for downtown-specific plan and citywide facilities plan support	Staff Time
4C, 6B	Meet with all four regional chambers and Visit Vallejo about video stories, define roles, and prepare for marketing strategy and communications rhythm (lunch)	4	2.1, 3.2	Chambers Visit Vallejo	Establish roles and begin planning, host luncheon	\$200
1D	Construct and put out for bid citywide capital facilities plan Request for Proposals (RFP) for Beautification and Strategic development recommendations for city-owned sites	5	1.2, 3.2	City Finance	Pilot Project, Search for consultant	Staff Time
6A	Begin grant search and applications for state and federal grants, as well as non-profits (by Feb 1, 2025), meet with Congressional, Assembly, and Senate staff	6	1.3, 3.3	Vallejo EDC, City Manager' Office grant writer	Vallejo Economic Development Department staff time may be needed to support grant applications and compliance	Staff Time

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
1C	Hold initial meeting with Lenders for Revolving Loan Fund (RLF), fund in 2026	7	1.2, 3.2	City Finance	Pilot Project (DEI focus), seed funding	\$100,000 TBD
2B, 4C III	Meet with Leadership at Touro, Cal Poly/CSU Maritime, Solano CC about expanding academic operations downtown/waterfront, and workforce development programs (lunch)	8	1.3, 3.3	Vallejo-Based Universities and Colleges	Semi-annual check-in, build stories connected to current programs and rhythm of contact, develop plan/tasks/goals to move forward together	\$200
2B, 4A	Begin “Large Employer Group”, meeting quarterly, including Vallejo Unified School District (breakfast or lunch)	9	1.2, 3.2	Regional Chambers of Commerce	Effort to solve issues for larger employers, retention activity, workforce development, reducing employment barriers	\$200
2A, 2B, 3A, 3E	Meet with Local Commercial Real Estate Professionals and property owners on a quarterly schedule (breakfast or lunch)	10	1.2, 3.2	Vallejo Economic Development Commission (Vallejo EDC)	Regular luncheon to keep city partners informed of events & opportunities in the City of Vallejo. Learn their perceptions and opinions of Vallejo as a place to do business	\$200
1D, 3C, 5A, 5B	Begin citywide capital-facilities master plan for existing city-owned assets, purchase Location One software/subscription	11	1.2,2.1	City Public Works, City Finance	Pilot Project, results connect to downtown specific plan, focus on commercial TRAs, hire consultant	\$95,000 ARPA

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
1B, 2C	Engage Pop-Up Event (pop-up retail and food truck events) at Ferry based on Giants Game (by October 1, end of baseball season), begin planning 2nd event for holiday period	12	1.2, 2.1	Regional Chambers	First Pilot Project: set up way to get	\$10,000 ARPA
4A, 4B	Begin Social Media Campaign/Partnership with Regional Chambers on Business Stories from previous meetings	13	2.2	City Communications	Consider outside consultant/marketing firm, partnership with City PIOs	\$25,000 ARPA
2A, 2B, 4C	Communicate progress on Mare Island, Blue Rock Springs, Waterfront, and Downtown, and begin rhythm of reporting out	14	1.2, 2.2	City Communications Mare Island Company	In Vallejo Weekly, Profile, prepare for regular updates, Council Meetings, online, etc.	Staff Time
4A, 4B	Work with Visit Vallejo on tourism strategies and second Pop-Up event	15	1.2, 2.2	Visit Vallejo	Focus on tourism partnerships	\$10,000 ARPA
Q2- 2025 (180 days)						
2A, 2B, 3A, 3E	Continue meetings with Chambers, Commercial Real Estate/Owners Group Quarterly meetings	16	1.2,2.1	Regional Chambers	Projects, problems, solutions, brain storming, host luncheon	\$200
2C, 4A	Hire firm to draft marketing plan with draft "pitch package" to attract film studios and local filmmakers to film in Vallejo	17	1.2,2.1,2.2	Visit Vallejo, Regional Chambers, Mare Island Company	Preparation of marketing plan, including research on what filmmakers specifically want: incentives, access, unique areas, and people.	\$50,000 ARPA + Staff Time

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
6A, 6B	Apply for grants as available (minimum three grant opportunities), and search for foundations and other non-profit partners	18	1.2,1.3	Regional Non-Profits and Higher Education	Apply for applicable grants	Staff Time
4A, 4B, 4C, 6B	Work with all regional chambers on shop local campaign for holidays: focus on vacant real estate as a place for local merchant showcase, hold 2 nd event	19	1.2,2.1	Regional Chambers, Visit Vallejo	Pilot Project: utilize space between Thanksgiving and X-mas Eve (2 nd event includes buy-local program and sponsors).	\$12,000 ARPA
4D, 6C	Update KPIs, Report to City Council/Vallejo EDC/City Management, Working Lunch	20	2.1,2.2	Vallejo EDC	Internal tracking quarterly, establishing quarterly rhythm on updates	\$200
Q3 and Q4- 2025						
1B, 2C, 4B	Complete third "pop-up" event	21	1.2, 1.3, 2.1, 2.2	Regional Chambers	Pilot Project	\$10,000 ARPA
4C III, 6B	Finalize one downtown connection to Vallejo-based university, media there as an event (related to and final stages of action items above in Year 1 of Cycle 1)	22	1.2, 1.3, 2.1, 2.2, 3.2	Vallejo Unified, Touro University, Solano Community College, Cal Maritime	Communicate about what is happening and tell stories, and hold kick-off event	\$2,000

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
2C, 3B, 3E	Make appointments with film studios and local filmmakers about Vallejo as a location and potential tours of sites as part of pitch deck due diligence.	23	1.2,2.1,2.2	City Manager City Communications	Vallejo's downtown/Mare Island as filming locations. Use opportunity zones as office space to provide benefits (work with producers on this). Travel (e.g., Los Angeles) if needed.	\$4,000 for travel or hosting events
4D	Continue updates of KPIs, Report to Council/Vallejo EDC/Management, look back one year and assess use of ARPA funds and pilot projects, complete infill development plan	24	1.2,2.1,2.2	Vallejo EDC, City Council	Hard look at progress one year on, what was accomplish, what has been prepared to do in year 2, movement of KPIs, progress by city.	Staff Time, \$1,000 for events to engage public
4D	Continued community engagement and messaging on Vallejo economic development progress by holding community event in Mar 2025 to update progress (e.g. town hall meeting with maximum three elected officials each)	25	1.2, 1.3, 2.1, 2.2, 3.2	City Council, Vallejo EDC	Two Councilmembers per meeting as hosts is the goal, shows unity of purpose	\$1,000
By end of Fiscal Year 2025-26, June 30, 2026						
1C	Announce RLF availability in partnerships with Local Lenders and prepare to for borrower stories	26	1.2, 1.3, 2.1, 2.2	Local Financial Partners, Solano EDC	Have lenders committed with CRA or Foundation funds, story placements	\$100,000 ARPA + \$100,000 Local Lenders

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
2A, 3B, 4B, 4C	Communicate about new businesses in Vallejo and their stories as compiled in Year 1	27	1.2, 1.3, 2.1, 2.2, 3.2	Regional Chambers	Collect stories during business visits and through Chambers, Workforce Development and other partners. Promote stories via Vallejo Weekly, MyVallejo, social and print media.	\$5,000
1A, 1B	Repeat Pop-Up (see Cycle 1 Tasks 2, 12, 21) Events based on Assessment of ARPA-Funded Events in Year 1: continue to include flea markets, pop-up retail and food truck at these events, and coordinate with other significant events when possible and to also increase ferry use at Vallejo Terminal	28	1.2, 1.3, 2.1, 2.2	Regional Chambers	Should be quarterly events if possible, and then stay in quarterly rhythm based on staff and budget. Coordinate with overall city events planning and grants	\$30,000
1E, 4A	Finalize marketing strategy for city as a place to do business	29	1.2,2.1,2.2	Regional Chambers, Solano EDC	Progress throughout Vallejo should be used as a foundation of what city has to offer	\$50,000 ARPA + Staff Time
2A, 3B, 4B	Show a film shot in Vallejo at Empress, or have a trailer shown in town or on city website combined with Vallejo Businesses Celebration (Vallejo Chamber as partner) and California Film Commission	30	1.2,2.1,2.2	Regional Chambers. Solano Film Commission, California Film Commission	Creates a buzz that things are happening in Vallejo, including using opportunity zones	\$2,000 Staff Time

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
2B, 4C III, 6B	Continue planning for downtown connections to workforce development as possible (lunch)	31	1.2, 1.3, 2.1, 2.2	Local K-14 education	Continued partnership stories about local workers	\$200 + Staff Time
4D, 6C	Analyze taxable sales and leakage specific to vital retail areas, consider pursuit of grocer based on progress otherwise	32	1.2, 1.3, 2.1, 2.2, 3.2	City Finance	Grocer(s) should provide feedback by either locating in Vallejo or why they did not. Create a report	Staff Time
4D	Continue updates of KPIs, Report to Council/Vallejo EDC/Management, and provide look back one year	33	1.2,2.1,2.2	City Mgmt., Vallejo EDC, City Council	Continue communications, Prep to move to Cycle 2	Staff Time, \$1,000 to engage public
1D, 2A, 2B, 2C, 3B, 3D	Report progress on new downtown businesses and also progress on other parts of Vallejo (e.g., Mare Island activity) in various media	34	1.2, 1.3, 2.1, 2.2, 3.2	Vallejo EDC	Continue rhythm and communications	\$1,000
4D	Hold Residential Events in Mar 2026, update progress	35	1.2, 1.3, 2.1, 2.2, 3.2	City Council, Vallejo EDC	Two Councilmembers per meeting as hosts	\$1,000
By End of Fiscal Year 2026-27, June 30, 2027						
1C	Continue to add funds to RLF in Year 3 based on loan performance	36	1.2, 1.3, 2.1, 2.2	Regional Lenders, Solano EDC	Continue momentum from years 1 and 2	\$170,000 (TBD)
4D	Communicate about new businesses in Vallejo	37	1.2, 1.3, 2.1, 2.2	Regional Chambers	Continue rhythm and communications	\$7,500
4A, 4B, 5A	Continue and tell stories from downtown connections to Workforce Development	38	1.2, 1.3, 2.1, 2.2	Regional Chambers	Continue rhythm and communications	\$3,000

Related Action Item (Goal and Action Item)	Recommended Tasks by Calendar Year Quarter or Stated Date	Task #	Strategic Plan Task #	Recommended Partner(s)	Notes	Estimated
2B, 3C, 4D	Report on current projects and links to placemaking activities	39	1.2, 1.3, 2.1, 2.2	Regional Chambers, Visit Vallejo	Continue rhythm and communications	\$2,000
4D	Continue updates of KPIs, Report to Council/Vallejo EDC/Management, and provide look back to Cycle 1	40	1.2,2.1,2.2	Vallejo EDC City Council	Is it time to move to Cycle 2? Begin discussions and analysis	Staff Time
2D, 3C, 5B	Begin efforts to attract employers to defined properties that fit targeted industry entry	41	1.2, 1.3, 2.1, 2.2	Solano Workforce Development Board	Start looking for regional ad placements for Vallejo as a place to do business	\$20,000 ARPA
4D	Vallejo EDC to continue efforts to engage community and promote Vallejo economic development progress by holding a local event with City Council members in Mar 2027 to update strategic plan progress	42	1.2, 1.3, 2.1, 2.2	Vallejo EDC, City Council	2 Councilmembers per meeting as hosts	\$1,000
6A, 6C	Apply for grants as available (minimum three grant opportunities), and search for foundations and other non-profits	43	1.2,1.3	Regional Non-Profits and Higher Education	Apply for applicable grants after search	Staff Time
4D	Finalize Cycle 2 action steps assuming decision made to move to Cycle 2.	44	1.2,2.1,2.2	City Mgmt., Vallejo EDC, City Council	This is where the transition takes place, if ready	Staff Time
End of Cycle 1, June 30, 2028						

Notes: The lead/partner(s) are parties recommended to lead or assist in providing services for economic development action items. These are not explicit assignments and likely come from negotiations and partnerships among all parties. Also, “Vallejo EDC” refers to Vallejo’s Economic Development Department, and the abbreviated form was used to reduce the space on the table. TRAs = tax rate areas

VALLEJO'S ECONOMY

What These Data Tell Us: Vallejo's residents and employers remain behind the rest of the Bay Area, where efforts that lead to more employers, more workforce development and economic activity can help Vallejo become a success story and attract more targeted industries over time.

The following main categories of data frame the city's economy in ways that city economic development can be tracked from here:

- Industrial mix of Vallejo employers
- Residential employment and labor force available in the city
- Median household income levels after an adjustment for inflation
- Housing stock, prices (both for sale and rental), and recent forecasts
- Taxable sales by significant category and per resident
- Building permits issued in residential units and sq. ft. of commercial space
- Tourism data: occupancy rates and revenues for local hotels per room
- Demography overview: diversity in Vallejo and population change

Table 2: Industry Hiring by Vallejo Employers in 2011, 2022, and 2027 (projected)

	2011	2022	2027*
Health care and social assistance	8,939	11,126	13,605
Public administration	6,542	8,409	6,845
Retail trade	4,311	2,928	5,007
Educational services	3,833	1,209	4,024
Accommodation and food services	2,376	3,784	3,238
Construction	2,015	4,265	2,382
Other services (excluding public administration)	1,902	3,383	2,359
Transportation and warehousing	1,598	1,088	1,817
Arts, entertainment, and recreation	1,549	1,737	2,234
Professional, scientific, and technical services	1,337	1,441	1,786
Manufacturing	1,175	288	1,476
Administration, waste management	915	1,485	1,160
Finance and insurance	824	1,383	899
Wholesale trade	640	693	723
Real estate and rental and leasing	375	1,432	535
Information	311	245	463
Utilities	273	189	330
Management of companies and enterprises	117	34	99
Agriculture, forestry, fishing, and hunting	63	292	62
Mining, quarrying, natural resource extraction	-	10	20
Totals	39,095	45,418	49,066

Sources: California Employment Development Department (EDD), Census Bureau, IMPLAN®, and LightCast, courtesy of Workforce Alliance of the North Bay (for forecast data. Data estimated by EFA from a mix of these sources.

Residential employment and unemployment in the City

Residential employment data tell how many of Vallejo’s residents have a job. These data contrast the number of people working for Vallejo’s employers, private-sector, public-sector, and non-profits. The COVID-19 pandemic initially shifted commuting patterns, but as the original effects of the pandemic faded, the pre-pandemic commuting patterns re-emerged, especially among those whose jobs are less amenable to being performed remotely (acute health care, restaurants, construction, manufacturing, etc.). The unemployment rate is the percentage of the residents in a defined area who are not working but are actively looking for work; however, neither labor force data nor unemployment rates include self-employed people. Vallejo has had one of the highest unemployment rates in the Bay Area for some time. Figures 2a and 2b show the recent history.

Figure 2a: Vallejo Residents: Labor Force and Employed Residents, January 2011 to March 2023, Seasonally Adjusted, Monthly. Sources: California EDD and Bureau of Labor Statistics.

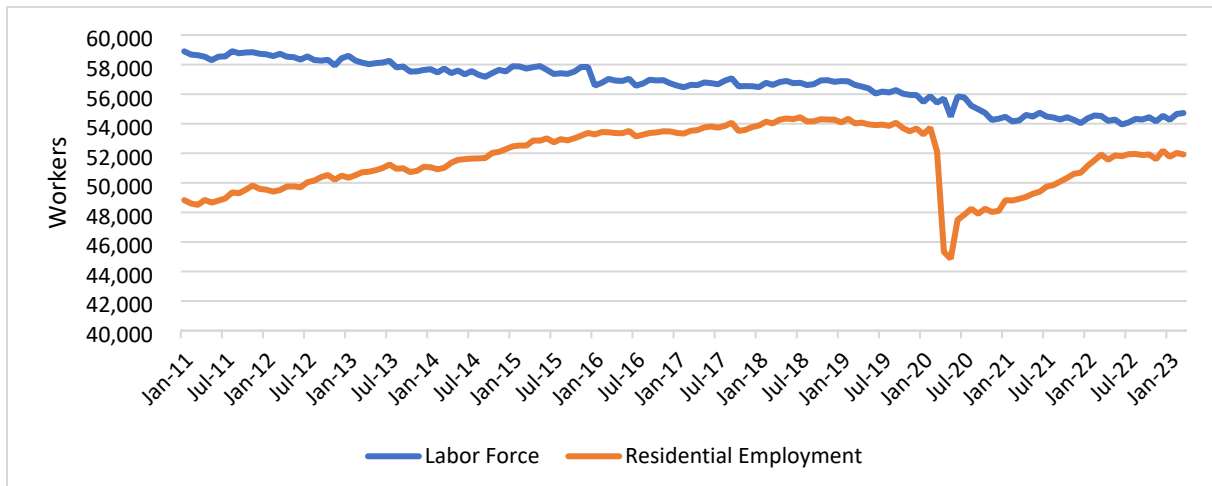
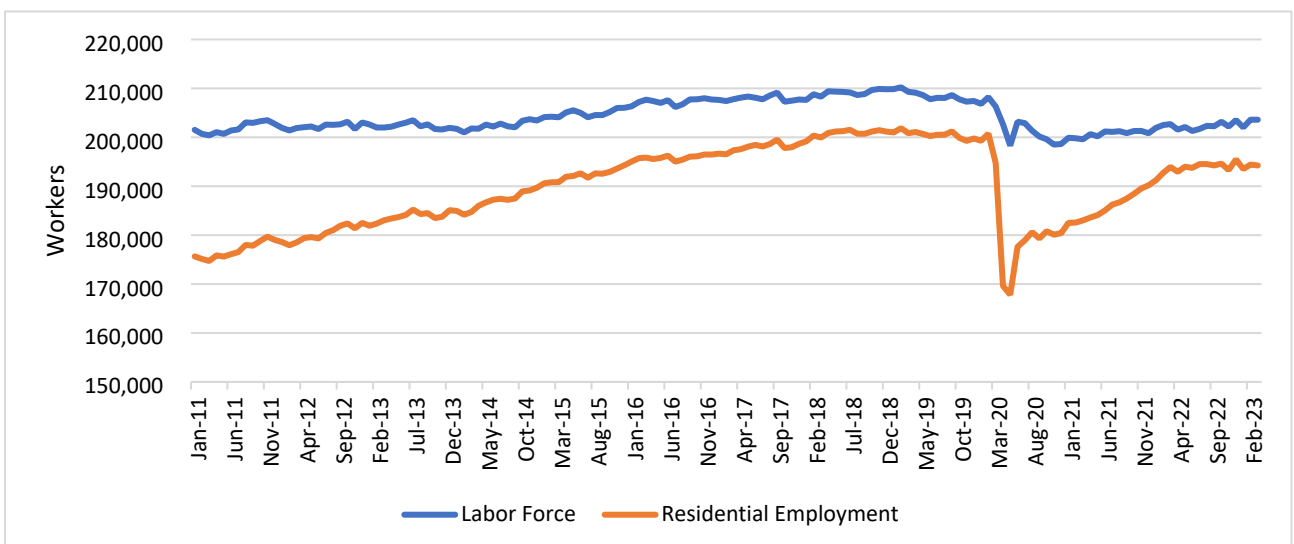


Figure 2b: Solano County Residents: Labor Force and Employed Residents, January 2011 to March 2023, Seasonally Adjusted, Monthly. Sources: California EDD and Bureau of Labor Statistics.



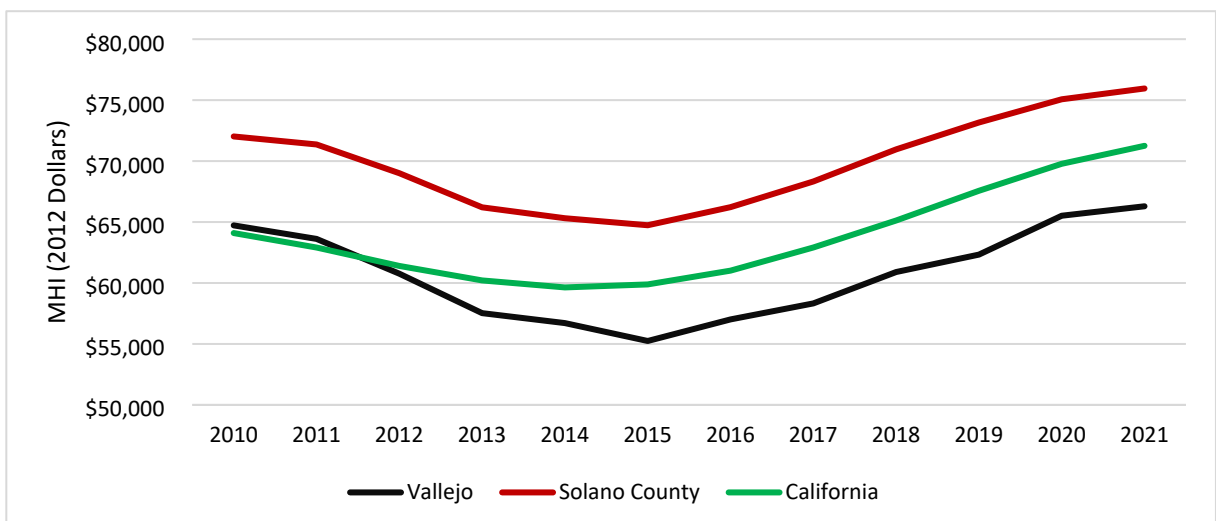
VALLEJO'S RESIDENTS AND HOUSING

What These Data Tell Us: Vallejo's residents and employers remain behind the rest of the Bay Area, where efforts that lead to more employers, more workforce development and economic activity can help Vallejo become a success story and attract more targeted industries over time.

Median Household Income Levels after Adjustment for Inflation, 2011 to 2021

Economic development organizations diligently track the MHI after inflation, a key indicator of how local efforts may impact residents. While MHI can rise due to inflation, it's heartening to note that it has been on a positive trajectory in Vallejo. This increase, not solely due to inflation, can expand people's purchasing power. For a fair comparison over time, MHI is adjusted to avoid the effects of inflation. A rise in MHI often accompanies increased jobs and wages, indicating a healthy economic environment. Conversely, a decline in MHI may signal economic concerns or a lack of conversion of economic development into jobs and income gains.

Figure 3: Vallejo, Solano, and California as a Whole—Median Household Income, Inflation-Adjusted 2012 Dollars, 2010-2021. Source: Census Bureau and Federal Reserve.



Housing stock, housing prices (for sale and rent), and recent forecasts

One consideration by both site selectors and workers in the location of a business or residence is the housing price (including rental prices). Vallejo's housing stock has grown relatively slowly since 2011: 380 net new units as of 2021 (the latest data). Vallejo has had little change in the mix of multifamily and single-family homes. Housing burden for renters (% of renters who pay at least 30% of their gross income as gross rent monthly) since 2011 has declined across California and in Vallejo (because of rising income, this has changed nationally as well, as housing/rental prices grew slowly). Since 2011, the housing burden in Vallejo has fallen, following the same pattern seen in Solano County and the state of California, falling from 52.9 % of rental households to 35.3% as of 2021. Vallejo has gained 380 net new housing units since 2011. More housing units are coming to

Vallejo; in 2022 and 2023, 333 units received permits in Vallejo, where 51 units were single-family homes, 210 were multi-family homes (apartments), and 72 were accessory dwelling units (ADU or junior ADU).

Figure 4: Housing “Tenure” or Occupancy, Owners versus Renters, 2021. Sources: Census Bureau

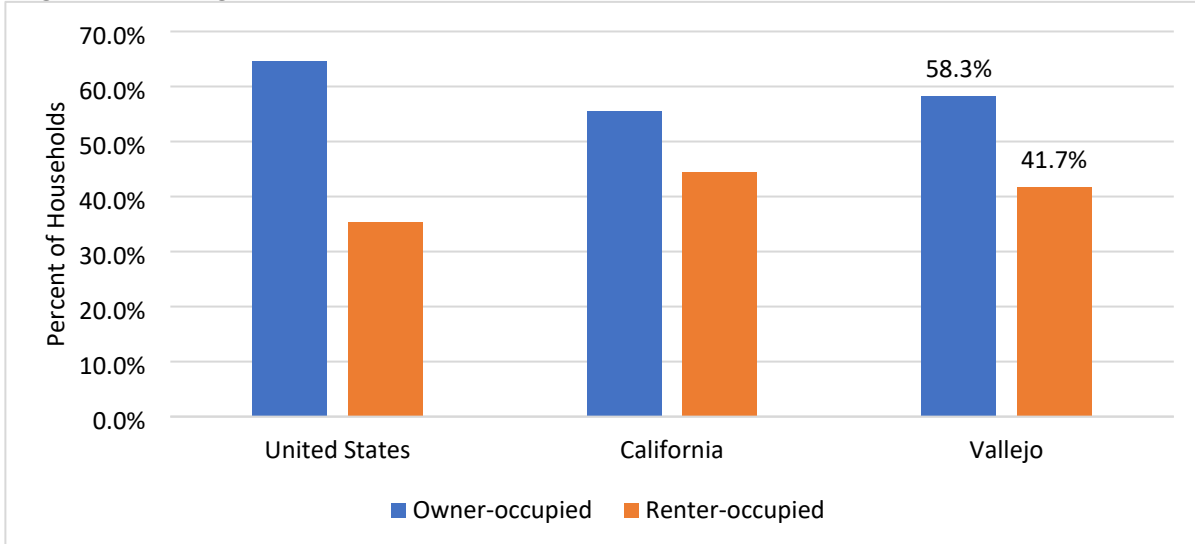
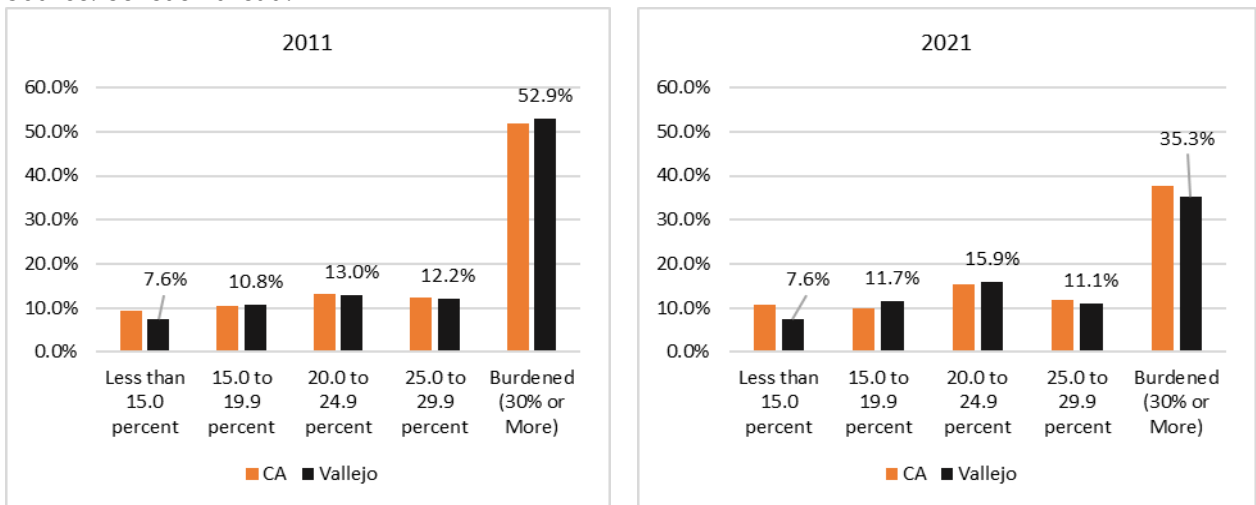


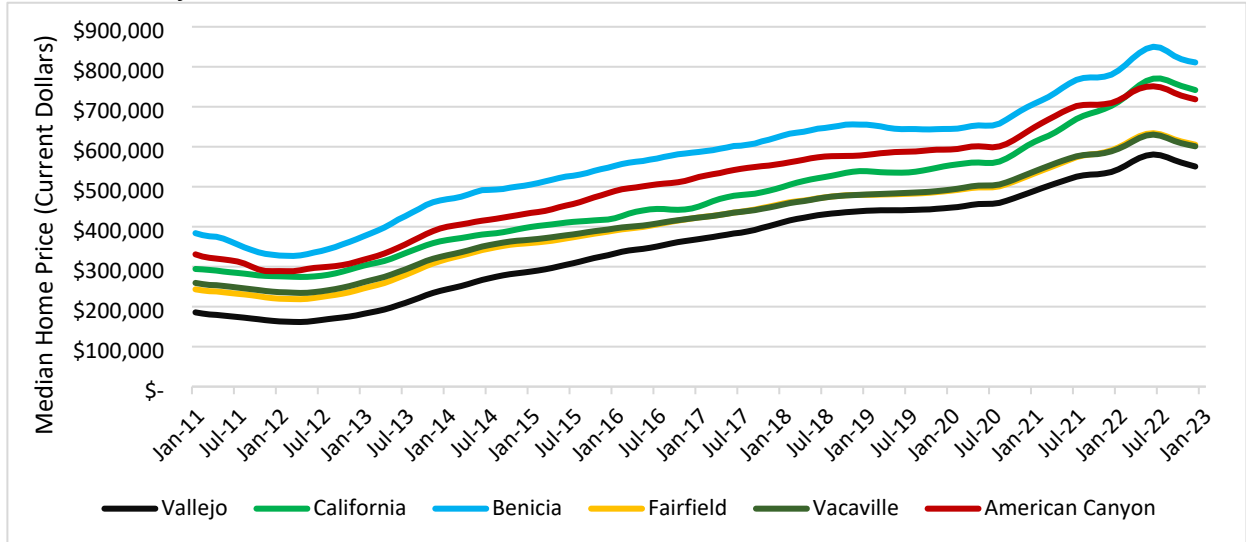
Figure 5: Rental Burden for Vallejo Households, Compared to Average in California, 2011 and 2021. Source: Census Bureau.



Taxable sales by significant category and per resident

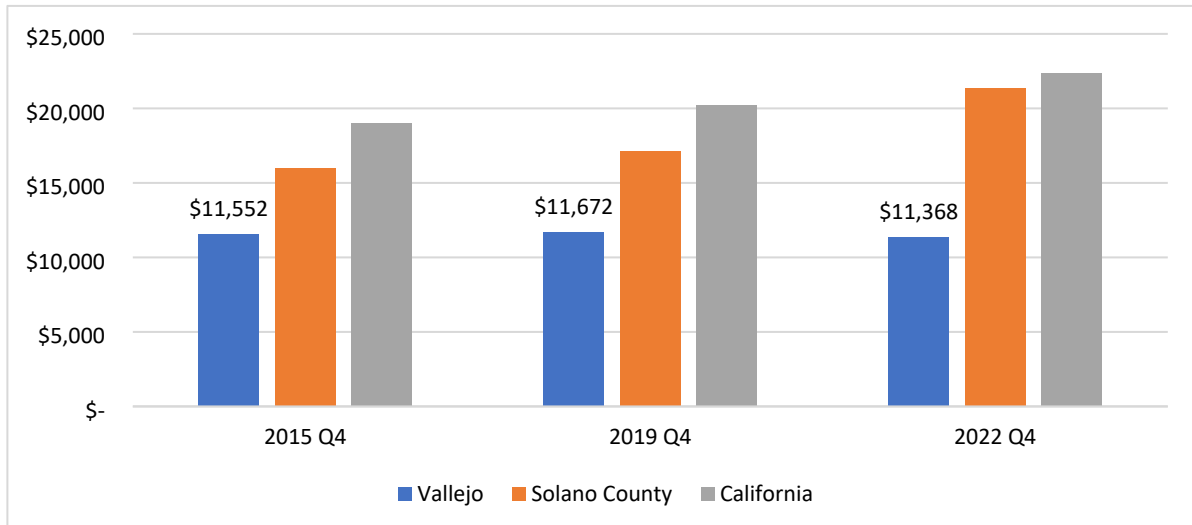
Taxable sales portray a mixture of characteristics that economic development professionals monitor to gauge economic development success. The link to sales tax revenue and tourism is another reason for tracking taxable sales (see more below under Key Performance Indicators). Taxable sales per capita is a way to see how local taxable sales are generated, facilitating comparison to other municipalities.

Figure 6: Comparative Median Home Prices, Current Dollars—Vallejo, Benicia, Fairfield, Vacaville, American Canyon, and California, 2011 to 2022. Source: Zillow™ Research.



Taxable sales are generated everywhere, and a large portion of the sales taxes collected go to the state of California. Measure P, passed in November 2022, provides a more focused use of additional sales taxes (data in Figure 7 do not yet reflect gains per person in Vallejo from Measure P). Similar measures generally rely on an outside market for local taxable sales to share that burden.

Figure 7: Taxable Sales per Capita, Vallejo, Solano County, and California, 2015 Q4 to 2022 Q4, Not Seasonally Adjusted, 2012 Dollars (Inflation Adjusted). Source: California Department of Tax and Fee Administration.



Building permits issued in residential units and sq. ft. of commercial space

Permitted space and housing units demonstrate that businesses, site selectors, and real estate developers see the local area in terms of potential investment and return on that investment by constructing new spaces and housing units. Building permits, specifically those for new housing units, show how the local city in a county is considering expanding or renovating current housing units. It is also a leading economic indicator; developers’ confidence is illustrated by their actions with local municipalities in seeking permits and preparing to build more homes. The new square footage of commercial space permitted is also a leading indicator and a confidence measure. When firms build and occupy new commercial space or developers invest in tenant improvements or build new spaces, permitted activity increases the number of local jobs and local economic activity. This is also true of infrastructure spending by local governments (e.g., road work financed by Measure P, passed in 2022 and funded for 2023 and beyond, has broader effects on the Vallejo economy, especially when locally based workers are hired).

Figure 8: Number of New Housing Units Permitted, Calendar Year End, 2011 to 2022.
Sources: City of Vallejo Planning Department and Census Bureau.

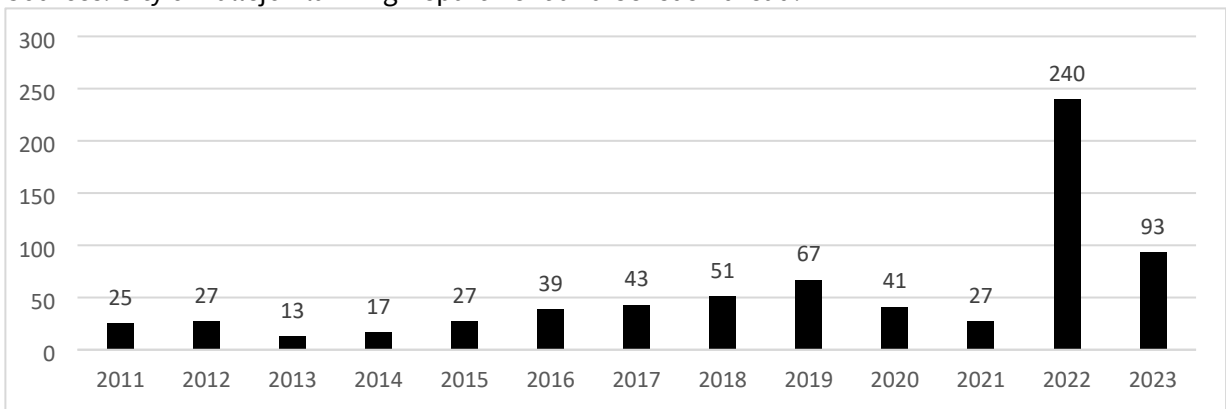
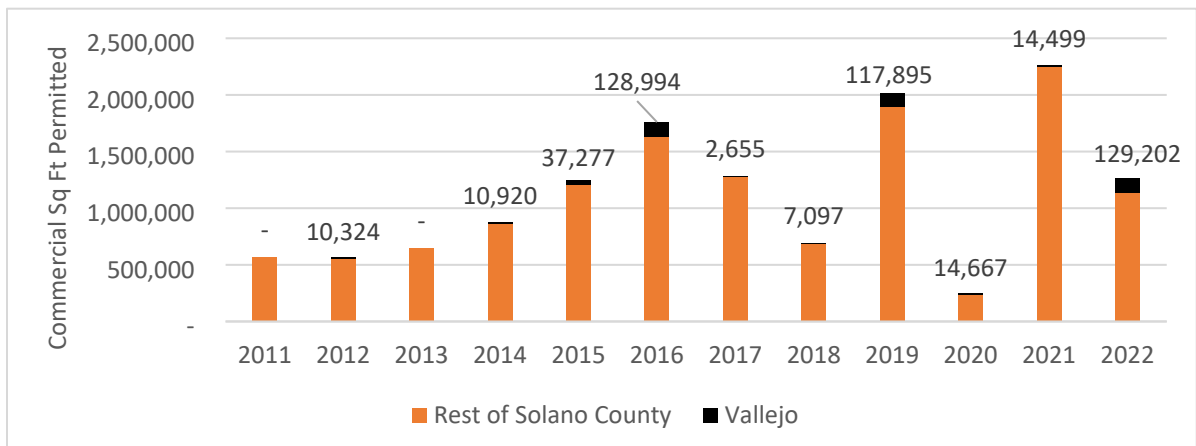


Figure 9: Commercial Real Estate Permitted, Number of Square Feet, Fiscal Years 2010-11 to 2021-22, Vallejo and Rest of Solano County. Source: County of Solano. Note: Vallejo commercial square feet are shown in data labels.



Tourism data: Occupancy rates and revenues for local hotels per room

Vallejo has a long history with tourism, from when the Navy was at Mare Island to Cal Maritime and Touro University events around student arrivals and graduations to Six Flags as a regional destination. Tourism can be categorized as day visitors or overnight stays. Overnight stays have a more significant economic impact on the local economy and use hotels beyond taxable sales at local retailers and restaurants alone. The overnight-stay market creates more than one day of spending in the local economy and adds transient occupancy tax (TOT) revenue to city funding sources. How visitors stay over and spend locally depends on the mix of local merchants and restaurants and whether efforts are made to direct them to those businesses. The linkage of the local tourism cluster to the broader regional economy also plays a significant role in Vallejo’s proximity to the wine country and San Francisco. It captures visitor spillover from these established tourism destinations, given its geographic and transportation linkage to each. Given its relative affordability, Vallejo has traditionally captured the lower end of the hospitality market. However, its hotel inventory is also older than that of Napa or San Francisco, so there could be an opportunity for a higher-end hospitality niche.

We show data here in two related ways. Figure 11 shows a comparison of revenue per available room (RevPAR), which is the basis of TOT revenue, from April 2020 (at the beginning of the pandemic) to March 2023 (the latest data available in April 2023). RevPAR is the occupancy rate multiplied by the average daily rate hotels and motels charge for their rooms. Figure 12 illustrates occupancy rates over the same period to show the seasonality in hotel demand broken down among Vallejo, Napa County, and San Francisco.

Figure 10: Revenue Per Available Room (RevPAR), Current Dollars, Comparisons to Selected Areas, April 2020 to March 2023. Source: Smith Travel Research, Visit Vallejo, Sonoma County Tourism, Marin County Visitors Bureau

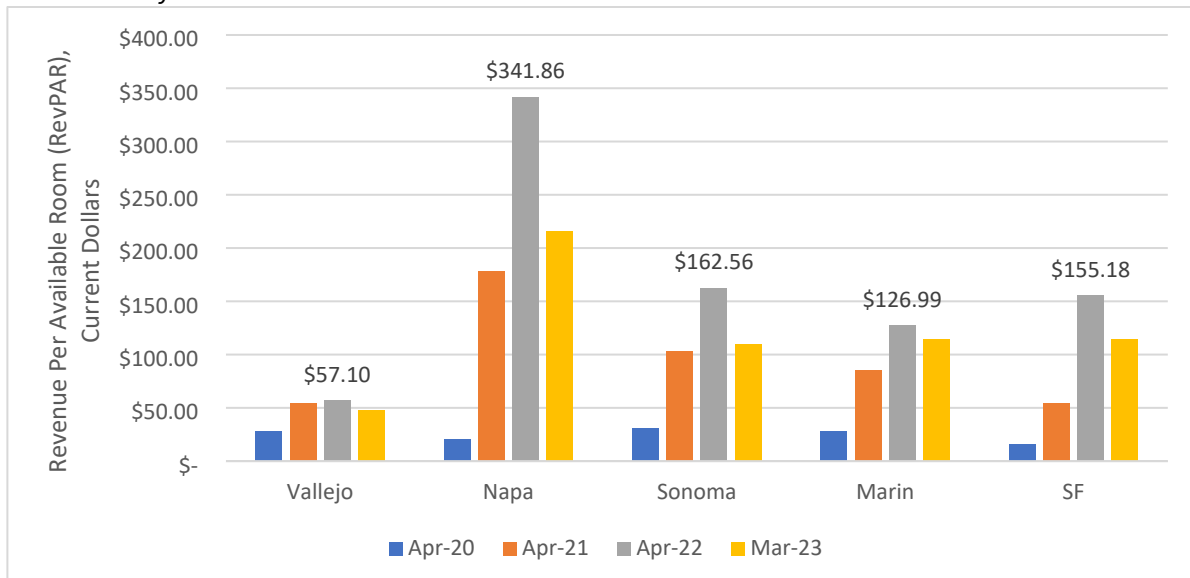
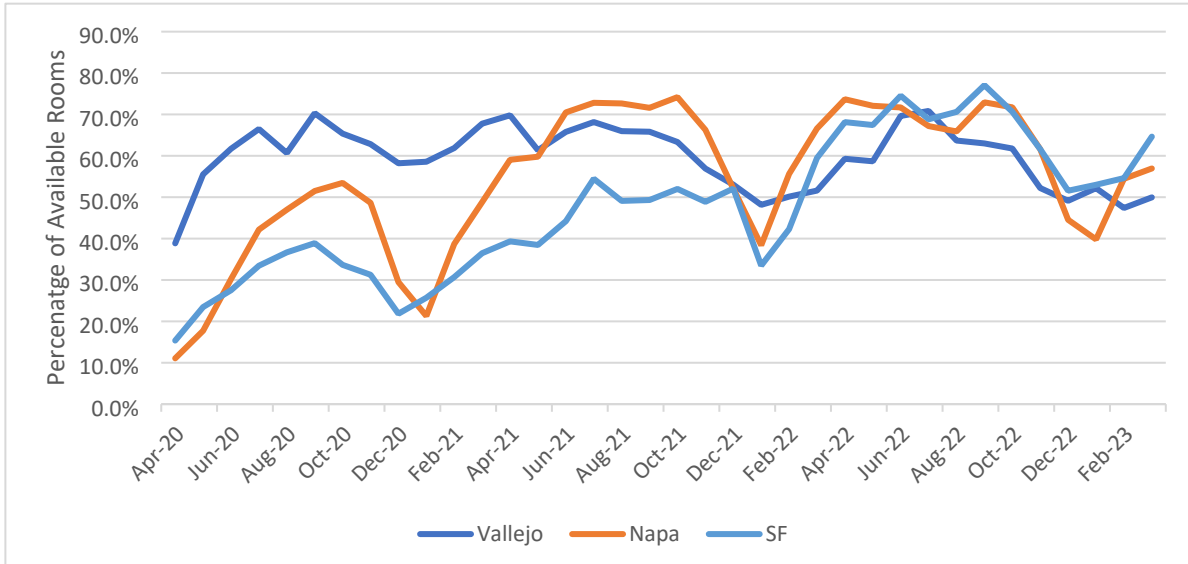


Figure 11: Occupancy Rate Comparisons, April 2020 to March 2023, Selected Areas, % of Available Rooms. Source: Smith Travel Research, Visit Vallejo, Sonoma County Tourism, Marin County Visitors Bureau.



Workforce Development and Demography: Diversity in Vallejo

Vallejo is the most diverse city in Solano County and is among the most diverse cities in the Bay Area, with about 123,000 residents. Since 2011, Vallejo’s residential population is estimated to have fallen slightly, as shown in Figure 12. As in other parts of the North Bay and Bay Area, Vallejo’s population declined after 2017. Housing prices, fear of fires, and a slower economy may have influenced this trend. This issue is regional, not just affecting Vallejo. Overall, Solano County lost population in 2020 and 2021. Napa, Marin, and Sonoma counties have all experienced population reductions yearly since 2017.

Educational attainment is one metric of economic development that can show whether local academic institutions and employers create more scientific, engineering, medical, and higher education jobs. This suggests that new jobs with higher education qualifications also create city residents. Figure 13 shows the slow rise in Vallejo’s population with a bachelor’s degree or higher education from 2011 to 2021 (the most recent data available).

Figure 12: Vallejo Population, Year-End Estimate, Number of Residents, 2011 to 2022

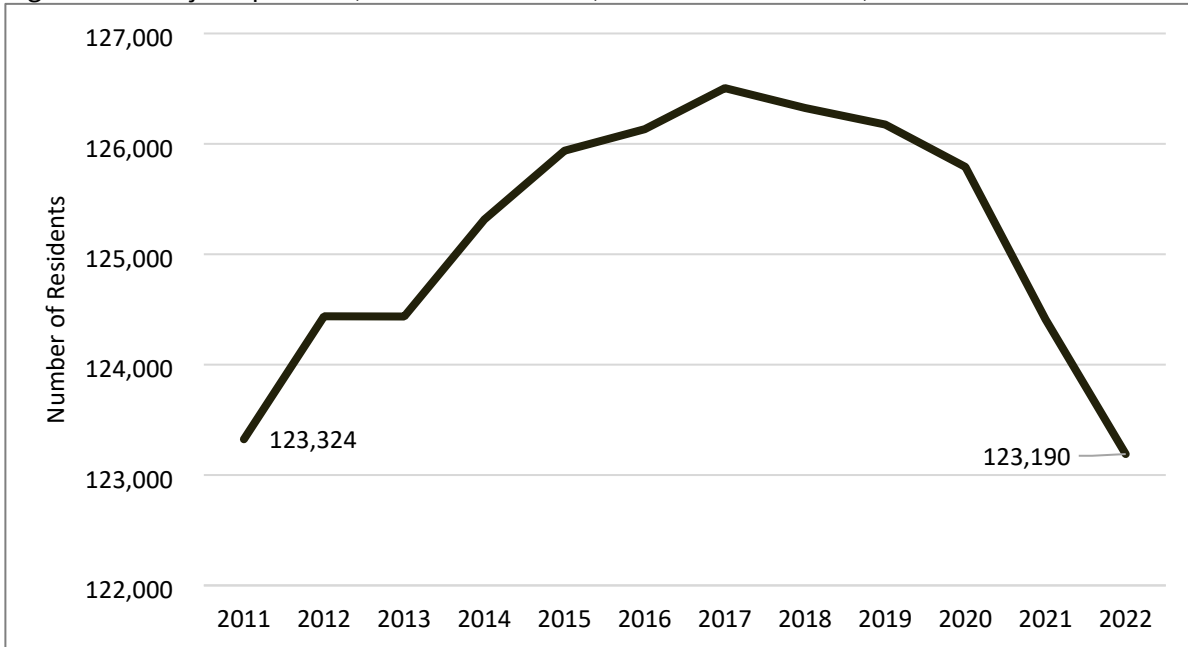
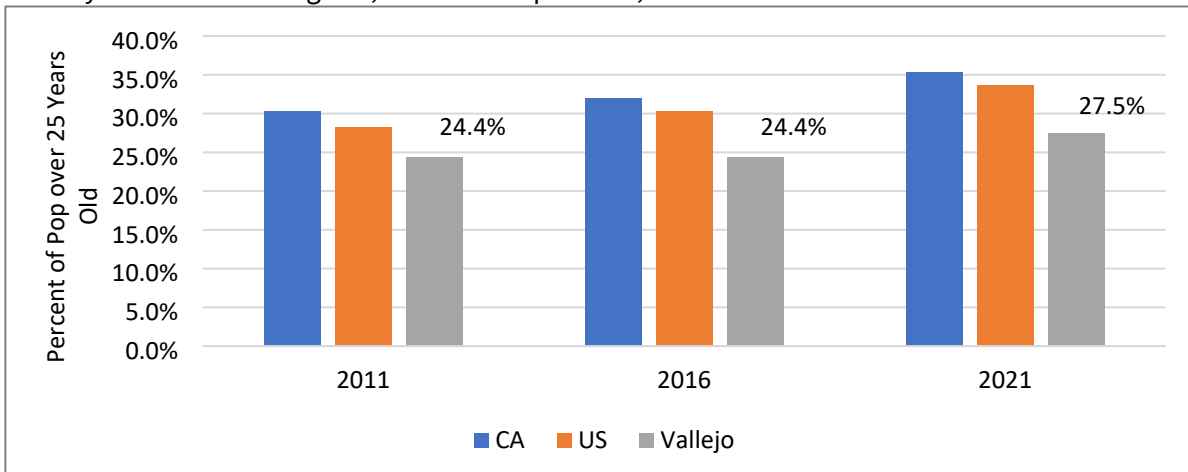
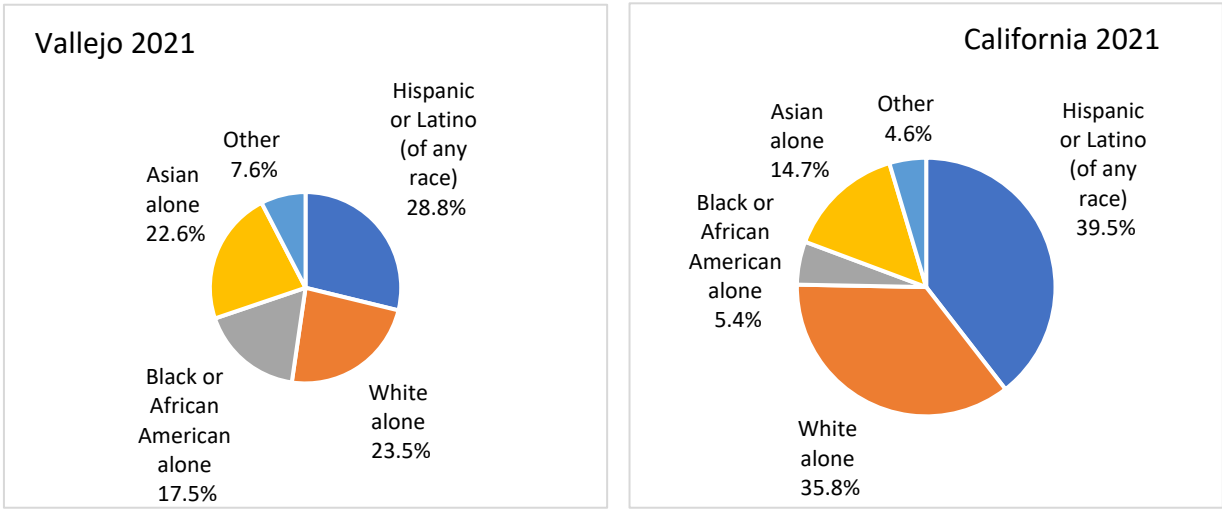


Figure 13: Educational Attainment, Vallejo, CA and US on average, Bachelor's or Higher Degree Held by Residents over Age 25, % of that Population, 2011 to 2021. Source: Census Bureau.



In Figure 14, Vallejo’s ethnic and racial diversity in 2021 is compared to that of all of California. It is essential for workforce development efforts to consider program suitability, especially for residents whose first language is not English. African-American, Filipino, and Hispanic residents in Vallejo work throughout the region, forming a workforce that could contribute to growth in particular industries within Vallejo. Economic development efforts must align with workforce development efforts, and employers must create and sustain jobs for Vallejo’s residents. Below, we show that Vallejo primarily “imports” much of its labor from other parts of the Bay Area.

Figure 14: Racial and Ethnic Comparisons, Vallejo and California, 2021, % of Population. Source: Census Bureau, latest data are from 2021.



Industry Mix and Status Quo Forecast to 2027

The mix of employers has not changed much since 2011 in terms of the top five or six industries that provide jobs in Vallejo. Health care, the mixture of hospitals and public health jobs, has grown by over 2,800 jobs in that period. As Figure 15 shows, from 2011 to 2022, retail and education a mix of public and private schools, as well as Touro University, Cal Maritime, and Solano Community College) led local job growth. Vallejo has three higher-learning institutions that are potential partners in educating workers in the City and the region.

Regarding the national and state economies, 2024 is projected to be a year of continued growth for both the national and global economies. The American economy in 2023 surprised most forecasters and helped augment forecasts to 2027. The forecast we summarize here from various sources highlights two points:

- The national and state economies are projected to grow incomes after inflation slowly until 2027, with small increases in unemployment (slightly faster in California);
- In the Bay Area region, jobs are likely to grow more slowly than the state and national economies until 2030 due to continued effects of population outmigration (though population is expected to increase again from 2024 to 2027), a slower national economy, continued work from home versus office, and thus less business travel to the region’s core urban areas.

Figure 15 shows Vallejo’s industry mix in 2011 and estimated for 2022 by the Census Bureau, California’s EDD, and LightCast data. Figure 16a shows projected growth from 2019 to 2026, the end of Cycle 1 in this plan, versus the pre-pandemic level by significant industry in Vallejo compared to California. These two figures illustrate where Vallejo is and where it could go if nothing changes. The industries targeted below are meant to be catalysts for change.

Figure 15: Industry Employment in Vallejo, 2011 and 2022, Number of Workers. Sources: Census Bureau, California EDD, and LightCast data, 2022. Note: Data for 2022 is labeled.

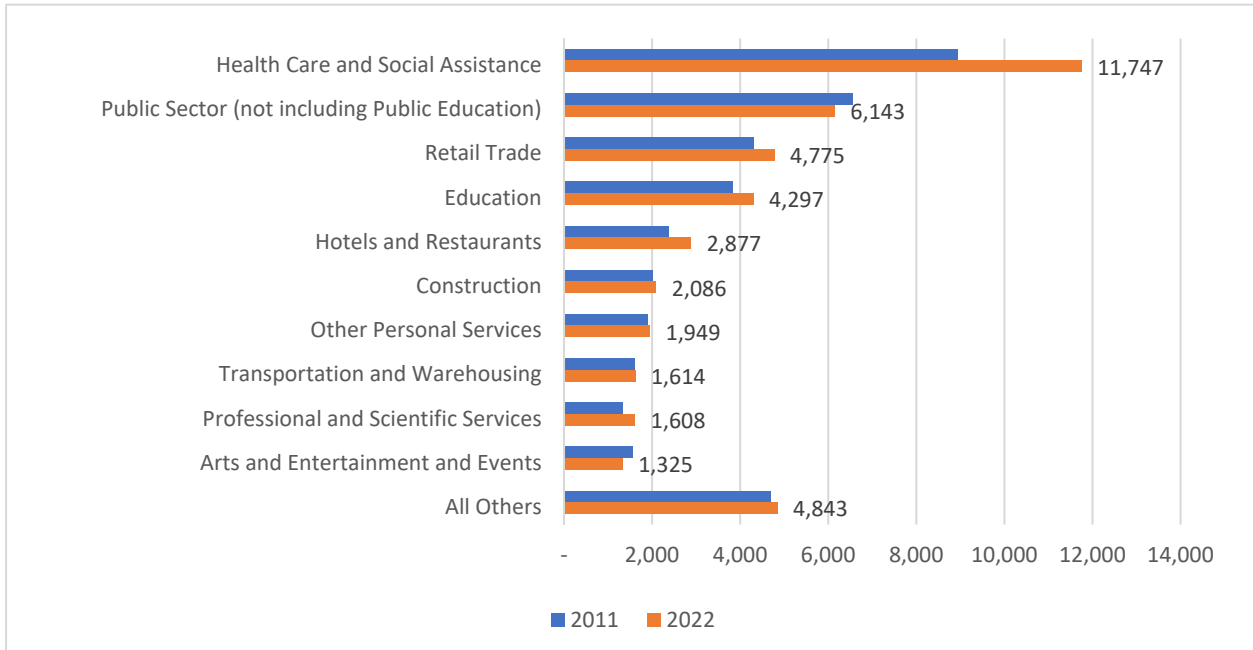


Figure 16b provides a forecast (as of May 2024) for the California economy and job growth until 2026. We use this data to illustrate how Vallejo’s job market has evolved, either in line with or diverging from the state’s overall trajectory. This lens extends the status quo forecast for Vallejo in terms of jobs, highlighting the potential impact of the targeted industries on the local employment landscape. Some job gains are work-from-home opportunities for new residents who are consultants. In Figure 16b, we compare a recent forecast in early 2024 for California to our projections for Vallejo to 2027 regarding industry employment (including self-employed). We expect Mare Island’s growth of residences and employment opportunities to grow in 2027.

Achieving and exceeding the forecast above depends on economic development activities and how industries best suited to locate and grow in Vallejo do so. Let’s look at the targeted industries Vallejo should pursue in Cycles 1 and 2 regarding business attraction, retention, and expansion.

What The Forecast Data Tell Us: The forecast to 2027 suggests a slower moving economy and challenges for Vallejo’s residents and employers in terms of competition for jobs and customers. Infill development to shape Vallejo’s downtown and waterfront areas and create more placemaking will prepare Vallejo’s economy with more assets and a more competitive position toward 2030.

Figure 16a: Industry Employment Forecast, Percentage Change from 2019 to 2027, Vallejo and California. Sources: Census Bureau, California EDD, LightCast data, and EFA.

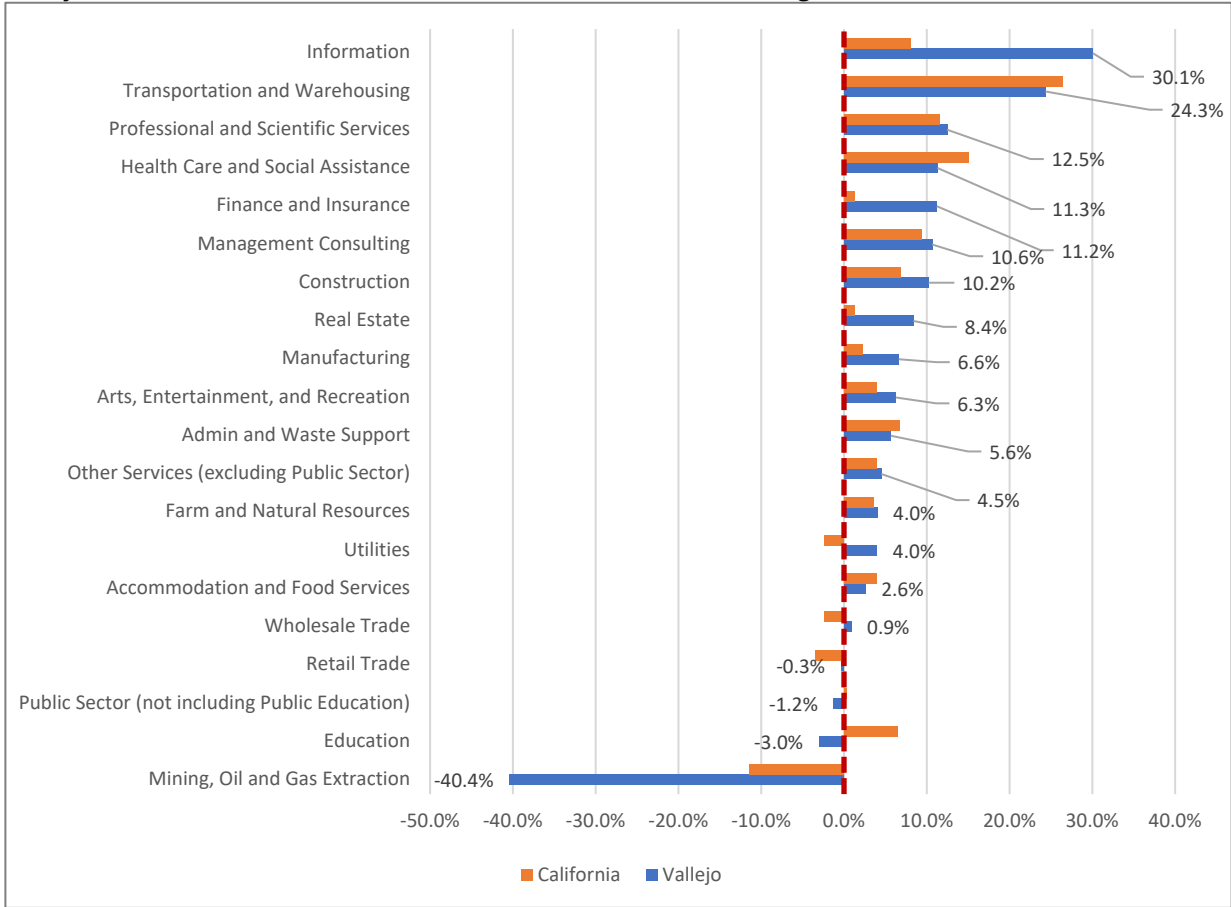
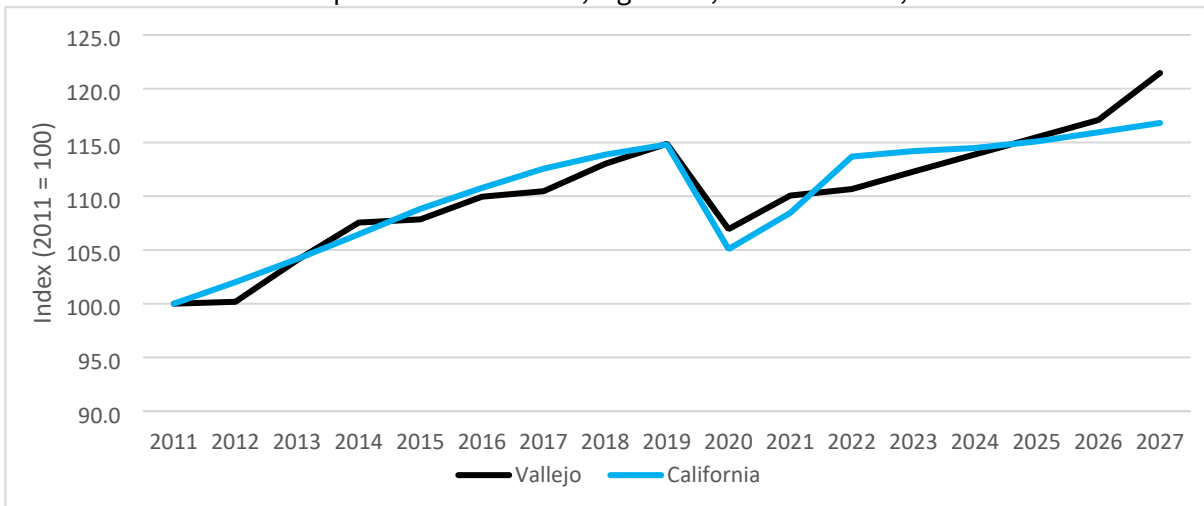


Figure 16b: California Employment Forecast and Vallejo Employment, Index (2011 = 100), 2011-2026. Source: California Department of Finance, LightCast, California EDD, and Census Bureau.



Note: These data are residents of Vallejo who are self-employed and those who work at Vallejo-based employers

VALLEJO TARGETED INDUSTRIES

Our economic development strategy is built on the premise that specific types of businesses, tailored to Vallejo's infrastructure and regional marketplace, can drive significant economic activity through their growth and subsequent impacts. Focusing on the industries outlined in this plan aims to reduce retail leakage, enhance job opportunities, attract more visitors, and stimulate residential spending within the city. These industries have been selected based on rigorous criteria at the sector and employer levels, making them crucial for Vallejo's economic growth.

CRITERIA FOR TARGETED INDUSTRIES:

- WAGES HIGHER THAN STATE AVERAGE
- JOBS MULTIPLIER GREATER THAN 1.25
- FORECASTED GROWTH FOR CA AND US
- LOCATION QUOTIENT > 1
- POTENTIAL COMMERCIAL SPACE IN VALLEJO TO SUPPORT
- TAX-ENHANCING BUSINESS?
- WORKFORCE DEVELOPMENT LINKS: CAN THIS INDUSTRY FIND TRAINING FOR WORKERS LOCALLY?



Construction—Areas of Vallejo (Mare Island Blue Rock Springs, Waterfront, and Downtown) are likely to provide construction jobs and opportunities for new contractors for years to come, creating employment for current Vallejo residents (workforce development)



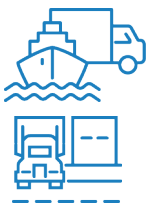
Advanced Manufacturing—Vallejo's assets in power, water, diverse workforce, and available space provide commercial opportunities for semiconductor manufacturing, green tech, and life sciences firms to expand their regional footprint.



Software/Film—Vallejo urban spaces (e.g., downtown, waterfront, and Mare Island), linked to the ferry terminal, could be a place for technology firms and film studios to find a unique mix of spaces connected to the other established Bay Area clusters.



Tourism—Utilizing areas on Mare Island, the ferry terminal, and downtown, Vallejo can expand its significant tourism footprint beyond North Vallejo (Fairgrounds, Six Flags) to drive more visitors to other parts of the city. The emerging food and spirits scene could be another asset to build both on the mainland and Mare Island. The city should focus on capturing regional tourists drawn to Vallejo by focusing on relative affordability to contain them and diversify its hospitality options to capture other segments of the tourism market.



Transportation — Leveraging an increased use of both the ferry terminal and ferry service based on events (linked to tourism) and the presence of Vallejo's transit center and the marina could create transportation jobs around water transportation and tourism.

Wholesale Trade—Vallejo could use currently available spaces and its various freeways and travel infrastructure to become a regional hub for storing and distributing goods for residential and commercial needs. These links may connect to the wine industries in Napa and Sonoma counties, retail and healthcare sectors in all directions, and energy storage if renewable energy businesses set up shop.

Let's look at the criteria we used to make these industry-sector choices.

Criteria for Industry Targets: Details

Cities have employers that offer goods (agriculture, natural resources, construction, and manufacturing), private-sector services (all other employers except for public-sector employers),

and government services (public-sector employment, including public education). Our analysis considers private-sector employers as the drivers of economic development activities.

Relative Wages: Statewide Comparisons

One of the main goals of economic development is to create jobs with higher wages than other industries and compared to wages paid in other places where the targeted businesses could either be located or grow. Higher wages also reflect a way to persuade workers who live locally not to commute to different areas for work and to attract more retail sales as wages rise. The potential cost of these changes is an increase in housing prices for both buyers and renters, which is suitable for property owners but not for tenants.

Job Multiplier: Creating Broader Job Support from Targeted Jobs

As the targeted industries expand the number of jobs, they produce “multiplier” effects that create or support other jobs and worker incomes. This support can reduce retail leakage, connect supply-chain links for hundreds of businesses and residents, and spread economic prosperity beyond Vallejo’s core commercial areas. For example, when a new manufacturing company arrives, demand for local fuel rises, more local restaurant meals are sold, and more construction work is performed onsite and off-site. These jobs then provide more support for local grocery stores and restaurants, retail sales, delays in medical office visits due to residents with lower income levels, and more personal services demand throughout the city economy. A larger job multiplier means more jobs are supported per new job. The multiplier effects and the key industries affected provide a workforce development script to follow in preparing a local workforce for change.

Is the Industry Export Focused (a Traded Sector), or Does It Provide Local Goods and Services?

To expand on the multiplier idea, when the local economy focuses on customers from outside the local area, the gains from that business’s revenue are more significant. A good example is visitor-related businesses. When visitors come to Vallejo, they spend money at Vallejo merchants and restaurants and pay taxes. If local businesses all used the local community as the only customer base, the number of dollars circulating would be smaller than using both the local economy (for specific industries that serve local businesses and residents) and the global economy to expand the market's total size. If the local economy exports more and imports less, local supply-chain gaps are filled using dollars from outside the local economy to generate more revenue for all businesses.



Source: Factory OS, City of Vallejo

Depending on the type, manufacturing is unlikely to consider the local area as its primary market. Businesses such as Factory OS, breweries, and bakeries might want to be located near labor and

logistics options (two strengths of Vallejo). The City of Vallejo wants these businesses because they have significant multiplier effects and generate revenue from people beyond local residents. Exporting goods and services and earning more income expand the overall size of Vallejo’s economic pie; goods and services sold outside Vallejo generate additional revenue for local businesses, which is why a focus on trade-sector employers is essential. However, it is important to recognize that a hotel is similar to retail in terms of determining new locations: demand must be there now and into the future, hence regional partnerships help find more hotel occupants versus a reliance on visitors to Vallejo alone.

National and State Growth to 2027: Thinking Three to Five Years Ahead

Economic trends rarely originate at the local level. Job growth forecasts are a reality check about which industries will grow, stagnate, or decline over the next three to five years. Forecasts beyond the next five years are inherently risky. Many business cycles last five years or more, and technological and policy changes (e.g., tax rate changes) create shifting conditions. Sometimes political shifts do as well—for example, in the next five years, the government might invest more or less in green energy and climate change science. The amount and speed of those investments might open unforeseen new economic development opportunities or what the historical data suggest are growing industries. Our look at the industry forecasts is for California, Solano County, and the Bay Area, where anticipated growth in an industry occurred. Such change enhances the chance of being an industry target recommended for local economic development.

Location Quotient: Vallejo’s Past and Jobs Support by Industry

One of the classic economic development metrics used by cities and counties is called a location quotient (LQ). In simple terms, the LQ is a ratio of the number of jobs in a specific industry to total local employment (e.g., the number of construction jobs in Vallejo relative to the total was about 5.5% in 2021) versus the same ratio at a higher geographic level (in the state of California overall, construction jobs comprised about 4.9% of total statewide employment in 2021). The LQ is a ratio of these ratios, a relative measure of an industry or a type of job in the local area compared with a larger area that includes the local area. For Vallejo, the construction example above has an LQ greater than 1. This threshold value indicates this industry has a good “fit” with the local area because of its relative employment size locally versus the state on average. We never use the LQ alone, as it is backward-looking and not a forecast. However, it suggests the relative fit of some industries rather than others as one criterion in filtering targeted industries.



Source: City of Vallejo

Commercial Space and Land: Buildings and Infrastructure

Local economies are not suitable for every industry. Those with a diverse employer mix might still not match the industries or employer types that local residents or elected officials prefer in the city economy. One big reason is a lack of infrastructure, from water or sewer availability to a diverse housing mix, trained workers, poor road quality, and public safety. The available buildings, land, zoning, or combination might not fit some businesses. For example, some companies need more water, some need more electric power than others, and some require more parking. The suitability of available parcels and buildings for businesses considering Vallejo is likely industry-specific and can be the most critical, fundamental step in a site-selection process.

Tax Enhancing: Property and Sales/TOT Receipts Increase by Industry Choice Directly

As with the job multiplier, we have estimates of “tax” multipliers; these data estimate how much state and local tax revenue is created for the industry in question by \$1 in sales. This criterion



Source: City of Vallejo

should not be the sole focus of an economic development strategy but should be considered as it relates to tourism. City finances should consider the use of space (with a focus on tax rate areas or TRAs, where certain transactions can create a large change in the cost basis of properties for tax revenue purposes, both commercial and residential), how having more workers employed in Vallejo drives demand for local retailers and restaurants and other taxable sales, and how

having more overnight stays and overall visitor spending can result from more commercial activity. The passage of Measure P in 2022 might generate more discussion about focusing economic development efforts on new retail and restaurants. In general, these additional sales tax revenues are *indirect* effects of other economic development efforts, not the focus of those efforts.

Local Hiring: Creating a Pipeline from High School to Graduate School

Hiring local workers, especially those who have struggled to find a good fit for their skills or training and those who commute to other places to work (primarily due to higher wages and opportunities), can be a good reason for focusing on specific industries. Businesses with links to local educational institutions can also provide jobs for new graduates who become local, working residents.

The workforce-development role of Solano Community College, Touro University California, and Cal Maritime is enhanced when their economic development partners create linked training programs for new and expanding businesses. These partnerships reduce the cost of searching for and training local employers. They can provide a local focus in hiring, such that wages and salaries remain in Vallejo at its retailers and other businesses. As part of the Bay Area economy, Vallejo's employers compete with global businesses for local residents and workers who would otherwise be incoming commuters to jobs in Vallejo. Official estimates of commuting patterns pre-pandemic

suggest that, for every two Vallejo residents who leave Vallejo every day for work, one person comes to Vallejo to work. This pattern is not unique to Vallejo (and is characteristic of Solano County in general) and suggests an opportunity for attracting some outbound workers to take local jobs.

Creating an Index to Filter Choices

We compiled the following initial weighting system to determine which industries might be targets of an economic development strategy (as shown in Table 2). Further consideration of the qualitative characteristics helps to sharpen our focus as we approach a final draft of the economic development strategic plan. The choice of targeted industries intends to be forward-looking; it is a combination of the impact on the local economy of new jobs and incomes that would flow to the businesses attracted, retained, and expanded and what they tend to pay their workers compared with the state average for that industry. Further, the forecasts of national and statewide job growth in the targeted industries help filter which ones might have strong multiplier effects and wages but are expected to decline over the next five years or to grow more slowly than other industries.



Source: City of Vallejo

A Note on Broadband Initiatives

Broadband internet availability is like water or electricity: it is a necessary utility for any business. The City of Vallejo needs to communicate to current and prospective businesses about Vallejo’s Internet Provider (VIP) and the coming expansion of the City of Vallejo’s fiber-optic network. This project could help work-at-home initiatives of regional businesses, education, and healthcare reach all Vallejo households and expand to more commercial businesses (as of June 2023, some non-profits and private-sector employers are using this service). This network infrastructure can help economic and workforce development efforts as an asset previously unavailable in Vallejo and provides a more reliable and affordable service. Table 2 provides the criteria our team used to filter the best-fit industries for Vallejo; Table 3 provides different types of businesses that best fit Vallejo within the recommended targeted industries.

Table 2: Targeted Industry Criteria and Decision Weights

Criterion	Weight
Wages higher than the state average	10.0%
Job multiplier greater than 1.25	10.0%

Primarily export market	25.0%
Forecasted growth of industry jobs at state and national economic levels in the next five years	15.0%
Location Quotient > 1	10.0%
Potential commercial space in Vallejo to support	20.0%
Tax-enhancing business?	5.0%
Workforce development links: can these workers in this industry be trained locally?	5.0%

Not all these industries generate direct tax revenue for the City of Vallejo. The strategy discussed below usually relies on tourism (for which the income generated comes from outside the area, and almost all transactions are taxable). Still, it may not be as competitive, given the regional economy. Table 3 maps the industry choices to the types of employers.

Table 3: Targeted Industry Choices

Industry Sector	Employer Type
Advanced manufacturing	Chemical manufacturing
Advanced manufacturing	Computer and electronic product manufacturing
Advanced manufacturing	Machinery manufacturing
Ambulatory Health Care Services	Outpatient Medical Offices, using Touro University as a Partner
Advanced manufacturing	Electrical equipment, appliance, and component manufacturing
Construction/building trades	Construction of buildings
Heavy Construction	Heavy and civil engineering construction
Heavy manufacturing	Plastics and rubber products manufacturing
Information/film	Motion picture and sound recording industries
Information	Software and systems development/maintenance
Light manufacturing	Beverage and tobacco product manufacturing
Light manufacturing	Wood product manufacturing
Tourism	Museums, historical sites, and similar institutions
Tourism	Performing arts, spectator sports, and related industries
Tourism	Scenic and sightseeing transportation
Transport/logistics	Support activities for transportation
Transport/logistics	Transit and ground passenger transportation
Transport/logistics	Water transportation
Wholesale	Merchant wholesalers, durable goods

Our team heard about a lack of retail depth and breadth in Vallejo from residents, employers, and government staff alike. The role of retail is generally as a follower; retailers consider residents with income or wealth or large visitor flows or both to provide the revenue necessary to substantiate the investment in space, tenant improvements or construction and then hiring and operations. Vallejo will attract more and different types of retailers as its household income levels rise, creating more jobs and attracting more visitors. Thus, retail changes will follow the growth of other industry sectors. A concern about narrow retail options is retail leakage.

LEAKAGE ANALYSIS: SUMMARY

The City of Vallejo tracks retail leakage as part of its quarterly taxable sales and sales tax revenue estimates. Retail or restaurant leakage occurs when residents spend outside the city economy

A THEME FROM OUR DISCUSSIONS WITH BOTH VALLEJO'S RESIDENTS AND BUSINESSES WAS THE INABILITY TO ACQUIRE GOODS OR SERVICES IN VALLEJO, AND THUS A NEED TO TRAVEL OUTSIDE (EVERYTHING FROM SPECIFIC RETAIL OR RESTAURANTS TO COMPUTER OR TECHNICAL SERVICES) VALLEJO TO FIND A VENDOR. WE HEARD MANY TIMES ABOUT THE WANT FOR MORE GROCERY AND FRESH FOOD VENDORS.

(based on the city's administrative limits on a map).

Leakage studies describe how households in the city spend at local merchants versus those outside the city limits. Leakage analyses focus on retail spending versus broader spending on services; taxable sales data are available for retailers and restaurants. Visitor spending is another source of local demand that increases the overall supply of retail and restaurants, reducing leakage. Leakage analyses do not guarantee that bringing business in the underserved category to Vallejo will reverse leakage or Vallejo residents will patronize it. Some of our interviews, community meetings, and survey work suggested that crime led to shopping outside Vallejo and perhaps the lack of certain retailers coming

to Vallejo. While it is difficult to measure precisely the cause-and-effect relationships, continued uncertainty over either customer or business safety likely leads to movement of both to places outside of Vallejo.

What These Data Tell Us: The leakage data provide guidance to Vallejo's Economic Development Department specific types of retailers to pursue as targeted industry growth creates changing incomes and spending patterns within Vallejo toward Cycle 2. When leakage is turned to surplus, more jobs, revenues and tax receipts are created for Vallejo's economy and city government.

Leakage Methodology and Conclusions

The methodology uses regional averages from the Bureau of Labor Statistics (BLS) on how households spend income after paying taxes and savings decisions (see <http://www.bls.gov/cex/>).

- The analysis of household spending starts with recent estimates of MHI from the Census Bureau and the estimated number of households (HH) from the California Department of Finance, using occupied housing units in that estimate
 - The aggregate household income is $MHI \times HH$, which is reduced by a 5% savings rate after taxes paid by Vallejo's households, 25% on average
 - The remaining funds are then spent based on BLS's estimated spending patterns by retail and restaurant category
 - The remaining "disposable" income is distributed, based on the spending patterns from the BLS, as a measure of "demand" by Vallejo's residents.
- Supply is based on the taxable sales in each category

- o Food and grocery stores are assumed to sell approximately 30% of their goods as taxable sales rather than nontaxable food.

Taxable sales leakage changes over time and depends on how the BLS data distribute household spending among retailers and restaurants and how neighboring cities and counties market to Vallejo’s residents to attract those sales away from their competition. The difference between supply and demand is leakage; when it is negative, it means that leakage flows to other areas. The existing “gap” could be filled by having more retailers or expanding the current supply of merchants in Vallejo as part of economic development activities. Table 4 lists the estimates as of Quarter 4, 2022. The table shows that we are generally oversupplied with retail, although some categories are lacking. This partly explains the higher-than-average retail vacancy rate in Vallejo.

Table 4: Taxable Sales Surplus (Leakage), Q4 2023, City of Vallejo, Current Dollars

Industry/Retail Outlet	Supply	Demand	Surplus (Leakage)
Discount dept. stores	\$58,124,400	\$9,442,200	\$48,682,200
New motor vehicle dealers	\$65,512,400	\$23,176,400	\$42,336,000
Building materials	\$29,473,800	\$8,583,800	\$20,890,000
Quick-service restaurants	\$28,460,100	\$17,167,700	\$11,292,400
Service stations	\$45,618,900	\$34,335,400	\$11,283,500
Casual Dining	\$20,123,900	\$12,875,800	\$7,248,100
Heavy Industrial	\$6,563,400	\$858,400	\$5,705,000
Cannabis-related	\$5,838,900	\$1,716,800	\$4,122,100
Convenience stores/liquor	\$8,373,300	\$6,867,100	\$1,506,200
Leisure/entertainment	\$5,180,300	\$5,150,300	\$30,000
Light industrial/printers	\$0	\$858,400	(\$858,400)
Electronics/appliance stores	\$9,327,700	\$10,300,600	(\$972,900)
Specialty Trade Contractors (Construction)	\$6,529,200	\$8,583,800	(\$2,054,600)
Drugstores	\$2,828,800	\$5,150,300	(\$2,321,500)
Specialty stores	\$6,851,000	\$9,442,200	(\$2,591,200)
Family apparel	\$10,228,500	\$14,592,500	(\$4,364,000)
Variety stores	\$3,473,000	\$9,442,200	(\$5,969,200)
Department stores	\$3,157,700	\$9,442,200	(\$6,284,500)
Automotive supply stores	\$6,411,700	\$12,875,800	(\$6,464,100)
Used-car dealers	\$7,222,200	\$13,734,200	(\$6,512,000)
Transportation/rentals	\$3,477,700	\$12,017,400	(\$8,539,700)
Fast-casual restaurants	\$5,963,500	\$17,167,700	(\$11,204,200)
Home Furnishings	\$3,511,900	\$25,751,500	(\$22,239,600)
Grocery stores	\$51,348,700	\$76,925,900	(\$25,577,200)
Auto repair shops	\$4,513,300	\$51,503,100	(\$46,989,800)
All Others	\$23,323,100	\$7,725,500	\$15,597,600
Totals	\$421,437,400	\$405,687,200	\$15,750,200

Sources: HdL, California Department of Tax and Fee Administration, Bureau of Labor Statistics, Census Bureau

When considering Vallejo in competition and potential partnership with other areas, it is helpful to consider the approach to economic development by different cities of similar size, demography, relative income, and housing price levels. The next section looks at peer and aspirant cities as potential models for Vallejo to follow.

PEER AND ASPIRANT CITIES

The economic development staff in peer and aspirant cities constantly look for places to emulate and learn from economic development activities. No two places are alike, but there are critical reasons for observing other cities and regions:

- To gain a perspective on best practices and what may be working or not working
- To create a practice in city economic development of considering changes that originate outside the city economy, as everyday tasks and requests can lead to excessive internal focus.

We compiled an initial list for Vallejo to consider based on criteria used by our team for economic development projects. The criteria in the table determined the peer and aspirant cities for Vallejo.

Table 5: Peer and Aspirant Region Choice Criteria

Peer Criteria	Aspirant Criteria
Similar population size (+/- 5%): assuming cities have similar public-safety conditions and geographic size	Data similar to Vallejo based on peer analysis
Similar demographics: ethnic/racial mix and educational attainment	Proximity to a larger, urban area
Proximity to a larger, urban area	Major employers are stable or have increased hiring.
Similar home prices relative to regional and median annual wages	Currently have more manufacturing, construction, or tourism than Vallejo
Similar regional industry mix: competition and local businesses that drive the local economy are similar	Current economic development efforts are about site selection and regional partnerships.
Similar regional commuting patterns	Currently have a significant relative increase in MHI compared with 2011

The choices of aspirant cities are more nuanced than those of peers because aspirant cities should demonstrate what Vallejo could accomplish over five to ten years. Aspirant places should have unique assets and use them for economic development, making the local area distinctive and attractive to businesses. The starting point for both peer and aspirant cities is similarity to Vallejo in population size (using recent data from the Census Bureau and the California Department of Finance), which means similarity in the number of housing units and the mix of services, retailers, and restaurants in the city.

These cities might choose to close supply-chain gaps for regional employers. Proximity to larger economic areas (Vallejo is a suburban city in the Bay Area) offers opportunities for doing so. The population growth suggests that workers and families are attracted to the aspirant city as a place to live; when populations shrink, we should assume the available workforce is also shrinking. Let us now look at these choices. In a supplemental document, we provide an overview of the critical elements, comparing each peer and aspirant place to Vallejo with the latest data available. We also provide violent crime data per 100,000 residents for comparisons to Vallejo (in 2022, Vallejo

was estimated to have 886 violent crimes per 100,000 residents by the Federal Bureau of Investigation’s Crime Data Explorer¹).

Peer Cities

Peer cities are similar to Vallejo in population, demography, industry, or location. Tracking these cities' economic changes and accomplishments can help inform Vallejo and serve as a best practice or case study. Three peer cities were chosen for Vallejo to consider based on the criteria mentioned above. Additional details are available in a supplemental document to this plan called “Peer and Aspirant Cities, City of Vallejo, June 2023”.

Clovis, CA

Clovis is near a more significant urban center, sharing a border with Fresno. The share of the population over age 25 is smaller in Clovis than in Vallejo as of 2021 (the latest data available from the Census Bureau’s American Community Survey or ACS). In 2021, 43.6% of Clovis’ households generated over \$100,000 in annual income (2021 ACS), which was an increase from 30% in 2011; in 2011, the share in Vallejo was 25.9%; in 2021, it was 38.2%. Clovis is less diverse than Vallejo overall, but Clovis’ Hispanic population was estimated to be 49.5 percent of the city’s population in 2021 (Vallejo’s Hispanic population was 28.8 percent in 2021 per Figure 14). The industry mix in Clovis is similar to that of Vallejo as of 2022. In 2022, housing prices in Clovis were 9.94 times the median annual wage levels in Fresno County, whereas those in Vallejo were 12.54 times the median annual wages in Solano County. Clovis had an estimated 213 violent crimes for every 100,000 in 2022.

Simi Valley, CA

Simi Valley is close to Los Angeles, California. Simi Valley’s population share over age 25 is similar to Vallejo’s. 34.6% of Simi Valley residents over age 25 years have a BA or above (2021 ACS); an increase from 31.3% in 2011 in Simi Valley; in 2021, the share in Vallejo was 27.5%. In Simi Valley, 29.8% of households generated over \$100,000 in annual income in 2021; an increase from 20.4% in Simi Valley in 2011; the share in Vallejo was 38.2% in 2021, up from 25.9% in 2011. Simi Valley is less diverse than Vallejo; Simi Valley had 25.8% Hispanic residents to Vallejo’s 28.8% in 2021. Simi Valley had a similar proportion of construction, leisure, and hospitality in 2022, but more manufacturing and professional services than in Vallejo. In 2022, housing prices in Simi Valley were 18.08 times the median annual wage level in Los Angeles County; those in Vallejo were 12.54 times the median annual wage in Solano County. Though the two cities have similar wage profiles,

¹ Crime data come from the Federal Bureau of Investigations (FBI), Crime Data Explorer: <https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/home>

housing prices are 30% higher in Simi Valley than in Vallejo in 2022. Simi Valley had an estimated 108 violent crimes for every 100,000 in 2022.

Allentown, PA

The population under age 25 is smaller in Allentown than in Vallejo, with 17.2% of Allentown residents over age 25 having a BA or above (2021 ACS); the share of those in Allentown with a BA or higher degree in 2011 was 16.4% compared to Vallejo’s 27.5%. Only 16.6% of Allentown households generate over \$100,000 in annual income (2021 ACS), an increase from 8.7% in 2011, compared with 38.2% in Vallejo in 2021. In 2021, Allentown’s Hispanic population was 54.5% in 2021 (Vallejo’s 2021 population was 28.8% Hispanic), and Allentown is almost as diverse as Vallejo overall; in 2021, the black, indigenous, and people of color (BIPOC) population share in Vallejo was 76.5%, compared with 70.1% in Allentown. In 2022, housing prices in Allentown were 7.54 times the median annual wage levels in the Lehigh Valley metro area near the northwestern New Jersey border compared to Vallejo’s at 12.54. Allentown does have an intangible aspect that makes it similar to Vallejo in that it lost the steel industry (Bethlehem, PA, is a “sister city” adjacent) and has lingering effects from that change. Allentown had an estimated 344 violent crimes per 100,000 people in 2022.



Allentown Factory Site, Photo by Joe Dudeck, Unsplash

Aspirant Cities

Aspirant places are models that Vallejo could follow in its economy or offer a vision of that journey. Based on the abovementioned criteria, we chose these three cities for Vallejo to consider.

Concord, CA

Concord has a population share of those over age 25 similar to Vallejo, with approximately 36.8% of residents over age 25 having a BA or above in 2021 (2021 ACS); the share in Vallejo in 2021 was 27.5%. An estimated 50% of Concord's households generate over \$100,000 in annual income (2021 ACS), an increase from 31% in 2011; Vallejo's share in 2021 was 38.2%. Concord is more diverse than Vallejo regarding the Hispanic population (47.4% in 2021), where Vallejo's Hispanic population is 28.8%; Concord's share of the BIPOC population is 53.8% in 2021. In 2011, Concord had more retail and other personal services and about the same amount of manufacturing as Vallejo. In 2022, Concord housing prices were 9.94 times the median annual wage levels in Contra Costa County; those in Vallejo were 12.54 times the Solano County median annual wages. Concord shares labor and housing markets with Vallejo; Concord is mentioned in resident meetings as a place that Vallejo residents visit for shopping and recreation. Concord is historically a Navy town, with an initiative to "reuse" a naval weapons station site. Concord had an estimated 110 violent crimes per 100,000 people in 2022.

Palm Bay, FL

Palm Bay had 21.3% of residents over age 25 years that had a BA or above (2021 ACS), an increase from 17.1% in 2011; in 2021, the share in Vallejo was 27.5% in 2021. Approximately 19.2% of Palm Bay households generate over \$100,000 in annual income (2021 ACS), an increase from 11.4% in 2011; the share in Vallejo in 2021 was 38.2%. Palm Bay is less diverse than Vallejo overall (Palm Bay has a smaller BIPOC population as a percentage of the total), but the African-American population was of similar proportions to Vallejo (Palm Bay's 16.5% to Vallejo's 17.5% African-American in 2021). In 2022, Palm Bay housing prices were 9.14 times the median annual wage levels in its regional (metro) economy; those in Vallejo were 12.54 times the Solano County median annual wages. Palm Bay is near Melbourne, FL, and has a Naval Air Station. It also has a large regional community college located in the city. Palm Bay is part of the "space coast" (i.e., near Cape Canaveral). Palm Bay had an estimated 110 violent crimes per 100,000 people in 2022.

Round Rock, TX

Round Rock is near Austin, TX, a fast-growing tech hub in the United States. In 2021, Round Rock's population share of those over age 25 was similar to Vallejo's, but 42.0% of Round Rock's residents over age 25 had a BA or above. This increased from 37.0% in 2011, while in 2021, the share in Vallejo was just 27.5%. For Round Rock's households, 42.4% were estimated to generate over \$100,000 in annual income in 2021, an increase from 31.2% in 2011. In Round Rock, 50% of the population is BIPOC (24 percentage points less than Vallejo), mainly Hispanic (27.7% in 2021 to

Vallejo's 28.8%). Net commuting flows into Round Rock were positive in 2020 but were negative in 2011; economic development attracts regional workers to Round Rock, who are likely leaving Austin for nearby but less-expensive commercial space. In 2022, Round Rock housing prices were 12.05 times the median annual wage levels in its regional economy, which includes Austin, TX; those in Vallejo were 12.54 times the Solano County median annual wages. Being near Austin gives Round Rock's residents access to technology jobs in Austin; Dell Computer's world headquarters are in Round Rock. The key economic



Source: Round Rock Chamber of Commerce

development driver in Round Rock is its chamber of commerce: the city has a role but partners with it. Round Rock had an estimated 151 violent crimes per 100,000 people in 2022.

Our team presents these choices to create a structure for observing other places and what they may be doing right/wrong or similarly to Vallejo, regardless of whether an internal or external perspective is taken. The Economic Development Department should engage in some simple practices and use of tools to monitor these places.

Tools to use in monitoring these places:

- Whether physically or virtually, attend one business event in these areas that focuses on economic development
- Set up Google alerts to monitor news in these areas about local businesses or economic development
- Subscribe to a local or regional business journal or news outlet or schedule a quarterly check of the latest business stories.

Our team learned a lot from communicating with local residents, employers, commercial real estate owners, and professional elected officials in the City of Vallejo and beyond, as well as workforce development (countywide and local education and training programs from K-12 to doctoral programs). The communications plan below uses that learning and the data above to formulate the action steps and roadmap for Vallejo's Economic Development Department until 2030.

KEY PERFORMANCE INDICATORS

Key performance indicators (KPIs) are a classic tool for such communications. KPIs in economic development serve three primary purposes:

What These Data Tell Us: Think of the KPIs as a tracking device for progress and a way to communicate to all stakeholders as part of a broader communications plan for Vallejo Economic Development Department about progress toward larger goals and simply what activity has taken place and borne fruit as actions are taken per the Roadmap above. It is important to see these KPIs as measuring economic development activities and not the progress of Vallejo socially. A citywide dashboard should be developed to monitor educational, infrastructure investment, workforce and economic development progress as a whole, where these KPIs may inform that dashboard. Our team worked to determine what metrics were best suited to honestly and efficiently measure and communicate progress, given Vallejo’s Economic Development Department goals as provided by the City of Vallejo. This plan recommends the following KPIs.

Unemployment Rate: The unemployment rate in Vallejo is a monthly measure of the local residents, as officially stated. The unemployment rate does not measure job losses at Vallejo’s employers, except it includes those workers who also live in Vallejo. All cities and counties have monthly unemployment estimates in California, which makes regional comparisons easy.

Taxable Sales in the Aggregate: Rising taxable sales signal more spending ability in the city by local residents or visitors who come and spend in the local economy (a measure of economic vitality). Taxable sales should be considered after inflation, which can increase due to price increases and not because more goods and services (like restaurant meals) were sold.



Source: [The Wet Mile](#)

Change in Jobs at Vallejo Employers: This is a classic KPI for economic development, but it is tricky to control in practice. All municipalities want job growth, but more jobs may be due to macroeconomic factors versus local initiatives around economic development. Job growth can also provide socioeconomic progress, mainly as rising incomes help school districts, religious groups, retailers, and other employers. A distinction should be made for head of household jobs, jobs with incomes above a certain living wage threshold.

Median Household Income: Median household income can reflect progress in regional job markets, specifically for local residents. As Vallejo’s economy sees rising incomes and home prices, a cleaner, safer city and enhanced commercial activity should become more visible. More taxable sales (especially with the passage of Measure P in 2022) and a higher percentage of households as homeowners all generate more revenue for the City of Vallejo and strengthen its economy. Quality-of-

KPIs and Direction-of-Change Goals (in parentheses)
• Unemployment rate (↓)
• Taxable sales (↑)
• Vallejo’s employers hiring (↑)

life metrics may also include breadth of retail options, quality of K-12 education, and less violent crime per 100,000 residents.

Median Home Prices: Rising prices may indicate a better quality of life perceived by local residents, especially if accompanied by more jobs in Vallejo and more visible commercial activity. Rising home prices can be seen as local and regional workers increasing the demand to live in Vallejo for reasons; lower prices (and even slower-growing prices when regional prices are rising) can be perceived as signs of concern about living and working in an area.

Assessed Value of Property: Assessed property values combine rising median home prices and better market returns in commercial real estate. Vallejo should monitor how its tax rate areas (TRAs) are progressing regarding property values based on new transactions.

Vacancy Rates (commercial and residential): These data show how the region and the world consider Vallejo a place to do business. For residential vacancies, annual data are available from the California Department of Finance and the Census Bureau to estimate the change in Vallejo’s housing units and housing utilization compared to other places in California and throughout the United States.

City Population: Changes in Vallejo’s population should be compared to other Bay Area cities and the peer and aspirant cities. A smaller population suggests people leaving or an aging population. This KPI should be used with residential vacancies to monitor real-time changes in the age of the local population and the upcoming strains local employers face when finding employees.

Total Business Counts and Mix: When using a targeted-industry strategy, monitoring both changes in the number of businesses (and employee counts) in industries of focus and supply-chain partners helps monitor progress toward being a place that attracts the targeted industries.

Hotel Occupancy Rate and Average Daily Rate (ADR): Working with Visit Vallejo and monitoring how local hotels and motels are doing on price and occupancy is an excellent way to monitor how tourists are looking at Vallejo as a place to stay overnight versus just coming for the day (for example, visiting Six Flags and then leaving at night rather than staying). These trends could inform a tourism strategy. This is a critical KPI, as rising ADR and occupancy rates tie to taxable sales and more transient occupancy tax (TOT) revenue for the City of Vallejo.

Grant Funding Deployed: Grant funding needs to be a focus of regular activity for the City of Vallejo’s Economic Development Department. Vallejo’s socioeconomic history and current situation qualify for funds to revitalize local areas and address diverse populations’ needs. Grant funding can also help specific projects continue to move forward after American Rescue Plan Act (ARPA) funding runs out in year 1 of Cycle 1 of the economic development strategic plan.

- Median household income (↑)
- Median home values (↑)
- Assessed value of property (↑)
- Retail vacancy (↓)
- Office vacancy (↓)
- Residential vacancy (↓)
- City population (↑)
- Total business counts and mix (↑)
- Occupancy rate and ADR (↑)
- Grant funding deployed (↑)

COMMUNICATIONS PLAN

The communications plan below was developed through reaching out to Vallejo residents and businesses. EFA’s outreach across Vallejo was part of the assignment to understand Vallejo’s economic, political, and social opportunities and concerns. This effort involved understanding and learning about the current methods and platforms used by Vallejo’s Economic Development Department and Vallejo’s Communications Division (City Communications) to engage with businesses, residents, and external stakeholders. The insights gained were then used to recommend communication strategies to support Vallejo’s economic development efforts. This section uses information gathered during that outreach process, including data our team generated from Vallejo’s recent past regarding city communications about Vallejo as a place to do business, infrastructure to communicate, and public reactions since 2012.

WHAT WE LEARNED: DISCOVERY OVERVIEW

We gathered feedback on preferred communication methods and Vallejo's challenges and opportunities toward 2030. We received input from approximately 200 individuals, including leaders of companies and nonprofits, residents, workforce and economic development partners, and elected officials. The survey questions and interview guide used in this research are in the Appendix (the Appendix section is called “Facilitating Community Outreach, Voice and Expectations”), which draws from our extensive experience in similar projects.

The following summarizes what our team learned after speaking with over 300 people who work or live in Vallejo. These data points summarize feedback from our conversations, group meetings, and gatherings with residents throughout Vallejo from July 2022 to May 2023.

Assets: Vallejo’s Economic Development Department has the tools and expertise to support a strong communications strategy

The following are not statements of fact. They are summaries of opinions we heard in interviews and town hall meetings with city council members.

- Main media: MyVallejo, Vallejo Weekly, Facebook, and Nextdoor are popular media platforms and tools on which residents rely to learn about what is happening in Vallejo.
- Vallejo residents are engaged, optimistic, and protective of their home community.
- Vallejo’s location, diversity, weather, and unique assets can be leveraged to design positive messages.



Challenges: several factors or negative perceptions must be overcome

The following are not statements of fact. They are summaries of opinions we heard in interviews and town hall meetings hosted by city council members during April and May 2023. Two key causes may be creating themes in these opinions: (1) high turnover in key city government staff positions and (2) a need to augment communications from the City of Vallejo government and elected officials about new initiatives and progress (Mare Island's future is a good example).

- City government inspires little confidence in efficiency, performance, and leadership.
- The City of Vallejo is not considered transparent or business-friendly.
- Leadership is seen as reactive, lacking vision, and having conflicting goals among city councilmembers.
- Residents and businesses are concerned about the level of municipal services in terms of crime, response times, road quality, and homelessness.
- The public is impatient with job and business progress on Mare Island.
- Families and businesses are hesitant about moving to Vallejo due to its low-performing public education system, which undermines the city's prosperity.
- Vallejo, other than Mare Island, is perceived as being built out in terms of commercial and residential development, and the existing commercial real estate stock is antiquated and may remain vacant for decades.

Vallejo As a place for business, Opportunities to share with broader audiences

The following are not statements of fact. They are summaries of opinions we heard in interviews and town hall meetings with city council members.

- Vallejo's location in the Bay Area offers proximity to major consumer, recreation, and entertainment markets.
- The downtown and waterfront areas can attract more visitors and residents with a more focused and aggressive visitor strategy.
- The Ferry Terminal is a unique regional asset that, if correctly leveraged, can have a tremendous economic impact on downtown Vallejo and the city.
- The diversity of the city's population could be celebrated more with multicultural events and spaces.
- Three higher-education institutions in the city offer training opportunities for residents that can help prepare local workers, including people who currently work outside Vallejo.
- The Solano 360 project can transform North Vallejo but needs to begin meaningfully. While this is a county project beyond the city's control, it will heavily impact Vallejo, and the city should continue to be an influential partner in the project.

COMMUNITY OUTREACH STRATEGY, CYCLES 1 AND 2

In the future, Vallejo’s Economic Development Department must be proactive and consistent in its communications strategy and be efficient with resources. This means partnerships whenever possible. Vallejo’s Economic Development Department should view future communications as part of a broader marketing strategy rather than simply municipal, public-service communications. Given the capacity constraints of the City of Vallejo’s communications workers (the City Manager’s office has five (5) communications employees in 2024 to cover all city needs), our recommendations assume expanding partnerships with regional chambers, Visit Vallejo, and employers, and the County of Solano when appropriate, and more staffing as possible.

Current Assets for Vallejo’s Economic Development Department Communications	Recommended Investments
<ul style="list-style-type: none"> • MyVallejo, the city’s main website, using Bang the Table as a vendor • Media and video partnering with city PIO • Engagement on social media through the City PIO office • Vallejo Weekly 	<ul style="list-style-type: none"> • Video editing and production • Dedicated social media content lead • Customer Relationship Management (CRM) software • Chat boxes for engagement with the community

Vallejo’s Economic Development Department communications should be consistent, fact-based, and provide a vision for the city’s economy:

- Vallejo must overcome negative perceptions by increasing the number of positive stories in all media.
- Vallejo must use consistent, regular messaging using the city’s vision for Vallejo as a place to do business and honestly reflecting on changes that may affect the city’s public perceptions.
- Such communications must support Vallejo’s competitive position regionally.
- Communications may need to change for different audiences and how local actions affect that audience. For example:
 - impacts new businesses have on the local economy (revenue, jobs, increased wages);
 - impacts new revenue from more visitor spending supports local businesses, taxes, and eventually city services for local residents and employers;
 - new businesses with Vallejo-based ownership or help diversify city retail or service options for residents.
- Communications should include video and local employers as much as possible.

Going forward: Audience-specific action steps

Every audience has different needs and expectations. Each requires distinct, unique messaging using preferred and most effective media. Our recommended actions aim to elevate Vallejo as a place to do business in front of regional press, social media, and local residents. Table 6 gives an overview of the communications plan, with more detailed descriptions of activities for engaging each audience.

Table 6: Summary of the City of Vallejo Communications Plan

AUDIENCE	OBJECTIVE	ACTION ITEMS
LOCAL EMPLOYERS	Build trust through a collaborative and broad approach to providing business assistance in partnership with private-sector business groups	<ul style="list-style-type: none"> Promote and prove a “no wrong door” approach for businesses seeking services and assistance from the City of Vallejo, e.g., customer service and cross-trained front-counter staff; an online inventory of local programs and service providers Partnering with regional chambers and other organizations, check in on small businesses; identify possible assistance needed As staff capacity permits, personally visit larger employers and identify potential assistance Vallejo Economic Development can provide Declare ten months of the year specific “industry” months in City Council and visit businesses in those industries annually
RESIDENTS	Rebuild public confidence in city government and create public support for economic development	<ul style="list-style-type: none"> Attend regularly schedule council community meetings to hear from and communicate directly with residents Hold periodic district events hosted by elected officials to hear feedback (town halls, e.g.) Semiannual surveys that focus on a specific topic or issue, e.g., shopping, dining, community events, recreation, using businesses in Vallejo
E.D. PARTNERS, BROKERS, DEVELOPERS, SITE SELECTORS, PROSPECTIVE NEW BUSINESSES	Manage perceived risks and negative perceptions associated with doing business in Vallejo	<ul style="list-style-type: none"> Promote available sites Create case studies that show how the City of Vallejo can generate wins for businesses, such as fast-tracking tenant improvement permitting, providing access to city-owned properties, connecting Vallejo businesses to customers from the ferry service, expanding access to broadband and downtown area as examples Incorporate the City of Vallejo’s economic development values and vision in all messaging
ELECTED OFFICIALS	Keep elected informed and engaged to receive ongoing support for economic development initiatives and programs	<ul style="list-style-type: none"> Regularly report progress toward goals and key performance indicators, what is working, what challenges exist, and what proactive measures are being taken in check-in meetings and public meetings.

Audience: Local Employers

Vallejo’s Economic Development Department is committed to a proactive approach. Constantly ask: what challenges are current and potential businesses facing that we, or another City of Vallejo department, could potentially resolve? Successful business outreach programs are those that foster collaboration, such as partnerships with local and regional business assistance providers and chambers of commerce.

The City of Vallejo particularly values its partnerships with regional cultural chambers. These alliances enable the city to reach business owners from diverse backgrounds and create culturally-sensitive messaging, promoting diversity in business ownership and markets. An established relationship with existing employers provides an early warning system if local employers require assistance with issues that constrain company growth or expansion efforts. If the City of Vallejo and partner organizations are not readily available and able to help local businesses, these businesses might leave or not expand locally.

In Cycle 1 of this plan, the City of Vallejo can partner in current efforts and build a foundation for more employers and industries throughout Vallejo. Communications in Cycle 1 need to show that Vallejo is regionally competitive by supporting current private-sector efforts. In Cycle 2, communications can shift to propelling Vallejo to the “top of wallet” regarding site-selector choices for investing in Vallejo. New investments create stories and show private-sector vision.

As of 2024, Vallejo is not ready to put a business attraction strategy into action; Vallejo’s Economic Development Department first needs to focus on current projects and consider what assets the City of Vallejo has to engage in economic development as a partner; projects are underway (e.g., Mare Island Company), and we have recommended a citywide capital-facilities plan to identify more assets that could help catalyze economic development within Vallejo.

What We Learned: Employer Surveys and Interviews

Local employers should be viewed as Vallejo’s commercial “residents”. We used a business survey (see Appendix for Tasks 2.1-2.3, Communications Plan and Messaging) to gather information and opinions from the regional employers. Some survey results are summarized here. Other survey comments inform city staff on the business community’s attitudes and opinions.

EXAMPLE: THE CITY OF ROHNERT PARK IN SONOMA COUNTY IS A REGIONAL EXAMPLE OF GOOD PLANNING AND EXECUTION FOR A HOMELESS POPULATION USING REGIONAL PARTNERSHIPS, INCLUDING HOW TO COMMUNICATE ABOUT THE HOMELESS POPULATION IN COMPASSIONATE WAYS.

These are opinions, not statements of fact, but suggest where more communication may be needed.

- Businesses want a larger volume and better quality of municipal services regarding police response, general public safety, road quality, and reduced visibility of the homeless.

- Employers generally believe Vallejo can become a first choice in doing business regionally, but the City of Vallejo needs to provide better public safety and more business assistance.
- Vallejo’s location, Mare Island, and the Ferry Terminal are all recognized as unique assets.
- Permitting processes are slow, and fees exceed those in other Bay Area cities.
- The City Council needs to be more business-friendly, visit businesses more often, and provide pathways for permitting, especially for big projects and employers.
- BIPOC businesses must be embraced by the City Council to support diversity.

Communication Plan for Vallejo Businesses

OBJECTIVE	Outreach focuses on building trust with local employers and solving problems.
MESSAGE	Vallejo employers enjoy a “no wrong door” approach when seeking assistance. Vallejo’s Economic Development Department unit and front counter staff should have a customer-service attitude, solve problems for applicants, and navigate them to solutions or to the applicant’s inability to complete the project.
EXPECTED OUTCOMES	<ul style="list-style-type: none"> • Vallejo’s Economic Development Department is top of mind to help local businesses • More businesses staying and expanding in Vallejo • Demonstrate to external audiences that the City of Vallejo continues to care about a business’s success long after its grand opening • An efficient team that is well-informed and effectively creates solutions
ACTIONS	<ul style="list-style-type: none"> • Create an employer database including (at a minimum) contact information for key management personnel; update through continued contact and annual full update • As staff permits, establish regular visitation schedule to employers, partnering with regional chambers and workforce development, based on industry “months” • Conduct an annual short e-survey to check in with employers to identify workforce, training, financing, or other needs or concerns • Establish follow-up procedures when Vallejo’s Economic Development Department is asked to help a business and communicate what was done to help • Encourage employers to subscribe to MyVallejo and Vallejo Weekly as part of information sharing and outreach about new programs and progress • Use MyVallejo to reach out to businesses periodically in partnership with chambers (e.g., Black-owned business outreach should partner with Solano County Black Chamber of Commerce as the lead) • With the employer’s permission, use MyVallejo, Vallejo Weekly, and social media to share good news and congratulate businesses on hirings, physical expansion, new markets, products, services, or technology
RECOMMENDED IMPLEMENTING PARTNERS	<p>City of Vallejo Economic Development Department (lead) and PIO Chambers of commerce Workforce Development Board of Solano County Solano County Small Business Development Center Community colleges and local universities</p>
INITIATE	Within the first 180 days of Cycle 1

Audience: Residents

The support and confidence of Vallejo residents are critical for establishing trust and optimistic perspectives on Vallejo’s Economic Development Department activities. Vallejo’s residents must also be realistic about what Vallejo’s Economic Development Department is doing to help local businesses and residents.

It will take time to achieve goals. Our team found in our town hall gatherings that although comments in surveys generally took a negative tone about current conditions, residents were optimistic about Vallejo’s future. During the planning process from July 2022 to April 2023, our team conducted surveys and listening sessions with residents to obtain feedback and develop a habit of soliciting residents' opinions on specific activities to help inform Vallejo’s Economic Development Department.

It is essential to obtain responses from a cross-section of local residents in different parts of Vallejo. To encourage participation, surveys were intentionally kept short and anonymous. The primary identifying information we requested was the council district in which residents lived.

What We Learned: Residential Surveys and Meetings

We used residents' surveys and group meetings in different parts of Vallejo to generate ideas and opinions. Thematically, our team made the following conclusions:

- Vallejo has the potential to be a place for doing business, primarily in downtown and waterfront areas.
- Mare Island can be a regional standout for tourism and jobs, but residents want change, particularly economic change, throughout the city.
- Residents' safety is a concern regarding where they choose to shop and play in Vallejo and where they go when visiting other places regionally.
- Facebook and Nextdoor are popular ways that residents use to find out what is going on in Vallejo, along with city council meetings, newspapers, and Vallejo Weekly.
 - How active a role City Communications should take means more staff time, but could spread more positive messages as available.
- Residents want more information about what is happening throughout Vallejo (Mare Island, Solano 360) and other projects and changes throughout the city’s main business districts.
- The two main reasons people live in Vallejo are the climate and proximity to the Bay Area.

OUR RESIDENT SURVEY CONSISTED OF FIVE QUESTIONS.

1. HOW DO YOU DESCRIBE VALLEJO TO PEOPLE YOU MEET?

2. WHAT MEDIA DO YOU USE TO KEEP UP TO DATE WITH WHAT’S HAPPENING IN VALLEJO?

3. HOW DO YOU ENJOY SPENDING YOUR FREE TIME IN VALLEJO?

4. IF YOU SHOP OUTSIDE OF VALLEJO, WHAT ARE THE PRIMARY REASON(S)?

5. WHAT ARE TWO SIGNIFICANT, POSITIVE CHANGES THAT HAVE OCCURRED IN VALLEJO OVER THE PAST 10 YEARS THAT HAVE HELPED THE LOCAL QUALITY OF LIFE?

Communication Plan with Vallejo Residents

OBJECTIVE	Rebuild public confidence in city government, create public support for economic development, and change conversations from complaining to celebrating.
MESSAGE	Positivity, performance, inclusivity, realism, placemaking
EXPECTED OUTCOMES	<ul style="list-style-type: none"> • A well-informed, engaged, and supportive community that understands that placemaking support and public services directly depend on a strong local economy • Constructive public engagement that moves from awareness to engagement • Continued and improved community pride in Vallejo
ACTIONS	<ul style="list-style-type: none"> • Continue holding periodic community meetings in each council district. Combine districts as appropriate. Gatherings can be informal, “Coffee with the Council” events • There should be a maximum of three (3) elected officials per event. Moving locations among the districts makes events more accessible to residents, especially those with mobility challenges • Encourage ongoing public participation via enhanced and more frequent use of MyVallejo and Bang the Table tools • Build subscriptions to Vallejo Weekly as a critical medium to inform the public on economic development progress, projects, and events • Use data and case studies to demonstrate how the city is progressing and moving forward with plans and initiatives • Publish a Quarterly or Semi-Annual Update in the Vallejo Weekly that reports on KPIs and showcases Economic Development Department accomplishments • Increase positive Facebook messaging and links to the Weekly
RECOMMENDED IMPLEMENTING PARTNERS	<p>City of Vallejo Economic Development and Public Information staff</p> <p>Chambers of commerce</p> <p>Community-based organizations that have networks with residents throughout Vallejo</p>
INITIATE	Second 180 days of the First Year of Cycle 1

Audience: Economic Development Partners (Commercial real estate Developers, Site Selectors, Property Owners, Commercial Real estate professionals) and Prospective Businesses

During Cycle 1, a significant objective is to shape conditions for new and expanding businesses to choose Vallejo. Business location decisions depend on much more than available real estate. The illustration on the right shows

the various metrics evaluated in a company site-location decision process. Collectively, these factors confirm or deny that a community is suitable for corporate investment. For example, competitive communities offer:



- community-wide consensus on the vision, goals, and support for economic development that is demonstrated by community investment
- use Location One software to market and track key properties, especially city-owned parcels and buildings in terms of use, leasing or potential sales
- a transparent regulatory environment and the ability to demonstrate the path to development and estimate operating costs
- a sufficient labor supply and proof that a pipeline of workers is available so that businesses will be able to attract the talent they need both now and into the future
- sites, buildings, and business parks that are market-ready have reliable and modern infrastructure and controls in place to prevent undesired development nearby
- the quality of amenities that help employers attract and retain workers and professionals, e.g., investments that support health and safety, housing options, high-quality education, and cultural and recreational options

A specific audience—a mixture of commercial real estate professionals, land developers, site selectors, and other economic development partners—should become close allies in Cycle 1 and proponents of Vallejo as a place for doing business in their communications. For Vallejo’s Economic Development Department, the ability to identify and present solutions for clients’ and owners’ unique needs effectively elevates Vallejo’s economic development efforts daily. Needs and possible solutions may include assistance with site development, tenant improvements, permitting, and local supply-chain partners. Commercial real estate professionals and property

owners are critical partners in Vallejo, including the Mare Island Company on Mare Island and Industrial Realty Group (IRG) for the Solano 360 (as of March 2024).

Our team’s discussions with this audience generated the following opinions and perceptions. These are not statements of fact, but are a summary of how this audience viewed Vallejo in 2023:

- Mare Island is seen as the most desirable place in the city to locate; outside Mare Island, the city has little space for new residential real estate (with exceptions on the waterfront and parcels near I-80 and the city limits as of June 2023)
- Industrial space is a competitive market, but Vallejo’s lease prices are relatively low regionally due to perceptions of low-quality spaces



Source: City of Vallejo

- Office space is less competitive, as demand has sagged regionally in the wake of the pandemic
- Vallejo’s commercial real estate is perceived as generally older and has lower class spaces than elsewhere regionally (Vallejo’s office space stock is dominated by Class B or C spaces)
- Downtown Vallejo has urban blight and lacks vibrancy, with few “last-mile” access options from the Ferry Terminal to downtown
- High crime rates and low-quality schools fuel negative perceptions, discouraging new businesses from coming to Vallejo
- Vallejo’s Opportunity Zones are unique assets (Fairfield has the only other Opportunity Zones in Solano County; but (1) the Opportunity Zone program is now close to sunseting and is federal, not state or local; and (2) a parcel being in an opportunity zone is not generally a deciding factor in locating or expanding businesses
- The city has dilapidated homes and commercial properties, which could be renovated or revitalized with grants or federal or state funding programs (examples include Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP), Main Street Economic Revitalization Grant, Veteran Home Repair & Modification Pilot Program, Community Catalyst Building Remediation Program)
- Commercial centers are disconnected (northern Vallejo is not connected to downtown or waterfront areas), and Mare Island remains an “island” with only two connections to the mainland. Water taxis or dedicated bus service to move to and from Mare Island could be seen as an asset for employers and merchants on both sides of the Napa River

Communications Plan with Economic Development Partners

OBJECTIVE	Overcome perceived risks and negative perceptions about Vallejo and demonstrate why Vallejo should be the first choice as a business location in the Bay Area.
MESSAGE	<p>The city has assets—available space, workforce, and programs—that benefit owners and employers; use testimonials and documented progress</p> <p>Establish industry-specific value propositions and key messages which will become critical during the business attraction activities in Cycle 2</p>
EXPECTED OUTCOMES	<ul style="list-style-type: none"> • Recognition that Vallejo is unique, a viable and competitive alternative to Bay Area locations • Assist efforts and interest in Mare Island development opportunities • Increased inquiries and development activity throughout Vallejo
ACTIONS	<ul style="list-style-type: none"> • Host regular working groups with economic development regional partners to solidify messaging and marketing strategies. • Lobby for and support efforts to improve safety in the city; acknowledge the problems while publishing and promoting all good news items and the small steps that are being made to address the issues. • Regularly call and visit local and Bay Area commercial real estate professionals; host semi-annual or annual roundtables and tours in Vallejo • Communicate regularly and directly with Bay Area commercial real estate networks to show progress on the waterfront, downtown, Mare Island, and other commercial centers throughout Vallejo, including broadband projects • Use MyVallejo and Vallejo Weekly as news outlets for the broker audience • Follow and interact with the regional commercial real estate community on social media <p>Establish value proposition, messages, and proof points that answer: “<i>Why your business should locate in Vallejo instead of anywhere else.</i>” (Samples in Appendix, Communications Plan and Messaging)</p>
RECOMMENDED IMPLEMENTING PARTNERS	<p>City of Vallejo Economic Development Department (lead) Economic Development Commission (Vallejo EDC), City of Vallejo Solano County Economic Development Corporation Chambers of Commerce</p>
INITIATE	First Year of Cycle 1 (2025)

Audience: Elected Officials, City Staff, and Economic Development Commission

As of 2023, Vallejo’s Economic Development Department reports to elected officials in Vallejo and the city’s appointed Economic Development Commission (Vallejo EDC, formerly Economic Vitality Commission) quarterly. Vallejo EDC is an appointed body of residents and business people in Vallejo, with meetings scheduled bi-monthly. Vallejo City Council meetings are monthly, with no meeting during July as of 2024).



Source: City of Vallejo

Elected officials and Vallejo EDC members should be asked to join Vallejo’s Economic Development Department in business visits in partnership with one or more regional chambers of commerce. Video and photo recordings of those visits can be used as communications assets. These reports and conversations should focus on three critical things:

- Remain positive and realistic about Vallejo as a place to do business; the planning cycles are meant to build foundations for the long-term success of the city economy, and big wins will be due to partnerships, luck, and timing, more than anything else (they should not be expected in the short term), where multiple small wins should be the focus.
- Recall economic development goals so each meeting begins with those goals in mind.
- Leave participants with a “success story”: here is what businesses in Vallejo showcase and what Vallejo wants to be now and in the future.

What We Learned: Elected Officials, Appointed Officials and City Staff

We spoke to every elected official in Vallejo, including a subset of Vallejo EDC members and key city staff. Their opinions and foresight helped generate our conclusions and shaped our recommended actions.

- Location, weather, and proximity to markets are all selling points for the City of Vallejo as a place to do business; public safety is a major issue
- Measure P, passed in 2022, should provide more financial resources and relief from budget pressure in specific areas of need, including infrastructure, homelessness, safety, etc.
- State Highway 37 is increasing its capacity to two lanes in each direction, as well as being heightened in some areas, and could provide jobs to Vallejo residents and revenues to Vallejo merchants through 2030, also providing more regional access to Vallejo after completion

- During construction, traffic conditions are likely to be somewhat worse than in recent years, especially westbound from Vallejo, based on current commuting patterns
- There are other opportunities for persuading commuters to view Vallejo as a place to shop and to stay while driving support for targeted industries
- Mare Island exit from State Highway 37 is critical to the future development of Mare Island
- Mare Island needs to be developed and can be a regional asset in the city’s economy.
- Solano 360 needs to start and provide resources, including new housing.
- Local employers must work with the diverse population and education institutions to enable Vallejo residents to achieve social mobility.

Communications Plan with Elected Officials and Vallejo EDC

OBJECTIVE	<p>Update the City Council on progress toward achieving economic development goals.</p> <p>Provide updates on significant projects outside the direct control of City Vallejo’s Economic Development Department (e.g., Mare Island Company, Solano 360).</p> <p>Build confidence in the business community.</p>
MESSAGE	<p>Regular reporting on activities, key performance indicators, and successes</p> <p>Report on challenges and requests of the City Council in terms of issues it should foresee and progress on initiatives in the city economy</p> <p>Cycle 1: pilot project successes and lessons</p> <p>Cycle 2: business recruitment-businesses considering locating in Vallejo</p>
EXPECTED OUTCOMES	<ul style="list-style-type: none"> • A more fully informed council and residents • Time during public reports for community feedback, as well as getting business owners to the meeting to tell their stories • Ongoing support and funding allocated for economic development initiatives and programs
ACTIONS	<ul style="list-style-type: none"> • Regular update reports at council meetings become stories elected officials tell • Councilmembers have data from presentations at public meetings in each council district about current initiatives that support economic development • Councilmembers understand data on KPIs, progress towards goals, and economic development educational materials (e.g., the economic impact of different industries)
RECOMMENDED IMPLEMENTING PARTNERS	<p>City of Vallejo Economic Development Staff</p> <p>Regional chambers and employers</p>
INITIATE	<p>First 180 Days of Cycle 1</p>

FUTURE ISSUES THAT AFFECT VALLEJO

Vallejo's Economic Development Department needs to consider how changes may affect the strategy and how those effects may shift when Cycles 1 and 2 start and end. The issues identified below are samples of what our team believes could affect Vallejo and this plan's evolution until 2030.

Cycle 1 is likely a time of slower economic growth and transition.

- Forecasts for California and the United States from 2024 to 2027 point to slower income growth and jobs, with relatively high inflation and interest rates compared to 2011 to 2021.
- The presidential election results may create changes in state and federally elected officials during Cycles 1 and 2 due to term limits and retirements.
- A slower economy might be beneficial for Vallejo as businesses and residents look for lower-cost opportunities in the Bay Area, especially in places with unique assets and transportation links that prepare for better economic times after 2027;
 - One action Vallejo can take is to start looking at Bay Area leaseholders that may have leases coming up and want to divest but remain close to the core labor force/amenities in the core Bay Area (San Francisco), where Vallejo provides lower-cost footprints with similar amenities (broadband, ferry services, access to Interstate 80 as examples).

An aging demography and slower population growth

- Vallejo (like Napa, Sonoma, and Marin counties) has had a population in decline since 2017 as well as older (and, among those age 25 and over, more educated).
- The Bay Area is projected to have slower, if not negative, population growth by 2050.

An energy race on the technology side: renewables/hydrogen

- State and federal funding is coming for renewable energy sources and businesses.
- These may include science and product manufacturing jobs focused on climate change.

Two lanes in each direction on State Highway 37

- The expansion of State Highway 37 enables more movement to and through Vallejo, with an expansion in the number of potential visitors to Vallejo.
- State Highway 37 is important to ensure the off-ramp and general infrastructure can support traffic for future development in jobs and housing.
- Vallejo residents may find jobs during this construction effort close to home and improve long-term transportation linkage to higher-income employment centers to the west.

Mare Island and Other Parts of Vallejo: Cooperation

- Vallejo's Economic Development Department must partner with the Mare Island Company in its commercial development effort, specifically by creating paths to a faster permitting process and linking growth on Mare Island to the mainland (downtown and waterfront).

- Other efforts in Vallejo (Blue Rock Springs, Waterfront, Downtown, for example) will need similar services from Vallejo’s Economic Development Department and similar links to broader commercial activity throughout Vallejo.

PILOT PROJECTS, GOALS AND ACTION STEPS

Using the data gathered and our team’s experience, this section recommends specific actions to be taken by Vallejo’s Economic Development Department and the City of Vallejo based on available ARPA, Measure P, and other sources (grants, for example) funding as initial investments in these projects. This section describes the rationale and connections to this plan’s goals for the projects considered “Highest Priority.”

RECOMMENDED PILOT PROJECTS AND RATIONALE

Highest Priority	Other Projects For Cycles 1 or 2
<ul style="list-style-type: none"> • Citywide capital-facilities Master Plan • Pop-up ferry events: Watch for significant events to coordinate and include flea markets, pop-up retail, and food trucks at these events, and coordinate with other significant events when possible and to also increase ferry use at Vallejo Terminal • Seed a revolving loan fund or grants for small business • Marketing Plan for Vallejo as a place to do business • Shop-Local Campaign Support 	<ul style="list-style-type: none"> • Arts downtown or along the waterfront, including live events with Vallejo-raised or Vallejo-based artists • Software license renewal and training • Security equipment for businesses • Communication boards/advertising throughout downtown and waterfront • Vallejo entrance signs • Create recruitment materials for businesses Vallejo wants to see • Attend conferences and events to recruit and educate others, foster relationships, and tell positive stories • Waterfront and Downtown Beautification Plan • Mare Island Beautification Plan

Rationale: The highest priority projects enable Vallejo to start this plan quickly (in the first 90 days of Cycle 1), build momentum, and generate visible activities that tell stories. Because Cycle 1 primarily builds foundations for Vallejo’s economic future, each potential pilot project is meant to show support for local businesses and showcase how Vallejo’s Economic Development Department and the City of Vallejo can engage in broader, regional partnerships. Also, for each pilot project recommended and considered by Vallejo’s Economic Development Department staff, City of Vallejo management, and City Council, we provide connections to how the community (Vallejo residents and businesses) provided feedback that helped shape the final

recommendations. The key is supporting Cycle 1’s goals and building a foundation using the remaining ARPA funding.

Potential EXTERNAL Funding Sources to Complete Unfunded Initiatives

Funding Source and Type	Project Types	Maximum funds available	Match funds required
Board of State and Community Corrections –Grant, Organized Retail Theft Prevention Grant Program	Help local law enforcement prevent and respond to organized retail, motor vehicle accessory, and cargo theft	\$15,650,000	0%
Building Pathways to Infrastructure Jobs US Department of Labor–Grant	Develop/Implement Local/Regional Worker-Centered Sector Strategy Programs; or Scaling Effective Worker-Centered Sector Strategy Programs.	\$2,000,000	15%
CA Arts Council –Grant, Arts & Cultural Organizations General Operating Support	Support for arts or cultural programs (linked to pilot projects)	\$30,000	100%
California Energy Commission –Electric Vehicle Charging Infrastructure: Clean Transportation Program	Renewable energy, Manufacturing	\$35,000,000	50%
Community Development Block Grant (CDBG) US Department of Housing and Urban Development–Grant	Economic Development Assistance	\$1,500,000	Varies based on grant (contact Shekinah.Echols@hcd.ca.gov)
Community Economic Resilience Fund (CERF) –Grant	Economic Development Support	\$6,000,000	50%
Department of Energy (DOE) - Small Business Innovation Research (SBIR) And Small Business Technology Transfer (STTR) Programs	Product or service commercialization and meet specific DOE mission-specific R&D needs. Includes technology transfer from universities	\$300,000,000	0%
Economic Development Administration (EDA) –Grant for the loan fund Go Biz: Revolving Loan Fund	Capitalize or recapitalize lending programs that assist borrowers who would not be able to access traditional bank funding	\$2,000,000	0% is required and is likely more competitive if 50% is the minimum.
Economic Development Administration (EDA) –Grant, Public Works	Assistance on public works	\$30,000,000	0%
Food Chain Guaranteed Loan Program –US Dept of Agriculture Guaranteed Loan	Food manufacturing	\$40,000,000	0%, because it is a “loan” that USDA guarantees
Grants for Arts Projects National Endowment for the Arts (NEA)–Grant	Focus on Downtown Arts, especially in diverse communities	\$100,000	100%
Our Town National Endowment for the Arts (NEA)–Grant	“Placemaking” grants	\$150,000	100%

Citywide capital-facilities Master Plan

Funding Estimate = \$95,000

This pilot project provides the City of Vallejo with an analysis and plan to consider using city-owned facilities throughout Vallejo (concentrated downtown but throughout the city) as economic and fiscal development assets. Being city-owned, zoning flexibility can occur within the city's administrative structure and allow flexibility with the City of Vallejo as a landlord or selling to a partnered developer or owner that would either rehabilitate the property or build on vacant land as part of the downtown-specific plan. That plan would coordinate a vision of Vallejo using city-owned properties as economic development catalysts and begin a cycle of new ownership and shared vision.

The plan would involve coordinating capital facilities owned by the City of Vallejo, including their best use. Such a plan should also provide a way to view the expenditures on those properties for their utilization, maintenance, or both. A cost-benefit analysis of selling or changing each property's utilization (perhaps zoning) should also be included.



Source: Solano Open Space

How does this pilot project contribute to Vallejo's Economic Development Department goals?

This pilot project begins to catalyze areas near current city-owned properties by considering changes that would become new partnerships for economic development. Because cities have few financial levers to provide incentives to developers or potential new businesses to locate in a city, one way Vallejo's Economic Development Department can offer competitive incentives is to provide unique opportunities as a partner. This could range from zoning changes on a city-owned property that has become a new private-sector business. In coordination with Vallejo's downtown-specific plan, city-owned properties can be examples of where Vallejo wants to go regarding beautification, the arts, and new experiences in downtown Vallejo. Over time, this can increase customer volume for all businesses in downtown Vallejo, the waterfront, and other parts of Vallejo.

Connections to Community Comments:

Our meetings with Vallejo's residents and businesses suggested that revitalizing downtown, coordinated with ferry service and a beautification process, would draw visitors and customers from across the Bay Area. Such an effort would use Vallejo's unique assets as one.

Pop-up Ferry Events: Link to Major Events and Downtown Businesses

Funding Estimate = \$32,000

Using the ferry terminal to hold events can showcase Vallejo-based merchants and opportunities, and the Ferry as a unique asset for Vallejo’s employers. This project shows how the ferry terminal can be a business gateway linking commercial developments to economic benefits across Vallejo during Cycle 1.

EVENT EXAMPLES

“SHOP VALLEJO” CAMPAIGN – INCREASES SALES AND REVENUE OF LOCALLY-OWNED BUSINESSES AND ENTREPRENEURS AND EDUCATES CONSUMERS ABOUT THE ECONOMIC AND SOCIAL BENEFITS OF BUYING LOCAL.

“TASTE OF VALLEJO” – ENGAGE WITH LOCAL RESTAURATEURS TO OFFER FREE SAMPLES OF THEIR SPECIALTIES AND PROMOTE THE DIVERSITY OF THEIR OFFERINGS

“GET BUSY DOWNTOWN” – BUILD AWARENESS OF THE RESTAURANTS, SHOPPING, ARTS & CULTURE, EVENTS AND ACTIVITIES IN DOWNTOWN VALLEJO

“REDUCE YOUR COMMUTE” – PROMOTE THE DIVERSITY OF EMPLOYMENT OPTIONS IN VALLEJO BY PARTNERING WITH LOCAL WORKFORCE DEVELOPMENT AND EMPLOYMENT AGENCIES TO SHOWCASE JOB OPENINGS AND SALARIES

Funding for this project pays for (among other things):



Source: City of Vallejo

- Include flea markets, pop-up retail, and food trucks at these events (with a focus on Vallejo-owned businesses),
- Coordinate with other significant events when possible to increase ferry use at Vallejo Terminal
- Police services, including overtime at the ferry terminal for safety
- Enhanced trash and recycling facilities for the event
- Infrastructure for Vallejo merchants (tent and table rentals) to organize and prepare for customers at this event
- Power sources, perhaps mobile solar, for the event
- Advertising, in partnership with the regional chambers, it is essential to include cultural businesses in this event and also not to market it solely to ferry riders
- Lighting and cameras for return trips during night games to help passengers and perhaps generate more interest in retaking the ferry from Vallejo.

Events at the ferry terminal should focus on businesses headquartered in Vallejo to showcase locally-owned merchants. The event should be marketed as a partnership among Vallejo’s

Economic Development Department, regional chambers, the City of Vallejo Police, the City of Vallejo Public Works, and the County of Solano Sheriff's Department—all working together to showcase local businesses.

How does this pilot project contribute to Vallejo's Economic Development Department goals?

- Public safety is a crucial factor, so the success of this event becomes a story about Vallejo turning a public safety corner and helping local businesses simultaneously. Having a visible police presence ready to help attendees and maintain order is critical for establishing good relations and success on which to build in later events
- Focuses on Vallejo's businesses to send a signal about business retention and showcasing what Vallejo has to offer to visitors who live in the region and come to use the ferry
- Capitalizes on a unique asset in Vallejo north and east of the core Bay Area for economic development.

Connections to Community Comments:

During our interviews and residential gatherings, Vallejo's Ferry Terminal and Downtown/Waterfront areas were seen as places of "potential" but of little, consistent commercial activity. This pilot project can also address the visibility of Vallejo's Economic Development Department efforts to generate better communications about Vallejo-based businesses, engage the regional cultural chambers in events that showcase local businesses and provide an event for the regional community to see what Vallejo offers, and also providing residents more reasons to come to the Ferry Terminal, Downtown, the Waterfront and patronize local merchants.

Marketing Plan for Vallejo as a Place to Do Business

Funding Estimate = \$100,000

Vallejo should pursue ways to market itself as a place to do business and understand the competitive marketplace in which it exists. Like many other suburban areas in the Bay Area, Vallejo directly competes with larger cities but



also has some unique assets, such as its larger neighbors. Being a film location, given the diversity of downtown, Mare Island, and the waterfront may be attractive to studios. Understanding different incentives cities provide to new or expanding businesses and the utilization of city-owned property (see the "Citywide Facilities Plan" above, with which a marketing plan should be coordinated. It is essential that the City of Vallejo understands how it can use its unique assets and location to its advantage, especially with Mare Island developing and projects like Blue Rock Springs attracting more attention. Our discussions with local businesses and residents included many concerns over a lack of marketing for Vallejo.

Seed or expand a Revolving Loan Fund for Vallejo Small Businesses

Funding Estimate = \$100,000

A revolving loan fund (RLF) connects local entrepreneurs to funding opportunities that normal bank-loan processes would not allow or “underwrite”. Lenders generally know this missing market exists and may want to participate in a fund for such small business loans (microlending). Partnering and expanding this fund, perhaps as an investor, should be one of the first action items pursued in this strategic plan.² Such a fund can also accept and use grants and applicable government funding to enhance lending funds and nonprofit foundation and Community Reinvestment Act (CRA) funding that may not otherwise find a home in Vallejo.³



The fund cannot work without engagement by local lenders. A direct partnership by Vallejo’s Economic Development Department using ARPA funding could attract interest from local financial institutions where seed funding is already in place. This kind of synergy gives lenders and the City of Vallejo a great story to tell about investment in the community’s businesses, and this is a best practice for many regional economic development organizations.

When starting the process, a nonprofit organization called Working Solutions is recommended. Regional credit unions (e.g., SAFE, Travis, and Redwood) likely have foundations or other funding they are willing to provide. Working Solutions, SBDC, or a combination can offer potential applicants business coaching, planning, and loan underwriting support. This coaching is seen as a critical step in making these loans happen and be successful. Many potential business owners have ideas but lack business acumen.

How does this pilot project contribute to realizing Vallejo’s Economic Development Department goals?

- Shows direct support for small, Vallejo-based businesses (the focus of the loan fund)
- Extends the “pathways” to entrepreneurship for local high schools and Solano Community College

² For Solano Economic Development Corporation (Solano EDC) has examples here: <https://solanoedc.com/resources/business-financing/>

³ For more about CRA, see https://www.federalreserve.gov/consumerscommunities/cra_about.htm.

- Engages local lending institutions (banks and credit unions) as direct economic development partners, with funding they will spend elsewhere now being used in Vallejo.

Caveat: As with all loans extended, losses and subsequent business failures are an inherent risk. SBDC and Working Solutions have vital track records with local businesses regarding support but need to prepare for that outcome. On the positive side, community banks, credit unions, and larger banks have profits for which they need to use funds as part of their commitment to the Community Reinvestment Act (CRA).

Connections to Community Comments

Economic development is about providing resources to local businesses and residents. Our residential meetings suggested that Vallejo-centric funding opportunities for local businesses, predominantly Hispanic, Filipino, and African-American-owned firms, were lacking. The Solano Economic Development Corporation (Solano EDC) is soliciting funds from local lenders in 2023 (banks may use Community Reinvestment Act (CRA) funds, and regional credit unions may have foundations set up to give such donations) to fund an RLF for Solano County. Vallejo could engage in that effort or act as a local partner with a sub-fund solely for Vallejo-based businesses.



Source: City of Vallejo

SHOP-Local Campaign

Funding Estimate = \$28,000

[Downtown Vallejo](#) remains a gateway to economic development throughout the city due to the current concentration of businesses and workers, but also where those using the Ferry are coming to or going from Vallejo and a place of current infrastructure to generate more businesses and more

Shop Local



Source: Visit Vallejo



buzz around working and playing in Vallejo. A shop-local campaign can provide more foot traffic and partnerships among businesses to offer visitors and locals unique experiences and advertise Vallejo as a place to do business. Such partnerships can be event-related and connected to the Ferry Terminal or to events on Mare Island that integrate changes on the Waterfront and Downtown east of the Napa River and Mare Island.

How does this pilot project contribute to realizing Vallejo’s Economic Development Department goals?

- Recognizes downtown Vallejo as an economic engine that needs to be enhanced and ready for other changes in Vallejo’s economy
- Provides incentives for locals and visitors to come to downtown Vallejo
- Provides incentives to partner and combine savings and visits for consumers
- Takes advantage of history and the natural flow of workers and visitors, adds to funding available for Vallejo’s Central Core Restoration Corporation, and enables additional investment in downtown for economic development goals.

Connections to Community Comments

As we delve into the themes above, it becomes evident that the Downtown area of Vallejo, a compact space with immense potential, requires a concerted effort from both the private and public sectors to realize its full economic potential. It is crucial to clearly understand what a business improvement district does, as it plays a significant role in economic development throughout the city. Downtown is the main community gathering place and a unique ecosystem for small businesses and local entrepreneurs. The same level of transparency should be extended to the website, which currently needs updating.

Economic Development Action Items: Cycle 1

In this section, we present the crucial action steps outlined in the “Roadmap” in the Executive Summary of this plan. The next three years (2025 to 2027) are pivotal for this plan, laying the groundwork for Cycle 2 (2028 to 2030). The recommended action steps, detailed below, are tasks and a call to action for all stakeholders. A simple overview of tactics and potential outcomes follows them. These pragmatic, measurable corrective responses are designed to empower and improve Vallejo’s economy.

In Cycle 1, the focus of goal achievement is building a foundation.

In Cycle 2, we look beyond the foundation laid in Cycle 1. The pivotal issue is not just moving forward but leaving Vallejo’s past behind and setting our sights on a future of growth. This future is one of business attraction and expansion, a vision that should inspire us all.

Execute and assess pilot projects using the remaining ARPA funding as described above

Work with landlords and real estate professionals in different parts of Vallejo to increase commercial real estate occupancy or utilization

- Identify and solve problems to help increase commercial occupancy
- Prioritize high TRAs as much as possible in terms of new transactions
- Partner with local higher-education institutions to move more operations to downtown Vallejo (e.g., CSU Maritime and Anchor Center) to train Vallejo’s high-school students
- Consider where Vallejo’s federal opportunity zones include priority/best expansion sites for Cycles 1 and 2 as much as possible
- Determine the inventory of commercial real estate sites within the city limits in eastern and southern Vallejo and prioritize sites for economic development in Cycle 2

Host and chair two quarterly working groups of (1) regional chambers and Visit Vallejo/Hoteliers and (2) larger, locally headquartered, private-sector employers

- Plan and execute a cultural entrepreneurship event, with regional chambers and regional workforce and economic development (Solano EDC, SBDC) as sponsors/cohosts
- Define parallel roles for the chamber and Vallejo’s Economic Development Department to the outside world through meetings and tasks that come out of the meetings
- Vallejo’s Economic Development Department becomes a go-to change agent, solving problems and creating pathways for employer growth and success throughout Vallejo’s economy
 - *Create a “concierge” service for targeted industries to navigate city permitting and other compliance needs (in partnership with city departments and staff)*
 - *Draw on regional chambers as critical information filters for general business issues, especially BIPOC-owned businesses*
 - *Utilize Visit Vallejo as a partner in regional travel initiatives; for example, Work with Visit Vallejo and the Solano County Film Office on a filmmaker “pitch package” and travel to film studios to test the package*
- Use quarterly meetings to gather and build evidence on how Vallejo’s Economic Development Department and the City of Vallejo can be more supportive of local employers (the Cycle 1 focus is on the retention and expansion of current employers and private-sector projects underway)
- Use quarterly meetings to design a Marketing Strategy (new document using partnerships) for Vallejo as a place to do business, to be completed before the end of Cycle 1 (2027)

- *Create a travel attraction strategy within that marketing strategy, including input from regional and cultural chambers, with Vallejo as a gathering place for cultural events (African-American, Filipino, and Hispanic).*

Work with the City of Vallejo’s Finance Department and Central Permit Center on:

- Explore revenue increases
 - *Pursuing city TOT adjustment to 12% from 11% (compared to the region, given targeted industries and foundational tourism assets and people flow)*
 - *Vallejo’s Economic Development Department ask for some portion of change to provide parallel assistance to Visit Vallejo*
 - *Pursue the formation of a Community Facilities District (CFD) or an enhanced infrastructure financing district (EIFD) to optimize financial outcomes for City of Vallejo during revitalization and placemaking efforts*
 - *Study and consider increasing property transfer taxes*
- Construct an infill development strategy, especially along significant corridors
 - *Current corridors have older commercial spaces, but working infrastructure where incentives to locate in these areas, including opportunity zones, could help reinvigorate Vallejo’s transportation portals as commercial spaces*
 - *Prepares for more economic activity as other spaces grow initially and more dynamically (Mare Island and north Vallejo)*
- Track progress of the city’s taxable sales and Measure P changes during Cycle 1
- Reduce fees for tenant improvements specific to targeted industries, with downtown or eastern Vallejo locations as "development" or "occupancy" incentives during a two-year trial period, and observe any new activity
- Consider a commercial permitting ombudsman assignment for Vallejo Economic Development Department staff to assist with processes and provide more detailed attention to commercial applicants
- Consider hiring consultants to augment staffing when needed
- Reduce the cost of starting and growing businesses in Vallejo, including “fast-tracking” in terms of lower fees and time to decision by the city for permits
 - *Consider reducing fees for tenant improvements specific to a targeted industry or downtown or eastern Vallejo locations as “development” or “occupancy” incentives*
- Facilitate a single-permit process for utility and infrastructure work, given that utility work may be coming to Mare Island and other parts of Vallejo due to other efforts.

Engage regional media regularly with Vallejo-based business stories and communications of change in Vallejo as a place to do business:

- It is critical to change the narrative on doing business in Vallejo
- Prepare 5-6 businesses to tell their stories at all times (without repeating for two years) and use video as the primary medium of communications
 - *Establish individual “industry” months for ten months in the year (see below for ten significant industries based on 2021 data on Vallejo employment) and coordinate business visits and stories about that industry in that month*
 - *Partner with regional chambers to identify these 5-6 businesses in Vallejo for productions on a rolling basis and share assets with regional chambers*
 - *Create content 30-60 days in advance using equipment and space donated or owned by strategic partners (chambers/Visit Vallejo/Solano EDC).*

Develop a citywide, capital-facilities master plan and long-range property management strategy for maintaining and investing in deferred maintenance of existing city-owned assets based on the ROI:

- Compile an inventory of city-owned properties
- Consider changes in broadband using Vallejo’s Internet Provider (VIP) for maintenance and marketing of available spaces as the City of Vallejo plans and makes decisions on spaces
- Deploy grant funding to prepare city-owned buildings for commercial utilization or support of workforce projects
 - *Entrepreneurship, maker spaces, art spaces, and test facilities for businesses in partnership with countywide SBDC, Solano Community College, and Solano Workforce Development Board.*

Search for and prepare to apply for nonprofit and government funding to support Cycle 1 action items:

- Seek grants that match Vallejo’s needs for assisting new and expanding businesses located in Vallejo (Measure: the amount of grant funding that was gained and placed in use for supporting Vallejo-based businesses each year)
 - *Federal funding in terms of renewable energy, manufacturing, and social mobility*
 - *State funding may be smaller but is available for workforce development and infrastructure projects*
 - For-profit businesses may need funding to help with infrastructure, affordable housing, and other capital investment
 - Nonprofits and local education may need funding to help with infrastructure, workforce development, and homeless transition support

- *Nonprofit funding may also be available to pursue specific projects that help complete goals (primarily education/workforce development and health care).*

At the end of Cycle 1, assess progress quarterly using KPIs and report annual progress on action items that contribute to goal achievement:

- Set expectations for city council and city management concerning what Vallejo’s Economic Development Department plans to do in each cycle.
- Quarterly report to publicly highlight achievements, planning progress, and challenges.

Mare Island and Blue Rock Springs offer various economic and placemaking opportunities. The main uncertainty concerns how these developments will ultimately come to fruition and how to connect them to other parts of Vallejo. Vallejo’s Economic Development Department must remain in constant contact with these developers and provide solutions to problems to help Vallejo’s economy take full advantage of what these developers and subsequent employers can make happen in these areas.

Economic Development Action Items: Cycle 2

Starting in 2027, Vallejo’s Economic Development Department will hold work sessions with the City of Vallejo’s Economic Development Commission (Vallejo EDC), the City Management, and the City Council on Cycle 1 progress to determine readiness for Vallejo’s Economic Development Department to initiate Cycle 2 action items in 2027. Cycle 2 should start only if Cycle 1 yielded visible, coordinated benefits as a foundation for business attraction and expansion in Vallejo to begin in earnest. Important factors for the City Council to consider when assessing readiness for Cycle 2 implementation include funding, staffing, and completing Cycle 1 strategies. The following action items should be part of Cycle 2; affected targeted industries are in **bold**.

Prioritize business attraction and expansion in downtown and other Vallejo neighborhoods connected to other placemaking efforts underway

- Begin management of city-owned properties based on the facilities plan from Cycle 1, identifying parcels for business attraction and expansion effort (**Construction, Advanced Manufacturing, Software/Film**)
- Connect to infill development efforts underway, especially in significant corridors and eastern Vallejo, as economically feasible (**Construction, Advanced Manufacturing, Software/Film, Transportation, Wholesale**)
 - *Rising jobs and employer numbers support a mix of affordable, below-market rate housing units alongside of waterfront and downtown homes at market rates*
- Advertise changes in broadband through Vallejo’s Internet Provider (VIP) for new household and commercial-based businesses as possible (**Software/Film, Advanced Manufacturing**)

- Continue to pursue specific financing opportunities (CFD or EIFD as examples) once downtown-specific and citywide capital-facilities plans are completed (**Construction**)

Focus on updating Vallejo’s main business corridors to address pedestrian amenities, landscape, lighting, safety, and curb appeal to support new and expanded business

- Support event programming in essential areas to increase visibility and interest (**Tourism**)
- Focus on rebranding as a city to live in, raise a family, and grow a business. (**Construction, Tourism**)
- Enhance connectivity, safety, design (planning + economic development), public spaces, parks, signage, and road quality, making downtown spaces a place people want to be (**All**)

Communicate economic development progress made on Mare Island and in waterfront and downtown Vallejo

- Provide monthly or quarterly updates on progress with new commercial spaces and tenants to show what type of businesses are coming to Vallejo (**Construction, Advanced Manufacturing, Software/Film, Transportation, Wholesale**)
- Medical office space coming to Mare Island may be filled by Touro University faculty or recent graduates and other regional specialists to build regional demand for medical service provided in new spaces (**All**)
- Napa County (City of Napa and American Canyon) should be seen as a primary partner for Vallejo in terms of partnering on hotel, restaurant, and event packages to reduce regional competition and generate more cooperation (**Tourism**)
- Encourage activities that attract families and business travelers to come to other parts of Vallejo beyond North Vallejo (Six Flags) or Mare Island: Blue Rock Springs
- Connect to infill development efforts underway. (**Construction, Advanced Manufacturing, Software/Film, Transportation, Wholesale**)

Implement marketing to promote Vallejo as: (1) a place to do business regionally, and (2) a place for visitors to come for a day or overnight stays

- Vallejo’s Economic Development Department communications for Cycle 2 now focus on external communications for business attraction from employers outside Vallejo or looking to expand further within Vallejo. Messaging for business attraction may consist of:
 - Stories from companies that have located in Vallejo and how easily and quickly they reach Bay Area, Sacramento, and Central Valley markets (**All**)
 - Stories of new Vallejo residents who were outbound commuting workers and now work and live in Vallejo, linked to new employers as possible. (**All**)

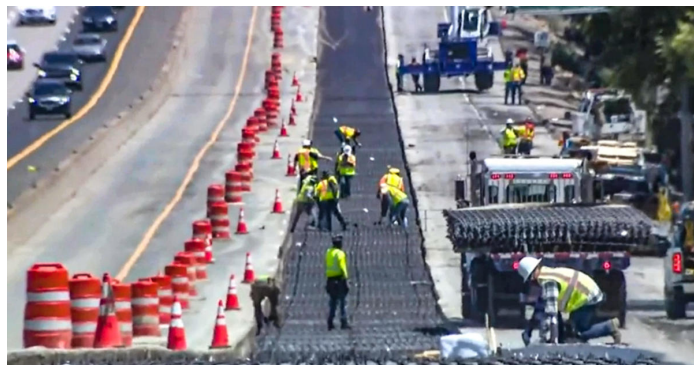
- Stories from new businesses on partnering with the City of Vallejo to reduce construction/renovation and operational costs as to why the business is located in Vallejo. **(All)**

Expand workforce development partnerships with explicit downtown connections to higher education and regional workforce efforts as part of placemaking efforts

- Consider a multi-media campaign to promote the local employment opportunities in Vallejo, e.g., social media, print, electronic billboards along the commute route, posters, brochures, and placards in the ferry building. **(Tourism, Construction)**
- Link to Vallejo-based employers, including training for recent parolees and other at-risk workers, including local high-school graduates. **(All)**
- Work closely with workforce development partners, colleges, and employment agencies to ensure they are aware of and are promoting local employment opportunities to these potential employees. **(All)**

Pursue an enhanced infrastructure financing district (EIFD)

An EIFD is a way to create funding for specific infrastructure needs based on the rising values of assessed property from the year established. An area and its parcels must be designated as the “district”. EIFDs involve a change in property assessments and the flow of tax funding. EIFDs use incremental property-tax growth to fund public infrastructure and new affordable housing. Tax rate areas (TRAs) in Vallejo can help form the EIFD’s boundaries to maximize revenue projected to be realized from the new finance district and be concentrated in strategic areas. Addressing sea-level rise and seismic retrofitting could be how EIFD funds are used; such changes prepare Vallejo’s downtown and waterfront for natural disasters and climate change and assist potential tenants and owners by updating current buildings.



Source: CalTrans

Creating an EIFD is a political process. The City of Napa and the City of Santa Rosa are local examples of utilizing this tool. All taxing entities in Vallejo need to agree to this outcome. The plan should include marketing; it is critical to plan for and assume a protest election will take place. Uses of EIFD funding that support economic development are wide ranging beyond shoring up structures and sea walls. These could include (but are not limited to) parking facilities, transit facilities, affordable housing, internet access services, childcare facilities, libraries, parks, and open space renovations to help support a better quality of life for residents, commuters to Vallejo, and visitors. Road quality throughout the city may also be a focus of Measure P funds, the sales tax

initiative passed in 2022, but EIFD funding may also address some roadway needs. EIFDs have a sunset date, which means funding sources must be identified for the long term as part of broader planning and discipline about municipal investment in Vallejo’s infrastructure.⁴

BUDGET FOR CITYWIDE ECONOMIC DEVELOPMENT ACTION ITEMS THROUGH 2030

All action items need ongoing funding sources and a commitment by the City of Vallejo and regional, state, and national sources that enable Vallejo’s Economic Development Department to support local employers. Strategic planning for any organization must consider the sources and uses of funds that support the plan’s goals and initiatives. Table 7 shows the two planning cycles and six years of projected sources and uses for Vallejo's economic development activities **above and beyond** baseline funding for staff and operating expenses from the City of Vallejo.

Table 7: Sources and Uses of Funding for Cycle 1 and Cycle 2 for the City of Vallejo’s Economic Development, Fiscal Years 2024-25 to 2029-30

Budget Item	Fiscal Year End					
	Cycle 1 2025	Cycle 1 2026	Cycle 1 2027	Cycle 2 2028	Cycle 2 2029	Cycle 2 2030
Potential Revenue Sources						
Additional city funding/staff	\$75,000	\$75,000	\$100,000	\$121,000	\$133,600	\$158,000
Economic development grants		\$30,000	\$35,000	\$38,500	\$42,350	\$50,000
Revolving Loan Fund (RLF) Contributions		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Event sponsorships	\$50,400	\$15,000	\$90,000	\$90,000	\$100,000	\$100,000
ARPA pilot projects	\$205,000	\$150,000	\$-	\$-	\$-	\$-
TOTAL	\$330,400	\$370,000	\$325,000	\$349,500	\$375,950	\$408,000
Expenditures-Uses						
ARPA Pilot Projects						
Citywide Cap Facilities Plan	\$95,000		\$50,000	\$50,000	\$50,000	\$50,000
Pop-Up Events Costs	\$32,000	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000
Shop-Local Support	\$28,000	\$20,000	\$-	\$-	\$-	\$-
Marketing Plan	\$50,000	\$50,000				
Revolving Loan Fund (RLF)		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Additional city funding/staff	\$75,000	\$75,000	\$100,000	\$121,000	\$133,600	\$158,000
Other Action Items	\$50,400	\$100,000	\$45,000	\$43,500	\$52,350	\$55,000
Total Uses	\$(330,400)	\$(370,000)	\$(325,000)	\$(349,500)	\$(375,950)	\$(408,000)
Net Sources (or Uses)	\$-	\$-	\$-	\$-	\$-	\$-

Sources: City of Vallejo and EFA projections for Cycles 1 and 2; these sources and uses are beyond Vallejo’s Economic Development Department core budget as of June 2024. All estimates in Table 7 are subject to change.

This budget includes remaining ARPA funding for continuing to combat the effects of the pandemic, projections of funding sources and uses for fulfilling goals, and putting the action items in this plan

⁴ See <https://caled.org/how-to-create-an-eifd/> for details on EIFD formation.

into effect. It is essential to recognize that many of these efforts (meetings with stakeholders, meeting coordination with City of Vallejo staff and regional partners, for example) require additional resources to current Vallejo’s Economic Development Department budgeted sources.

These budget additions make the following assumptions:

- Vallejo’s Economic Development Department core staffing remains the same as it was from fiscal year (FY) 2022-23 to FY 2028-29.
- A grant writer position is made permanent, with Vallejo Economic Development support for grant applications, compliance, and maintenance for Cycles 1 and 2
- This employee would also manage grants in terms of compliance reporting, which could be an additional 0.5 FTE position (part of “Additional city funding/staff” in Table 7)
- The cost of services and supplies that are part of new economic development activities starting in FY 2024-25 is included in “Additional Costs of Action items.”

BASED ON NATIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS’ ESTIMATES FOR A SUCCESSFUL ANNUAL ECONOMIC DEVELOPMENT PROGRAM

- VALLEJO’S ECONOMIC DEVELOPMENT OPERATING BUDGET SHOULD BE \$1 MILLION TO \$1.25 MILLION (\$8 TO \$10 PER CAPITA).
- VALLEJO’S ECONOMIC DEVELOPMENT MARKETING BUDGET SHOULD BE \$325,000 (\$2.60 PER CAPITA).

Grant funding and funding from tax revenues, asset sales, and other sources must be allocated to support Vallejo’s Economic Development Department activities. Critical line-item expenditures include:

- Costs of action items in the Executive Summary “Roadmap” as estimates (May 2024);
- Projected grant and nonprofit foundation funding as a goal structure for grant pursuit within the City of Vallejo and also partnership organizations;
- No funding from lenders or other organizations for a Revolving Loan Fund or RLF (as those are assets for a specific use, not sources/uses for annual operations) is shown here.

APPENDIX

These appendices offer more details on our findings. Many of our interviews with groups or individuals were conducted under confidentiality and sought to determine which specific tactics resonated with the community and our team or themes that were strategic in solving problems or supporting businesses in Vallejo. Each section in the appendix covers our efforts: The Vallejo Databook and Facilitating Community Outreach, as well as Voice and Expectations. “Task” numbers below refer to the contract tasks asked of the consultant during this project.

THE VALLEJO DATABOOK

task 1.1: Generate and Analyze Data

An appendix to this plan includes a “databook” that gives a recent history of Vallejo’s economy (through 2022) and some recent forecasts through April 2024, looking forward to 2030. The attached workbook has tabs for major indicators included by our team that provide a data foundation for recommended action steps and benchmarking for city economy progress during Cycles 1 and 2. These data include demographic information from the Census Bureau that enables comparisons to incorporated cities in the United States and housing market data and forecasts. The following list describes the data included.

Detailed data are provided in the supplemental file, “Vallejo Databook, City of Vallejo Vallejo’s Economic Development Department, June 2023”.

task 1.2: targeted industries

Marketing the city to specific regional, state, national, and (perhaps) international organizations that provide a network to such businesses within each targeted industry (for example, a manufacturing group). One of the action steps is to prepare a marketing plan for the City of Vallejo as a place to do business. This plan can be a simple, strategic plan about how to approach these industries as if the businesses in each industry are customers of the City of Vallejo. This includes a pitch deck to film studios (the pitch deck and marketing plan should answer the question: why film in Vallejo?) and also for specific types of retail that current residents patronize outside of Vallejo now (as we learned in our residential interviews and gatherings during the planning process). A professional firm should be consulted regarding this plan, which includes a vision and branding for Vallejo that is honest and forward-looking.

The “Targeted Industries, City of Vallejo Vallejo’s Economic Development Department, June 2023” supplemental file provides details.

task 1.2: peer and aspirant cities

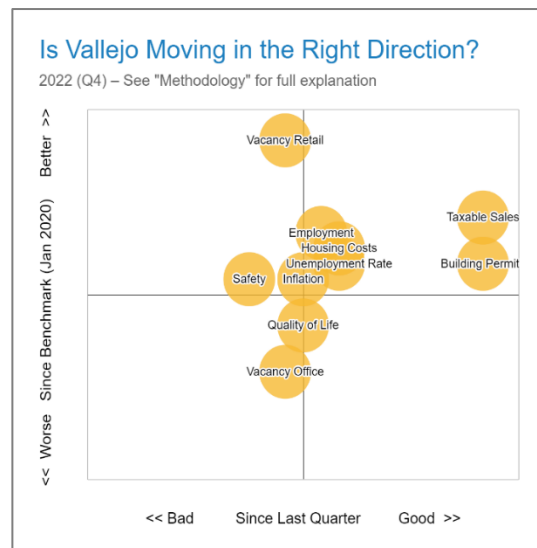
Our peer and aspirant city choices were determined by a mixture of variables, starting with population size. The original shortlist of cities is as follows (in descending order of 2021 population size based on the most recent Census Bureau estimates):

- Simi Valley, California
- Topeka, Kansas*
- Allentown, Pennsylvania
- Thousand Oaks, California*
- **Vallejo, California**
- Concord, California
- Round Rock, Texas
- Clovis, California
- Palm Bay, Florida
- Lafayette, Louisiana*
- Ann Arbor, Michigan*
- Columbia, Missouri*

For more details, see the supplemental file “Peer and Aspirant Cities, City of Vallejo Vallejo’s Economic Development Department, June 2023”.

task 1.3: KEY Performance indicators

The consultant have employed a “dashboard” to report on local economic progress. We recommend that Vallejo’s Economic Development Department consider such an instrument as part of a communications strategy. A sample is shown below. We recommend that Vallejo’s Economic Development Commission work with City staff on the final look of [this dashboard](#) and use it to discuss forward movement and ways adjustments could be made. This dashboard should be live online for public access and utilization.



Further details on the KPI data are in the Vallejo Databook file and a presentation file called “KPI Details for City of Vallejo Vallejo’s Economic Development Department, June 2023.”

task 1.3: retail leakage

Our team took an introductory look at retail leakage in this plan based on the request made by the City of Vallejo’s City Council. *Please see the supplemental file “Retail Leakage Details for City of Vallejo, June 2023” for more details.*

task 1.3: pilot project Choices using ARPA funding

Our team worked with Vallejo’s Economic Development Department staff using a short list of project options and choices. We recommended the following projects.

Arts Downtown or Along Waterfront

Funding estimate = \$25,000 (second tranche)

- Consider grants that pursue making Vallejo a California Cultural District⁵
- Contact landlords and property owners who have vacant spaces and then advertise that these spaces will be used for Vallejo-based artists to present an art installation
- Focus on creating a unique experience and driving foot traffic
- This converts a currently vacant space into one that is occupied to draw traffic to a specific area and has limited infrastructure needs (the City of Vallejo should not finance tenant improvements; the landlord would need to be a partner)
- Consider electronic billboards downtown and along highways and interstate at city boundaries, inviting travelers and commuters into Vallejo for specific events
- General signage could direct travelers on State Highway 37 and Interstate 80 to points in Vallejo of interest or new businesses
- Consider installing downtown kiosks to promote special events and inform visitors 24/7
- Kiosks should offer information in multiple languages, include maps to help visitors navigate the city, and provide details on local attractions, museums, historical sites, dining and shopping options, events, etc.

How does this pilot project contribute to Vallejo’s Economic Development Department goals?

- Arts Downtown recognizes Vallejo artists and drives traffic downtown
- Integrate with Shop-Local Campaign to drive people spending to downtown and specific parts of Vallejo, especially from those that come to Vallejo for arts
- If visitors can be converted to overnight stays, that connection is critical

Security Equipment for Businesses

Funding estimate: \$50,000, pilot downtown and then beyond

- Install audio and lighting downtown in place, as this would enhance the use of technology

⁵ For more, see <https://www.caculturaldistricts.org>.

- Security equipment installation downtown to provide deterrence and a sense of safety
- Following the reduction in services and related resources during the pandemic, several small businesses are experiencing increased vandalism or theft.
- Communications with downtown and northern Vallejo business owners about how camera systems have worked may tell a need to enhance partnerships with CalTrans, California Highway Patrol (CHP), and the Solano County Sheriff's Office to augment the network of cameras in place and grow monitoring infrastructure
- Responds to the comment by survey participants that the City of Vallejo should help local businesses and prepare for future traffic.

How does this pilot project contribute to Vallejo’s Economic Development Department goals?

- Recognizes downtown Vallejo as an economic engine that needs to be enhanced and ready for changes elsewhere in Vallejo’s economy
- Recognizes that local law enforcement is still building resources but preparing for change and reducing safety concerns for local businesses.

Software License Renewal and Training

Funding estimate = \$25,000

This would use ARPA funding to provide licenses, training, or outright purchase of hardware or software for local businesses that were identified as needing them to continue as a business or become more efficient or both. As part of our team’s communications outreach, we heard from multiple businesses that they need customer relationship management (CRM) software, point-of-sale software, accounting software, security cameras, and other pieces of technology to complete their recovery from the pandemic. These local businesses might also need training in data entry and maintenance of the system if they have no prior experience with them.

How does this pilot project contribute to Vallejo’s Economic Development Department goals?

- Provides direct support to businesses, especially those whose point-of-sale or accounting still rely on a noncomputerized method (Hispanic-owned businesses identified this as a critical need)
- Helps reduce the cost of doing business and tracking business progress.

For more details on pilot project choices, see the supplemental file called “Pilot Projects, City of Vallejo Vallejo’s Economic Development Department Using ARPA, June 2023.”

FACILITATING COMMUNITY OUTREACH, VOICE, AND EXPECTATIONS

task 2.1: DRAFT Communications Plan for community engagement

Task 2.1 was to build a communications strategy to generate qualitative information from Vallejo’s residents, businesses, public sector staff, and elected officials during the strategic planning. That plan was submitted to staff early in our project, and the file called “Draft Communication Plan, Task 2.1 Vallejo EDSP, Revised 081222” describes our approach.

Our team gathered thoughts and opinions on economic development and doing business in Vallejo from Vallejo’s residents and businesses during one-on-one interviews, group meetings facilitated by the regional chambers (Vallejo Chamber of Commerce, Solano County Black Chamber of Commerce, Solano County Filipino Chamber of Commerce, and Solano County Hispanic Chamber of Commerce), and meetings with regional employers and other stakeholders.

To engage Vallejo residents, elected officials, and city staff, we used a mixture of gatherings with residents hosted by particular elected officials, residential surveys using the City of Vallejo Bang the Table platform, and some one-on-one interviews with residents. Tasks 2.2 and 2.3 involved executing the communications plan in Task 2.1 and gathering that information.

task 2.2: Facilitating Community Outreach and Voice and Expectations

Interview and Group Meeting Themes: Local Employers (Currently Operating) and Business Advocacy Groups and leaders

As part of our communications plan, we reached out to local employers, regional chambers, economic development support organizations, elected officials, city staff, and Vallejo residents to pose questions about the state of doing business in Vallejo and how the City of Vallejo has been a partner with or a challenge for local employers.

Based on these questions, several opinions emerged, such as the following general comments:

What do you see as Vallejo’s most significant opportunities?

- Green initiatives on Mare Island, which has 1,000 acres of state land and 100 acres of solar so that it could become the “Island of the future”
 - Brand around green energy, as electric ferries built on Mare Island
- Dredging Napa River could enable larger marine vessels to travel on and service both sides of the river
 - Doing so might also enable the return of some shipbuilding.
- Elected officials need to address crime and its effects on businesses
 - Need greater focus on having more police on the street and available
 - Create a concierge service for key employers and projects to assist them in moving through the process and connecting the dots.

- Vallejo has unique assets and characteristics that would attract businesses:
 - Mare Island
 - Ferry Terminal
 - Proximity to the Bay Area and Sacramento.
- Using more technology, create a “Business Watch,” similar to a neighborhood watch.

What are Vallejo’s most significant challenges?

- Inclusive collaboration is absent: the BIPOC community is not part of broader discussions, especially BIPOC business owners
- City of Vallejo needs to engage in dialogue and be able to react to it
- Leadership issues exist between the city staff and city council
- Solano County is not very involved in Vallejo, especially the county government.

Themes that emerged from the Business Survey Results include:

- Homelessness, trash, lack of public safety, and consistency about all issues related to locating in Vallejo or expanding businesses
- Mare Island is the best opportunity area in Vallejo
- Downtown buildings are dilapidated and challenging to sell due to age, the need for tenant improvements, and lack of consistency with City of Vallejo staff on permit timing and costs
- Visitors to Vallejo are a significant asset and offer potential for current and future businesses.

<p>What We Heard: Residential Surveys and Meetings:</p>	<p>What We Heard Employer Surveys and Interviews:</p>
<p>Vallejo can be a primary place to do business regionally, mainly in downtown and waterfront areas</p> <p>Mare Island can be a regional standout for both tourism and jobs</p> <p>Safety is a concern for residents in terms of where they choose to shop and play in Vallejo, as well as where they go when visiting other places</p> <p>Facebook and Nextdoor are popular ways residents use to learn what is going on in Vallejo, along with watching council meetings, reading newspapers, and viewing the Vallejo Weekly</p> <p>Residents want more information about what is going on throughout Vallejo (Mare Island, Blue Rock Springs, Waterfront, and Downtown) and other projects and changes throughout the city’s central business districts</p> <p>People live in Vallejo mainly because of the climate and proximity to the inner Bay Area.</p>	<p>Businesses want better municipal services in terms of police response, general public safety, road quality, and reduced visibility of the homeless</p> <p>Employers generally believe Vallejo has a lot of “potential” for business, and more can happen throughout the city with a focused effort to reduce challenges and provide more assistance</p> <p>Vallejo’s location, Mare Island, and the Ferry Terminal are all recognized as unique assets</p> <p>Perception: permitting processes are slow and relatively numerous regionally</p> <p>City Council needs to be more business-friendly and consistent in terms of vocal support for local businesses and being visible in the business community (visiting businesses)</p> <p>BIPOC businesses need to be embraced by the City Council to support diversity</p>

What We Heard: Opinions of Landowners, Site Selectors, Commercial Real Estate Professionals:	What We Heard: Opinions of Elected Officials Appointed Officials and City Staff:
<p>One opinion provided to our team was that Vallejo, outside Mare Island, is believed to be built out in terms of residential real estate.</p> <p>Vallejo’s commercial real estate is generally thought of as older and class B or C</p> <p>Vallejo’s Opportunity Zones are unique assets (Fairfield has the only other Opportunity Zones in Solano County), but (1) the Opportunity Zone program is federal, and new investments cannot be made after 2027 as of June 2023, and (2) parcels in Opportunity Zones are not deciding factors in locating businesses generally.</p> <p>High crime rates, safety concerns, and low-quality schools remain issues in tenant and owner perceptions of Vallejo.</p> <p>Continued concerns over public safety, especially in the downtown and Sonoma Boulevard areas for residents, local businesses, and visitors</p> <p>Dilapidated homes and commercial properties across the city are an issue for business location decisions.</p> <p>Disconnected commercial centers (northern Vallejo is not connected to downtown or waterfront areas), and Mare Island remains an “island,” with only two connections to the mainland.</p> <p>The ferry terminal is not connected to downtown or waterfront commercial opportunities.</p>	<p>Location, weather, and proximity to markets are all selling points for the City of Vallejo as a place to do business</p> <p>Everyone understands that homelessness and its visibility are problematic for residents and businesses in Vallejo.⁶</p> <p>Everyone understands public safety is an issue; Measure P should provide more resources and relief.</p> <p>Mare Island must be developed and become a regional asset in the city’s economy.</p> <p>City finances continue to struggle regarding funding social priorities and staffing needs.</p> <p>Waterfront and Downtown efforts need to start and provide resources, including new housing</p> <p>Local employers need to use diverse population and educational institutions together to enable social mobility</p> <p>Use Location One software to market properties after inventory completed</p> <p>Roadways and transportation infrastructure lacking and no strong regional plan exists</p>

See the supplemental file “Communications Plan and Messaging: Tasks 2.1 to 2.3, City of Vallejo, June 2023” for more details, including surveys and group meetings’ summaries.

⁶ *City of Rohnert Park in Sonoma County is a recent example of good planning and practice for a homeless population using regional partnerships. See more at [City of Rohnert Park](#).*

Survey Questions: Residential

Between November 2022 and February 2023, our team, in partnership with the City of Vallejo's Public Information Office, conducted surveys as part of our due diligence and had three goals:

1. Obtain simple responses to simple questions
2. Identify media that residents and businesses use as communication tools
3. Prepare to publicize our survey results.

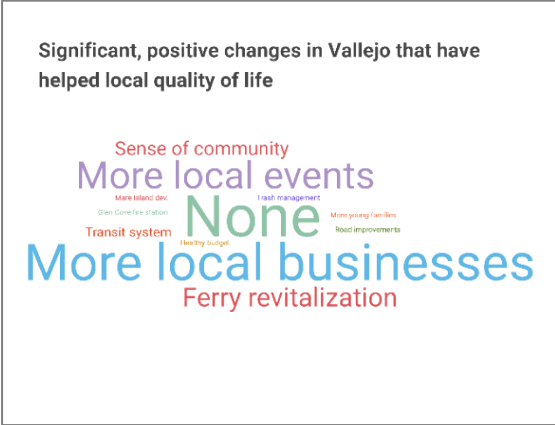
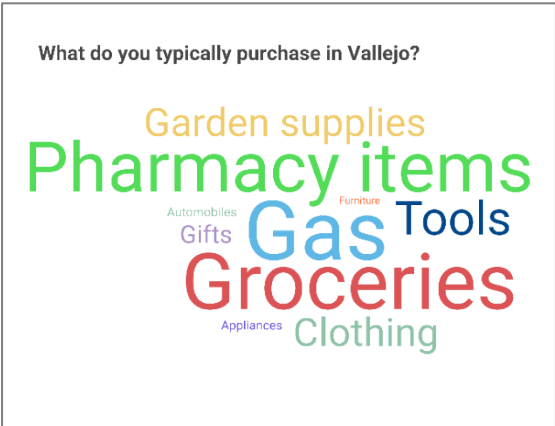
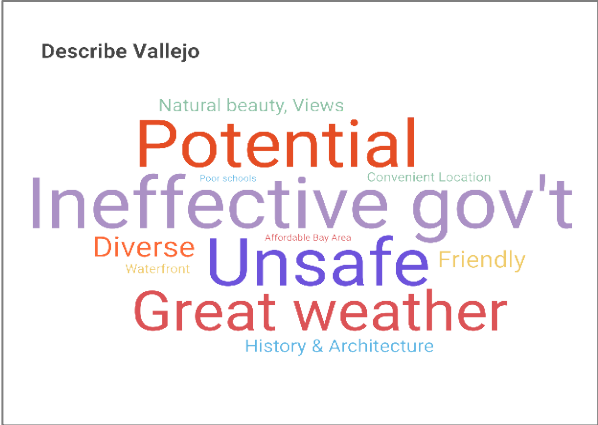
Questions Raised at Residential Gatherings (see the tables below):

1. What is missing from Vallejo in terms of businesses?
2. Past interviews/surveys suggest that Vallejo has "potential." In what ways do you think that Vallejo has potential?
3. When people you know come to Vallejo, where do you tell them they should visit?
4. Where do you go when you visit other places (not events but places), and why do you go there?
5. Why do you want to live in Vallejo?

The three residential gatherings were held at the following locations:

- the Lodge at GlenCove, March 30, 2023
- Emmanuel Apostolic Church, April 12, 2023
- JFK Library, City Hall, April 24, 2023.

Our team retained the raw responses but eliminated repetition to conserve space in this Appendix. These individual responses are intended to demonstrate the range of viewpoints expressed and the opportunities for the residents to offer their opinions at our meetings. These responses are the voice of Vallejo.



Detailed responses to questions: the Lodge at GlenCove, March 30, 2023

What is missing?	Where's the potential?	What should visitors see?	Where do you visit and why?	Why do you live here?
Investment in the public-education system	Downtown can have more businesses	Discovery Kingdom	Farmer's Market	It has much potential
Transitional youth jobs	Public transportation	Bambino's	San Francisco: waterfront, restaurants	Location Job Talent, Mare Island
Youth programs	Golf, boating, parks, hikes	USA Classics World Events Center	Jelly Belly	Beauty and history
Higher education (state school)	To be a safe city	Solano County Fair	Fairfield	Affordable, beautiful, close to everything
Quality schools	Waterfront, retail close to the ferry	Heritage District	Lynch Canyon	Residents are very welcoming
Housing for the homeless	Better schools	Blue Rock Springs Golf	Bay Area for professional sports	Location, central, low cost, diversity
Safe parking lots for the homeless	We need to stop using "potential"	City parks	Suisun: waterfront, restaurants	Diversity
City news and dissemination to the public	Mixed-use waterfront	St. Peter's Chapel on Mare Island	Sacramento: friends and entertainment	Proximity to SF and SJ
Retail and restaurants open in the evenings	Better coordination to make the city run smoothly	Mad Hatter Parade	Napa: wineries, restaurants, friends	Affordability
Incentives for small businesses	None, if city staff doesn't change ways	Vallejo Chamber of Commerce Parade	Benicia: waterfront, restaurants	
Businesses in empty buildings	Transportation and cargo hub	Shakespeare in the Park	Hurricane Harbor: Waterworld in Concord	Bay Area transportation
Developed downtown (like Benicia)	Potential, if utilized	Anchor Pantry	Concord, Walnut Creek: Retail and Entertainment	Family Lives here
Good shopping	Clean, safe, affordable neighborhoods	Mare Island Distillery	Benicia: waterfront, restaurants	Waterways
	Higher education expansion	Ferry	Quality grocery stores: Trader Joe's, Whole Foods	Location
Civilian maritime/shopping	Mare Island development	Vallejo Symphony	Concord, Walnut Creek: Retail and Entertainment	Close to work
Job opportunities	Waterfront development	Waterfront	San Francisco: sporting events and restaurants	Climate
Traffic enforcement	Support and humility	Empress Theater	Oakland and Berkeley	Weather
Safety		Mare Island Brewery	Pier 39	Climate
Roads/Potholes Program		Vallejo Naval Museum	Martinez: Waterfront, Bocce	Beautiful landscape
Clean streets		Plaza	Sonoma Raceway	Hills
Public transit		Zio Fraedo's		Views
Better collaboration within city departments		Bay Area Stage Theater		Parks
Fully functioning marina		Historic homes		
Unity		Moschetti's Coffee Shop		
People who care		Children's Wonderland		
Festivals		Provisions		
Community gardens		Pickleball/tennis courts		
Youth activities		Art studios and art walk		
		Vino Godfather		



Detailed responses to questions: Emmanuel Apostolic Church, April 12, 2023

What is missing?	Where's the potential?	What should visitors see?	Where do you visit and why?	Why do you live here?
Better schools	Historic Tours	Mare Island Brewery	Concord/Trader Joe's	Affordable living
More churches	Trader Joe's/Sprouts	Farmers markets	Oakland/Work	Close to SF
Better police	Pothole fills	Local restaurants	Concord/BART	Beautiful city
Grocery stores	Cheaper housing	Vallejo Symphony	SF/work	Great weather
Gyms	More social services	Ferry Building	Vallejo/Ferry	Close to everything
Cheaper housing	Active community center	Waterfront	Fairfield/Shopping	Ferry to SF
Parks	Rental places	Downtown	Concord/Sun Valley Mall	Low traffic area
Fixing city streets	Shopping activities	Vallejo People's Garden	Vacaville/outlets	Diversity
Teen jobs	Family activities	Shopping plaza	San Jose/events	Art scene
Gardens	Fun centers	Empress Theatre	El Cerrito/music	LGBTQ community
Clothing stores	Educational Improvement	Blue Rock Springs	SF/travel	Growth opportunities
Environmental protection	Fitness classes	Bambino's	Benicia/food	Small businesses
Childcare	Informed residents	Dan Foley	Napa/winery	Convenient places around
Youth programs	Music Center	Provisions	Napa/restaurants	Multiple schools
Newer buildings	Mare island	Recreational park	Martinez/restaurants	Tightknit community
Renovating old buildings	Community Values	Hiking trails	Mare Island/beer, wine	Parks
Educational opportunities	Water views	Six Flags	Sacramento/family activities	Downtown
Mall/shopping center	Entertainment value	Movies/Cinema	Walnut Creek/shopping	Vet hospitals
Job opportunities	Small & large business opportunities	Glen Cove Waterfront	Vacaville/healthcare	Health care/Kaiser, Sutter
	Lower cost of living			Local churches
	Medical expansion		Davis/vet care	Car dealerships
	Job expansion			Costco
	Fitness/gyms			



Detailed responses to questions: JFK Library, April 24, 2023

What is missing?	Where's the potential?	What should visitors see?	Where do you visit and why?	Why do you live here?
Trader Joe's	Waterfront	Moschetti café	Benicia/dining	Affordable houses
Public-safety plan	Housing prices	Waterfront	Oakland/music	Strong community
Inclusionary housing	Botanical Garden	Mare Island brewery	Oakland/Beer Garden	Beautiful
Better schools	Center art/music	Downtown	Benicia/food	Farmers market
Bicycle lanes	Bike tours	Anchor pantry	Napa/restaurants	Diversity
Rental places	Collaborations with citizens	First 5 Solano Ferry	Napa/shopping	History
Local shops	Industrial expansion		Berkeley Bowl	Mare Island
Major employers	Highway intersection	The Joint	El Cerrito/music	LGBTQ+ community
EMS training	Community Garden	Six Flags	Port Costa/everything	Real estate
Connected trails	Involved citizens	Town House	Napa/wine	Work
Better streetlights	Medical hub	Vallejo events	San Jose Sharks	Environment
Law enforcement	North Star of the Bay	GVRD parks	SF/work	Commute to work
Shared housing	Water views	Mad Hatter Parade	Oakland/work	Services
	Access to the bay			
Hotels	Rivers	Glen Cove waterfront	Concord/BART	Good weather
Business parks	Expand health-care Industry	Savage & Cook	Concord/John Muir	Waste management
Clothing stores	Weather	China Wok	Concord/groceries	Close to all Bay Area
Housing	Culturally diverse	They offer marketing opportunities and	Pinole/Trader Joe's	Church
Asset mapping	Ecotourism	Blue Rock Springs	Martinez/dining	Old houses
City pride	Bird watching	Art walk	Farmers markets	Near ferry
Infrastructure	Fly Over Festival	Vallejo symphony	AC/Walmart	"Center" of everything
Senior activities	Old K-Mart	Manny's Steakhouse	Vacaville outlets	Less traffic
Affordable commute	More support for the community	La Piñata Taqueria	Dog parks	Homeless support
Wine tasting	Transportation hub	Tacos Jalisco's	Tahoe	Growth opportunities
Beer gardens	Downtown "vibrant"		Palo Alto	Art scene
Biotech	Six Flags		SF/all above	
Leadership	Improve/parent involvement		Tahoe/camping	
Barnes & Noble	Entertainment hub			



STRATEGIC PLANNING PRINCIPLES

Strategic planning should be about the future, shaped by past events and current conditions. Action steps are always about the future. Our team approached this plan as if Vallejo were a business needing a new communications strategy and investment capital. The budget for achieving goals foresees an expansion in resources used and an investment in partnerships.

The action steps and goals in this plan respond to four key considerations or questions:

- **What can Vallejo change and control?**
 - Perceptions about how the City of Vallejo supports local businesses
 - Seeking partnerships and solving problems for local businesses: connections to funding, training, marketing efforts, enhancing public safety efforts
 - Produce downtown and waterfront-specific plans at the same time as the Mare Island specific plan
- **What do residents and businesses want Vallejo to provide?**
 - Residents: better safety and more retail choices
 - Business: better safety, more customers, and partnership with the City of Vallejo
 - Regional communities: the ability to take advantage of Vallejo’s unique assets without safety concerns.
- **What development is already in progress in which the City of Vallejo can make investments to facilitate more commercial activity as a partner?**
 - A downtown and waterfront-specific plan should be done at the same time and integrated with planning on Mare Island
 - Affect what you know and what you can best predict: zoning flexibility and a new vision for commercial areas in Vallejo
- **What future changes are essential for Vallejo to anticipate?**
 - How the regional and national economic effects until 2030 will affect Vallejo
 - How current parallel efforts and changes will shape Vallejo in ways that affect economic development.

Visionary steps: Our approach envisions two cycles, in which Cycle 1 focuses on building a foundation; Cycle 2 is where Vallejo is set on a path to 2030 and beyond. At the end of Cycle 1, Vallejo should ask the following questions when thinking about progressing to Cycle 2:

- What does a plausibly successful future look like?
- Did the Cycle 1 action items progress toward achieving goals at the right time and in the right way?
- Can Vallejo be at the top of the wallet regarding site selection and business owner choice?

An external vision of Vallejo needs to be a unique and profitable place to do business. Economic development efforts need to find small wins (Cycle 1 action steps), change perception, and build on those foundations (Cycle 2). Such efforts need to be citywide. The overarching goal of a strategic plan is to shape the future rather than being shaped by it.

- Strategies help Vallejo not just to survive but to thrive and grow over time
- This comes with defining “thriving” realistically: KPIs, perceptions and change
- Also investing resources to get things done and understanding it takes time to emerge as a first choice in a marketplace
- Need to focus initially on easy wins and building momentum (Cycle 1)
- “Strategic Doing”: Action steps need to show overt movement toward broader goals.

Communication Plan Principles and Marketing Plan Primer

As part of this project, we developed a communications plan to inform and be informed about our strategic planning process with Vallejo’s residents, businesses, and city government. In Cycle 1 of our recommended plan, building on that foundation of consistent and honest communications – talking about the opportunities and challenges and how Vallejo’s Economic Development Department is addressing both – keeps all informed and engaged. Cycle 1 is about business retention and expansion; Cycle 2 is about business attraction.

A Marketing plan for Vallejo as a place to do business is recommended in Cycle 2 of our recommended tasks for Vallejo’s Economic Development Department

Key Messages define the relevant economic development factors that differentiate the City of Vallejo and add to its value proposition for businesses. Key messages inform, convey benefits, and create an image of why and how the city differs from other areas as a place to do business.

Proof Points differentiate, qualify, and substantiate the key messages. You will need to continually add to the proof points—adding benefits and value propositions that a business will receive when locating or expanding in the region. Proof points are not stagnant; they are dynamic and constantly changing. Proof points offer marketing opportunities. Proof points build your marketing arsenal around the key messages.

Why important: A key message platform helps guide content for a marketing plan and sends clear, consistent, and compelling messages to various audiences.

Background: Local businesses and site-location consultants were interviewed to gather their perceptions of Vallejo’s assets, which are valuable for business success and growth.

The findings were presented in work sessions with private-sector and regional public-sector partners to prioritize and develop key messages. Repeating the critical message themes reinforces the position and brand identity and generates awareness and interest. Themes included:

- Central location in the Bay Area with access to the Sacramento Metro Area; World-class workforce and unique assets for a series of industries; Partnerships exist to support business solutions to problems; Small-town, waterfront lifestyle with urban amenities and access.

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THE RESEARCH TEAM



Economic Forensics and Analytics, Inc. (EFA), is an independent research and consulting firm in Sonoma County, California. Since 2000, we've been dedicated to providing clients with customized economic analysis at a reasonable cost compared to our larger, local competitors. EFA offers expert witness services for clients needing support for financial or economic arguments in litigation or in-depth analysis of the opponent's arguments, experts, and testimony. EFA has produced strategic plans for corporate and government clients.

Team Lead: Dr. Robert Eyler, President of EFA, eyler@econforensics.com

We would also like to thank our Solano Community College interns, Breanna Lutz and Kenner Escobar, for their efforts at the citywide events.



Chabin Concepts is an economic development and marketing firm serving national and international clients. We have been privileged to serve over 350 communities, agencies, and organizations since our formation in 1989. Our portfolio includes four state-level assignments. Chabin aims to position clients to win new jobs and investments by creating strategies designed for implementation and supported by necessary tools and materials. We value every client and respect each community's characteristics, heritage, and goals. We have institutional knowledge of what works, what might work, and what sounds good but really won't work, and we bring that applied knowledge to our clients.

Subcontractor Lead: Vicki Doll, Principal, Chabin Concepts, vicki@chabinconcepts.com





DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Brad Paul, Interim Economic Development Director
SUBJECT: **ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$134,500 FOR VALLEJO YOUTH CREATE ASPHALT ART FOR SAFER STREETS PILOT PROJECT THAT ALIGNS WITH MEASURE P PRIORITIES**

RECOMMENDATION

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize the use of \$134,500 of Measure P budget in Fiscal Year 2026-2027 to fund the cost of funding a Vallejo Youth Create Asphalt Art for Safer Streets Pilot Project that aligns with Measure P priorities.

BACKGROUND AND DISCUSSION

On June 23, 2025, the City of Vallejo Commission on Culture and the Arts (CAC) discussed developing a Measure P project that would include a youth mural or art installation project in blighted or neglected intersections near schools and parks; free youth art camps and programming as part of their work plan. By unanimous vote, an ad hoc Committee was created to request funds from Measure P in the amount needed for the project that includes a mobile art studio, street art in each City Council district, and collaboration with Melvin Cowan and City Council members to create street art with the youth elements program. On July 28, 2025, the ad-hoc committee presented a draft of the Measure P proposal which addressed two of Vallejo's compelling needs, safer streets, intersection and crosswalk; and educational and leadership opportunity for Vallejo youth. By unanimous vote, the Commission approved recommending the pilot program to the Measure P Oversight Committee.

On March 3, 2026, CAC Commissioners presented their work plan and budget to City Council. The work plan included the Vallejo Youth Create Asphalt Art for Safer Streets and a request for \$134,500 from Measure P. The asphalt art pilot project includes crosswalks designs, intersection murals, and painted curb extensions. The art encourages drivers to slow down, heed traffic signals, and be more aware of pedestrians and other vehicles. Installing asphalt art in select locations city-wide with one mural in each City Council district, can beautify Vallejo and make our streets safer for everyone, and creating art provides opportunities for local youth, youth leaders, and teaching artists. Free camps will offer Vallejo youth the opportunity to learn about public art, explore themes of safety and community, and design and create asphalt art in their communities.

This pilot project would include an RFP for teaching artists and partner organizations. Commissioners are requesting Measure P funding and will solicit sponsorships from local businesses near the mural sites in each City Council district.

FISCAL IMPACT

Subject: ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$134,500 FOR VALLEJO YOUTH CREATE ASPHALT ART FOR SAFER STREETS PILOT PROJECT THAT ALIGNS WITH MEASURE P PRIORITIES

If approved by City Council, \$134,500 in Measure P funds would be allocated in FY26-27 to implement the Commission on Culture and the Arts Vallejo Youth Create Art for Safer Streets pilot project.

ATTACHMENTS

1.	MPOC Resolution - Vallejo Youth Create Asphalt Art for Safer Streets CAO Stamp
2.	MPOC Project Justification Request ED Vallejo Youth Create Asphalt Art for Safer Streets
3.	6.B Copy of Budget Measure P
4.	6.B 2026 Work Plan - Final Draft

CONTACT

Brad Paul, Interim Economic Development Director (707) 648-4109

Brad.Paul@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING
THAT THE CITY COUNCIL AUTHORIZE \$134,500 FOR
VALLEJO YOUTH CREATE ASPHALT ART FOR SAFER STREETS PILOT PROJECT**

WHEREAS, on June 23, 2025, the City of Vallejo Commission on Culture and the Arts discussed developing a Measure P project that would include a youth mural or art installation project in blighted or neglected intersections near schools and parks; free youth art camps and programming as part of their work plan. By unanimous vote, an Ad Committee was created to request funds from Measure P in the amount needed for the project that includes a mobile art studio, street art in each City Council district, and collaboration with Melvin Cowan and City Council members to create street art with the youth elements program; and

WHEREAS, on July 28, 2025, the Ad-Hoc committee presented a draft of the Measure P proposal which addressed two of Vallejo’s compelling needs, safer streets, intersection and crosswalk; and educational and leadership opportunity for Vallejo youth. By unanimous vote, the Commission approved recommending the pilot program to the Measure P Oversight Committee; and

WHEREAS, on March 3, 2026, CAC Commissioners presented their work plan and budget to City Council. The work plan included the Vallejo Youth Create Asphalt Art for Safer Streets and a request for \$134,500 from Measure P; and

WHEREAS, the asphalt art pilot project includes crosswalks designs, intersection murals, and painted curb extensions. The art encourages drivers to slow down, heed traffic signals, and be more aware of pedestrians and other vehicles; and

WHEREAS, installing asphalt art in select locations city-wide with one mural in each City Council district can beautify Vallejo and make our streets safer for everyone, and creating art provides opportunities for local youth, youth leaders, and teaching artists; and

WHEREAS, this three-year pilot project would include an RFP for teaching artists and partner organizations;

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or in the alternative not recommends to the City Council that it allocates \$134,500 of Measure P budget in Fiscal Year 2026-2027 to fund the cost of implementing this pilot project for the following reasons:

Adopted by the Measure P Oversight Committee at a special meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT

:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, SECRETARY

Measure P Arts & Culture Activation Proposal

Agenda Item Title: Vallejo Youth Create Asphalt Art for Safer Streets

1. Project Urgency and Justification

This project addresses two of Vallejo's compelling needs: 1) safer streets, intersections and crosswalks, and 2) educational and leadership opportunities for Vallejo youth.

Reckless driving causes numerous accidents, injuries, and fatalities in Vallejo. According to the 2020 *Solano County Active Transportation Plan*, Vallejo has the highest number of pedestrian collisions and the third highest number of bicycle collisions among all the incorporated jurisdictions in Solano County. ¹

Public art is one tactic to increase safety on and near city streets. Asphalt Art including crosswalks designs, intersection murals, and painted curb extensions can encourage drivers to slow down, heed traffic signals, and be more aware of pedestrians and other vehicles. Cities such as Miami, FL, Atlanta, GA, and Brooklyn, NY have undertaken Asphalt Art projects to enhance public safety, build community and celebrate local culture. *The Asphalt Art Safety Study* published in April 2022 by Bloomberg Philanthropies found a 17 percent decrease in the total crash rates at sites where Asphalt Art was installed. Injury crashes also decreased 37 percent and crashes involving pedestrians or vulnerable road users decreased by 50 percent.² Installing Asphalt Art in select locations citywide can beautify Vallejo and make our streets safer for everyone.

Asphalt art responds to measure P goals of addressing streets, roads and sidewalks to make public spaces safer and improve quality of life for residents, motorists and pedestrians. This pilot project will produce 6 new murals in intersections with significant pedestrian traffic in each of Vallejo's six districts.

The project also addresses the need to increase educational and leadership opportunities for Vallejo youth. Free arts programming can increase resilience,

¹ "Solano Countywide Active Transportation Plan 2020." *Solano Transportation Authority*, 10 June 2024, sta.ca.gov/documents_and_report/solano-countywide-active-transportation-plan/.

² *Asphalt Art Safety Study - Bloomberg Professional Services*, assets.bbhub.io/dotorg/sites/43/2022/04/Asphalt-Art-Safety-Study.pdf. Accessed 11 July 2025.

confidence, and agency for youth, provide educational and recreational opportunities, and enhance social emotional learning and community connections. Solano County's *Community Health Improvement Plan (CHIP)* cites improving the safety and well-being of youth as their Number 1 Behavioral Health Objective and its recommendations include implementing utilizing free, trauma informed and culturally responsive arts programs and for youth to improve community health.³ Thus the youth camp aspect responds to Measure P's goals of addressing "quality of life, especially regarding our community's health, safety, and stability."⁴

The "pilot" work will be realized over a three-year timeline involving two summers of youth camps—working with GVRD and local arts educators and volunteers within each district—and the following:

Phase 1: Identify possible community partners (Possible partners include Vallejo Main Street, Vallejo Teaching Artists, VUSD, Club Stride, Boys and Girls Empowerment Group, First Chance Vallejo, and Sustainable Solano.) Work with City Council Members and residents of each district to understand safety issues in each district via participatory mapping exercises, select mural locations and secure community support.

Phase 2: Observe traffic flow in each location, choose the intervention for each intersection, design camp curriculum and contract teachers and youth leaders, secure camp locations, supplies, equipment, advertise camps and accept youth participants from each district, collaborate with GVRD, camp families, community partners and volunteers.

Phase 3: Liaison with Vallejo Public Works Department to gain approval for final designs, complete permitting, and determine street closure dates for street cleaning, painting, installation, and block party celebration. Secure mobile art studio. Design and produce "traffic calming" mural interventions within the scope of 2-week long half-day youth camps.

Upon successful realization of the pilot project, additional funding may be solicited to continue this work.

³ "Building a Healthier Community: Plans and Progress." *Solano County, California*, www.solanocounty.gov/government/health-social-services-department/solano-public-health/about-public-health/quality-improvement-solano-public-health/building-healthier-community-plans-progress. Accessed 10 July 2025.

⁴ *Measure P*, www.vallejo.gov/our_city/measure_p. Accessed 12 July 2025.

1. Project Timeline

Build Community Partnerships and Logistical Planning: Jan 2027 - Dec 2028

Official site selections: Jan 2027

First Round of Youth Camp signup opens: Feb 2027

First Round of Youth Camps Begin: June 2027

First Round Mural Completion and Block Party Celebration: Aug 2027

Second Round of Youth Camps Begin: June 2028

Second Round Mural Completion + Block Party Celebration: Aug 2028

2. Financial Overview [Budget Measure P](#)

Total Cost: 134,500 (See Attached Budget Breakdown)

Procurement Method: This project would include a new RFP for teaching artists and partner organizations. It would use existing contracts with vendors to process third party payments.

3. Funding Sources

The project will use Measure P funding and ask for sponsorship from local businesses near the mural sites in each district. Solicitations will be made following site selection.

4. Budgetary Alignment

Included in Current Annual Budget: No

5. Implementation Details

Location (Where): Intersections with high pedestrian traffic in each district

Implemented By: Vallejo Arts and Culture Commission Volunteers, Teaching Artists and Youth Leaders, and Public Works Department, City Council Representatives

Vetted by Local Expert: The Commission will contract with local experts (TBD) in addition to following Bloomberg Philanthropies' implementation guidelines for asphalt art projects which emphasize accessibility, and transportation safety standards alongside aesthetics and community engagement.

6. Community Impact

Who Benefits:

Ultimately this project will positively impact all Vallejo residents by decreasing traffic accidents, encouraging safer drivers, and allowing an opportunity for community involvement and youth engagement.

Estimated Number of People Impacted:

Vallejo's full approximate 123,000 residents

Demographic Impacted:

All Vallejo residents will be impacted. Some commuters may experience slight delays during the painting but all will benefit in the long run, Vallejo's youth in particular will be given a new educational and creative opportunity.

Related Council Requests: We would ask council representatives to work with us to identify locations and to work with GVRD to establish youth programs.

Relevant Commission Involved: Culture and the Arts and Planning.

Expenditure Type	Description	Prices confirmed	Amount
Education	Temporary liability coverage for duration of summer camps	get quotes?	2,500
Education	Teaching Artist and Youth Leader Stipends for 6 camps / sites	VTA contacted	45,000
Education	Healthy Breakfast and snacks for campers, fellows and teachers for each camp, concluding camp lunch celebration	YES	11,000
Education	Trauma informed arts trainings for Teaching Artists & Youth Leaders	consult local vendors	1,000
Education	Art supplies for youth art camps and mural design process		2,500
Mural Painting	Contract for Mural Lead with Mobile Arts Studio for 6 sites		10,000
Mural Painting	Sherman Williams Pro-Park Waterborne Traffic Paint, 5 gal multi-colors	YES	11,000
Mural Painting	Brushes, stencils, rags, buckets, nitrile gloves, etc.		700
Mural Painting	Shade tents, tables, chairs, traffic barriers for 6 sites		3000
Mural Painting	Pizza lunch + snacks, refreshements for 20 mural painters X 6 sites	YES	1800
Mural Painting	Porta ADA potty rental for mural painting sites (6) at \$413.83 per / site	YES	2500
Mural Painting	Mural Painting: Event permitting, temporary liability coverage for mural painting event		4000
Mural Painting	Maintenance and touchups		1500
Block Party Event	Event production for Block Party celebration of finished murals in each district		4500
Block Party Event	Block party: Event permitting, temporary liability coverage		3000
Block Party Event	Event Photographers and Mural Documentation for 6 sites		3000
Administrative	Contingency Reserve		10000
Administrative	Administrative fee for processing third party payments		10000
Administrative	Project Management & Lead Organizer Stipend		7500
Administrative	Participatory Mapping Community event in each district		1800
			134500

Funding Source	Details					
Measure P						
Measure P	instruction and curriculum development. Local youth					
Measure P						
Measure P	trainings for teachers and youth leaders on trauma informed teaching					
Measure P	Colored pencils, markers, papers, paints					
Measure P	Local mural expert with vendors to transport art supplies to each mural site and lead painting					
Measure P						
Measure P	covered of approximatly sq ft of asphalt					
Measure P	surface					
Measure P						
Measure P	Preliminary quote from M+M Sanitary, a family owned buisness in American Canyon					
Measure P						
Measure P	costs for maintence and repair to retain vibrancy					
Measure P /	PA system, sound engineering and technical					
Community Partners	coordination					
Measure P						
Measure P	Professional photographer to capture events and drone footage of in-porgress and finished mural					
Measure P	To address unforeseen needs and increased costs associated with inflation or tarriffs, ect.					
Measure P						
Measure P	Compensation for lead organizer(s) managing logistics, community engagement, partnership					
Measure P	to identify potential mural sites and gain community support					
Measure P						
Measure P						
Measure P						

Green							
Grey							
Teal							
Blue							

Green							
Grey							
Teal							
Blue							



2026 Work Plan

2026 Work Plan

Commission on Culture and the Arts – Vallejo, CA

for the Commission on Culture and the Arts

2026 Work Plan

Commission on Culture and the Arts – Vallejo, CA

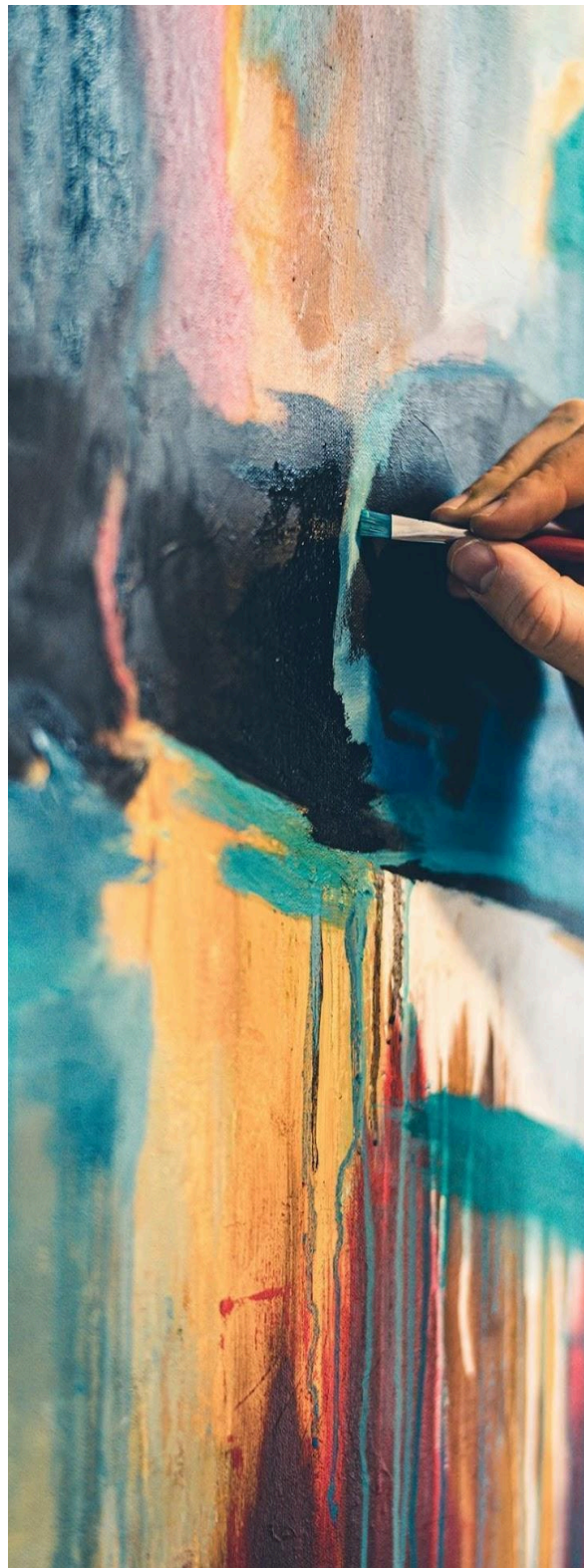


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2026 Work Plan

Commission on Culture and the Arts – Vallejo, CA

Excerpt from CA Arts Council's Strategy for Creative Economy
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INTRODUCTION

About the Commission on Culture and the Arts, CCA

The Commission on Culture and the Arts was created with the following purposes:

- Serve the city of Vallejo as the official voice for the arts in the community.
- Stimulate and sustain participation in and community support for the visual and performing arts.
 - Serve as an advisory board in making referrals to appropriate groups and coordinating arts projects for the benefit of the community.
- Identify common problems in the administration, promotion and/or audience development experienced by local culture and art organizations and suggest how they might be solved in part through more cooperative efforts.

CCA Goals

- Support, Promote, and Build Upon Vallejo's Place as a Center for Arts and Creativity: Attract more artists and entrepreneurs to live and work in Vallejo.
- Position Arts and Entertainment as Economic Drivers: Foster a vibrant art community and strengthen Vallejo's position as a regional destination for arts and entertainment.
- Collect, Conserve and Maintain Inventory of City Own Art: Maintain an inventory list of all Public Art owned and maintained by the City of Vallejo.
- Support the Local Arts Scene: Promote arts and culture and integrate public art and performance spaces into public and private development.
- Support Recreational and Cultural Activities: Provide a full range of recreational, cultural and artistic activities that caters to the diverse interests of Vallejoans, including intergenerational opportunities.

2026 Work Plan

Commission on Culture and the Arts – Vallejo, CA

- Celebrate Vallejo: Promote community events, festivals, and public art installations that highlight Vallejo’s history, identity, and diversity while celebrating the interests of Vallejo residents and attracting visitors.

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STATE OF CULTURE AND ARTS IN VALLEJO

Vallejo, often referred to as V-Town, has evolved into a vibrant center of arts and culture and is increasingly recognized as a regional and international tourist destination for creative expression, community festivals, and cultural celebrations. The city's diverse population—reflects the strong African American, Filipino, Latino, and other multicultural communities—continues to shape a dynamic cultural ecosystem that celebrates both long-standing traditions and contemporary artistic innovations.

Vallejo's cultural landscape encompasses a broad range of arts organizations, creative enterprises, and community-led initiatives that contribute to a vibrant cultural arts ecosystem. The city hosts a variety of multicultural events that highlight Vallejo's rich heritage, including African American, Filipino, Latino cultural celebrations, festivals and observances. V-Town is home to all types of music innovations from jazz to hip-hop and other alternative styles. The growing performance-based programs exhibit Vallejo's contemporary artistic identity. Together, these activities play a vital role in fostering artistic and cultural expression, supporting local artists, and strengthening community pride across the city.

The 2026 Annual Commission on Culture and the Arts' Work Plan represents the proposed actions to promote, strengthen, and enrich arts and culture throughout the community for the upcoming year. It draws on Vallejo's demographics, economic development plan and the needs and priorities of Vallejo's cultural and artistic community. The plan also outlines strategies to secure continuous funding sources that will ensure ongoing support for individual artists, culture and arts organizations, events and activities, consistent with the General Plan 2040 Update, Arts and Culture Element.

This document primarily seeks to articulate the objectives of Vallejo's Public Art Policy and establish a clear process for achieving the policy goals. As is currently the case, all policy decisions are made by the City Council and implemented by City staff. This work plan formally integrates the advisory role of the **Commission on Culture and the Arts**, ensuring that community voices are meaningfully represented in Vallejo's cultural planning and public art decision-making processes thereby strengthening resident participation, promoting cultural equity, supporting an inclusive arts environment to build a strong and vibrant creative economy in Vallejo for current and future generations.

-Vallejo General Plan 2040 Final Amended Arts and Culture Element

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WORK TO DOS

Promote Culture & Arts in Vallejo

- Define a vision for the arts and culture in Vallejo (involve the community).
- Create Asphalt Art to enhance crosswalks and intersections.
- Install a digital billboard for *Art and Event Happenings in Vallejo* - to be displayed in a well-trafficked area.
- Create a brochure to highlight Vallejo culture and arts distributed throughout the city's events, such as Farmers' Market, 4th of July Parade, Mad Hatter Parade, Dock of Bay, Art Walk, etc. and beyond.
- Create a new Vallejo Culture and Arts Commission Website / App / Game

Potential Features:

- A virtual tour / map of Vallejo's art installations, places of interest for culture and the arts (important artists or cultural icons, events, etc.), both historical and current.
- The app or game could resemble Pokémon Go, offering information about locations where visitors discover specific areas of interest.
- Depending on the device and location the experience may be different:
 - On mobile devices as a visitor physically travels to a Vallejo area of interest, through GPS / geolocation technology entry to the Vallejo trigger would exhibit Augmented Reality images over the specific area, images, and/ or text would be displayed.
 - On a computer or a mobile device in a location outside of Vallejo, the visitor would be able to access an online mapped tour.

Position Arts and Culture as Economic Drivers

- Promote new ventures in artistic expression, such as using art to foster good health and healing ([an initiative promoted in CA for the Arts Strategic plan](#) that includes the practice of [NeuroArts](#), which could be done in collaboration with health and arts organizations)
 - Attend / Become a member of CA for the Arts Advocacy organization.
- Support the coordination of community festivals and events to promote Vallejo festivals and boost attendance.

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- Continuing the City's film permitting program to attract film and television projects that boost Vallejo's visibility and provide revenue for the city.
- Enhance commercial and neighborhood corridors to create a vibrant mix of places to live, work, shop and play.
- Coordinate communication and collaboration between local businesses and the arts community to create strategies that promote culture and arts initiatives.
- Make Vallejo an important visitor/tourist destination in the Bay Area.
- Collaborate with *Visit Vallejo* to promote Vallejo tourism to strengthen the economy by defining a multi-faceted strategy that includes art, culture, history, lodging and entertainment.
- Promote Vallejo's rich naval heritage and support development of naval tourist attractions on Mare Island and throughout the city.

Procure Funds for Culture & Arts Projects

- Secure Funding
 - \$200,000.00 Funding from the City of Vallejo for the Commission on Culture and the Arts Grants for Arts and Culture program to continue the work of getting grant money directly to artists and cultural institutions of Vallejo.
 - \$100,000.00 to be granted to Individual Artists and Arts Activities
 - \$100,000.00 to be granted to Non-Profit Cultural Organizations

[See CCA Grants Application Guidelines](#)

- \$134,500 in Measure P Funding for the Asphalt Art Project
- CAC funding earmarked to develop the creative economy and support artists.
- Adopt a Long-Term Funding for the Arts and Cultural Benefit, a percentage set aside for the Arts Policy to provide a continuous stream of monetary support to arts and cultural projects.
- Establish a process and a subcommittee to continuously research funding opportunities and either apply for them or help artists apply.
 - Apply for grants.
 - Make requests to Vallejo City Council, County, etc.
- Help artists, art and cultural organizations, and non-profits to be aware of potential local, state, federal, and private funding opportunities.
 - [California Arts Council](#)
 - Americans for the Arts
- Establish a process to search and request sponsorship for artists and events for arts and culture – [CA for the Arts has a sponsorship package for specific events.](#)

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- Develop a Grants listing with dates for submissions.
- Develop a list of artists, art and cultural organizations, and non-profits that may be eligible for grants.

Support, Promote, and Advocate for Artists

- Host workshops / webinars for artists to get funding, and to share new opportunities and benefits available for artists, like new CA law SB 628: CA Creative Workforce Act
- Involve and encourage young people, especially high schoolers, to be a player in Vallejo's culture and arts scene, to learn about the business and funding of the arts, and/or to become an apprentice of the arts.
- Partner with Vallejo teaching artists to support youth development and provide apprenticeship programs in the arts and help them join in the Creative Economy.
- Collaborate with other organizations to define solutions to meet the basic needs of artists.

Collect, Conserve and Maintain Vallejo's Art Collections

Individual Pieces and Collections

- Identify and inventory art.
- Identify sites to exhibit art.
- Protect and insure the art.
- Grow the art collection.

Coordinate and Partner with Other Commissions and Organizations

(Businesses, Non-profits, and Education Institutions)

Promote, advise on policies related to, and procure funding for the arts and cultural awareness.

- Partner with the Economic Development Commission to promote a Creative Economy in Vallejo (as outlined in [Ca Arts Council Strategic Plan](#)).
 - Collaborate with EDC to support arts events, like the proposed Arts, Culture, and Creativity month event.
- Partner with colleges, businesses, and non-profits to establish apprenticeship programs with local artists and artisans, like muralists, graphic artists, etc.
- Partner with the state, city, banks, and/or real estate development companies to establish housing for artists and build art communities.

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- Partner with schools to help place artists since the new CA law to bring back arts into the schools has been established.

Align with CA State’s Strategic Art Plans

- California Arts Council’s Strategic Plan, the full plan: CreativeEconomy.arts.ca.gov/strategic-plan)
- California for the Arts Strategy
 - Promote the new [Arts, Culture, & Creativity month](#), April, spearheaded by CA for the Arts in 2019 and recognizing artists as Second Responders in 2021.
 - Initiate a proclamation for Arts, Culture, & Creativity Month in Vallejo (CA for the Arts has [Proclamation Guide](#)) in alignment with the CA for the Arts strategy.
 - Plan to host Arts, Culture, & Creativity Event
 - Plan budget requests for city’s FY2027/28 and additional funding.
 - Events could include a visual art, writers, music jam, dance, and/or theater camp, and/or a spoken word event. Perhaps, the creative work could be done over a week or a month-long period, and then on the last weekend, the works are showcased in a variety of venues like Open Studios.
 - This would be done in collaboration with EDC, Vallejo schools, GVRD, and other organizations.
 - The final works would be preserved for permanent display in Vallejo or published as Vallejo's collection of creative works.

Keep Commissioners Informed and Educated

- Attend webinars, conferences, and host subject-matter experts about current trends in culture and arts advocacy, promotion, and support, such as the CA Arts & Culture Summit.

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TIMELINE	
Month	Tasks & Activities
2026	
January	
February	<ul style="list-style-type: none"> • Advocate to proclaim April as Art, Culture, and Creativity month.
March	<ul style="list-style-type: none"> • Define process to acquire funding and sponsorships and related resources. • Begin budget planning for fiscal year budget request for website/app development. • Finalize fiscal year budget request for website/app development. • Begin planning (funding, sponsors, and budget requests) for 2027 Art, Culture, and Creativity month.
April	<ul style="list-style-type: none"> • Acknowledge <i>Art, Culture, and Creativity</i> month. • Present CCA Budget to Council
May	<ul style="list-style-type: none"> • Begin brochure planning • Measure P Asphalt Art Project: Build Community Partnerships and Logistical Planning, through Dec 2027
June	
July	<ul style="list-style-type: none"> • Begin website / app project planning
August	
September	<ul style="list-style-type: none"> • Finalize midyear budget request for event and art reinstallation
October	
November	
December	
2027	

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January	<ul style="list-style-type: none">● Begin Execution of Granting Cycles● Request for Proposals for Art Program Administrator
February	<ul style="list-style-type: none">● Measure P Asphalt Art Project: First Round of Youth Camp signup opens
March	<ul style="list-style-type: none">● Hold Granting Workshops
April	<ul style="list-style-type: none">● 1st Annual Culture, Arts and Creativity Event● Commissioners attend CA Arts & Culture Summit
May	<ul style="list-style-type: none">● Hold Granting Workshops● Request for Proposals
June	<ul style="list-style-type: none">● RFP from artists and organizations due● Granting Committee Chosen x2● Receive Grant Proposals● Granting Committees make recommendations.● Measure P Asphalt Art Project: First Round of Youth Camps Begin
July	
August	<ul style="list-style-type: none">● Grant recommendations agendized for City Council● Measure P Asphalt Art: First Round Mural Completion and Block Party Celebration
September	
October	
November	
December	

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BUDGET

Item	Description	Quantity	Cost
CAC Grant for Arts & Cultural Programs	Funding for Vallejo artists and cultural institutions		200,000.00
Vallejo Arts & Culture Brochure Printing	Full-color brochures from PS Print	2000	360.00
Vallejo Arts & Culture Brochure Designer	@\$50/hr.	10 hrs.	500.00
Customized CAC rubber stamp			15.00
CA Arts and Culture Summit April 2027	\$275/ticket + Lunch \$23	7 Commission	2100.00
Reinstallation of Public Art	Silent Company	5 @ ~\$30k ea.	150,000.00
Measure P Arts & Culture Activation Proposal	Asphalt Art Project	6	134,500

REFERENCES

Commission on Culture and the Arts, CCA, Purpose and Duties

- .32.030 - Purposes.
Culture should be the concern of all people, a common language. Neither articulation nor support should come from the privileged elite alone. The purpose of the commission on culture and the arts shall be to:
 - A. Serve the city of Vallejo as the official voice for the arts in the community.
 - B. Stimulate and sustain participation in and community support for the visual and performing arts. Serve as an advisory board in making referrals to appropriate groups and coordinating arts projects for the benefit of the community.
 - C. Identify what common problems in administration, promotion and/or audience development are shared by local art organizations and suggest how they might be solved in part through more cooperative effort.
(Ord. 65 N.C.(2d) § 4.03, 1971; Ord. No. 1646 N.C.(2d), § 3, 5-24-2011)

- 2.32.040 - Duties.
The commission on culture and the arts shall:
 - A. Promote local visual and performing creative art organizations.
 - B. Participate in the publication and distribution of a calendar of cultural events.
 - C. Organize periodic workshops of visual and performing arts leaders, both within the community and in cooperation with other communities throughout the area.
 - D. Support the cooperative promotion of visual and performing arts in Vallejo and the surrounding area.
 - E. Assist organized groups working in the fields of visual and performing arts with information, advice, and volunteer services.
 - F. Advise the city council regarding public arts projects; and
 - G. Record deliberations and decisions adequately to reveal considerations significant to such decisions.

- GOALS
 - 1. Support, Promote, and Build Upon Vallejo's Place as a Center for Arts and Creativity: Attract more artists and entrepreneurs to live and work in Vallejo.

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- a. Coordinate with arts, merchant and neighborhood groups to promote Vallejo as a great place to live and work as an artist.
- b. Work with private interests to seek funding to assist development projects that would rehabilitate existing buildings for arts and cultural uses where economically feasible.
- c. Update City regulations to allow and encourage art studios, galleries, community arts and cultural spaces and performing arts and nightlife venues in appropriate locations.
- d. Study feasibility of offering incentives for development that provides affordable opportunities for housing and studio spaces for creative workers in the Downtown/Waterfront District.

2. Position Arts and Entertainment as Economic Drivers: Foster a vibrant art community and strengthen Vallejo’s position as a regional destination for arts and entertainment.

- a. Promote the Downtown/Waterfront District as a music, theater, and entertainment district serving youth, visitors and the region.
- b. Attract new businesses to complement existing music, theater and entertainment venues.
- c. Increase the visibility of local arts and artisans through citywide marketing and branding.
- d. Support the coordination of community festivals and events, including working with local groups to market and publicize materials and volunteer resources, to promote Vallejo festivals and boost attendance.
- e. Continue the City’s film permitting program to attract film and television projects that boost Vallejo’s visibility and provide revenue for the city.
 1. Commercial and Neighborhood Corridors: Enhance corridors to create a vibrant mix of places to live, work, shop and play.
 - a. Coordinate communication between local businesses and the arts community, including cooperation on branding, streetscape activation initiatives, festivals, and events.
 2. Visitor Destination: Make Vallejo an important visitor destination in the Bay Area.

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- a. Collaborate with Visit Vallejo to enhance the tourism economy, including a multi-faceted strategy that includes art, culture, history, lodging and entertainment.
 - b. Promote Vallejo’s rich naval heritage and support development of naval tourist attractions on Mare Island.
3. Collect, Conserve and Maintain Inventory of City Own Art: Maintain an inventory list of all Public Art owned and maintained by the City of Vallejo.
- a. Adopt a Public Art Gift and Loan Policy to insure and catalog Public Art owned by or loaned to the City of Vallejo.
 - b. The information requested is title, artist name, date of construction/creation, date of gifting, who gifted the item, type and source of materials, specifications. (dimensions, weight, etc.), estimated market value, location, and any other pertinent information.
 - c. Ensure City owned Public Art is properly maintained and cared for through periodic review.
 - d. Ensure proper measures are taken to maintain, insure, assess and display or store Public Art.
4. Support the Local Arts Scene: Promote arts and culture and integrate public art and performance spaces into public and private development.
- a. Adopt a Long-Term Funding for the Arts and Cultural Benefit/Percent for the Arts Policy to provide monetary support to arts and cultural projects.
 - b. Require new development and redevelopment over a certain threshold to incorporate public art or make an in-lieu contribution to the Public Art and Cultural Benefit Project Fund.
 - c. Support the Downtown Arts & Entertainment District consistent with the Downtown Specific Plan.
 - d. Create and Maintain an Online City Arts and Culture Events Calendar.
 - e. Develop Artist and Arts and Cultural Organization database for use by developers, organizations, organizers, and community at large to aid in collaboration with local arts and culture organizations.

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5. Support Recreational and Cultural Activities: Provide a full range of recreational, cultural and artistic activities that caters to the diverse interests of Vallejoans, including intergenerational opportunities.

a. Collaborate with GVRD to periodically assess community needs, develop responsive and cultural programming and facilities and identify funding.

b. Pursue joint use agreements with VCUSD and other educational institutions that provide Vallejo residents with additional opportunities for cultural and recreational activities in school and college facilities.

c. Support community groups in providing recreational and cultural activities and programs for community members including afterschool and weekend programming for youth.

d. Assemble a volunteer task force to assist in developing teen programming and increasing participation rates.

6. Celebrate Vallejo: Promote community events, festivals, and public art installations that highlight Vallejo’s history, identity, and diversity while celebrating the interests of Vallejo residents and attracting visitors.

a. Support community festivals and events that promote diversity and build connections in the community.

Examples: Mad Hatter Festival, Independence Day Parade and Festival, Juneteenth Festival, National Night Out, farmers markets, tree-planting events, arts and cultural gatherings and clean-up days.

b. Work with community groups and local businesses to identify public and private spaces that may be used for Cultural awareness activities.

Examples: Civic Plazas, Parks, Shopping Malls, Parking Lots.

The Creative Economy Initiative (California Arts Council)

Examples of Creative Economy businesses include advertising and marketing agencies, design firms, fashion houses, film and video production companies, and software and game developers. Other examples are architecture, publishing, performing arts, music, radio and television stations, and various crafts and visual arts. The creative economy is a broad sector that also includes businesses in interactive leisure software, photography, and R&D.

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Get more details about California's Creative Economy Initiative
<https://creativeeconomy.arts.ca.gov/>

City of Vallejo CCA Grant Program Guidelines

Purpose and Eligibility

The goal of this grant program is to promote individual arts and arts activities and support non-profit cultural organizations within the city of Vallejo in two separate \$100,00.00 granting cycles. Any Vallejo resident or non-profit community organization may apply. Individual artist applicants do not need to be a 501(c)3 nonprofit organization.

Proposals must provide a clear public benefit for Vallejo residents and result in some kind of tangible creative or cultural activity or public art that is free, available to all and accessible to the public at large. Projects cannot benefit exclusively a closed membership group.

Proposals may not result in a 'gift of public funds' to private individuals or non-profit organizations. Employees, officers, volunteers or board members associated with the non-profit applicant may not receive any personal financial benefit, direct or indirect, from grant funds.

Application Options and Restrictions

- Applicants may seek funding for specific projects or for general operating costs of an arts and culture organization. Funding may be used for staffing or administrative costs, materials, supplies, professional services, labor, advertising, printing, or other direct costs.
- Project must be completed by a to-be determined date.
- Proposals may not require City resources or staffing in order to successfully implement (with the exception of any required permitting and project monitoring and evaluation).
- Proposals may not obligate the City or Commission to ongoing funding beyond the single grant application.
- The applicant must designate the specific area they are applying for the grant; Performance Arts, Visual Arts, or Cultural Activities and Events.
- Proposals may not require or recommend any change in City policy. Proposals may not promote religious views or beliefs. Applicants must be residents or organizations based in Vallejo.

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- Grantees will receive 50% of grant upon signing of award contract and 50% of grant upon completion.
- A final project invoice must be provided to receive final funding.
- Grantees must inform the Commission of project date and make a final presentation to the Commission upon completion.

Central Criteria for awarding the Grants.

- Impact and benefit of the proposed activity or activities for the residents of Vallejo including number of people reached and quality of that interaction.
- Ability of applicant to successfully complete project including past experience and expertise.
- Feasibility of budget relative to project including consideration of other resources.
- Proposal must be submitted by Vallejo based artist or organization.

All organizations are encouraged to apply, especially on-going projects and organizations.

Attention to details is important in this application and document. When calculating your expenses for your project, please consider all costs you may possibly incur, including City of Vallejo business licenses, permits, insurance or other fees.

You may want to attend one of the free informational workshops on how to fill out the CCA Grant Application that includes topics:

- one day insurance sources,
- what constitutes free events,
- and other topics and information regarding grant applications.

[See the sample application below.](#)

Role of Project Management Mechanism-Nonprofit Administrator

1. With approval from the Commission on Culture and the Arts City staff will issue a request for proposals (RFPs) for Nonprofit Administrator of the Pilot Art Project and distribute broadly.
2. Staff will review applicants and make recommendations to the Commission on Culture the Arts City who will choose the Administrator.
3. City staff will execute a contract with the Nonprofit Administrator.
4. The Nonprofit Administrator will receive funds from City of Vallejo for the Pilot Art Project in accordance with its contract and distribute those funds to selected projects in accordance with each project's contract.

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5. The Commission on Culture and the Arts will identify activities to be funded by themes, type, location and other criteria as is desired.
6. Commission on Culture and the Arts will determine restrictions and preferences for applicants to the RFPs. (I.e.-Vallejo based only, nonprofit only, existing organizations preferred, etc.)
7. Nonprofit Administrator will issue requests for proposals (RFPs) based on these criteria and distribute broadly.
8. Nonprofit administrator will review all applications and make recommendations to the Commission on Culture and the Arts.
Alternative: Nonprofit administrator will receive all applications and provide to the Commission for review.
9. The Commission on Culture and the Arts will select projects for funding
10. The Nonprofit Administrator will execute contracts with applicants of selected projects including budget, outcomes and work schedule.

The Nonprofit Administrator will monitor implementation of all projects and provide regular reports to the Commission and City staff.

Commission on Culture and Arts Grant Application (sample) Commission on Culture and Arts Grant Application (sample)

1. Proposal Title
2. Name of Applicant
3. Primary contact information (name, phone, e-mail)
4. Address of Applicant
5. Proposal Category: (Check one only)
 - performing arts
 - visual arts
 - cultural events and activities

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- other (provide description)

6. Purpose of funding:

- General operating support
- Project or activity

7. Grant amount being requested (choose one)

- \$2,500
- \$5,000
- \$10,000

8. Proposal Summary (Max 500 words)

9. What is the need in the community for this project and how will it provide public benefit? (Max 500 words)

10. If this is an existing cultural or artistic activity, summarize history (Max 200 words)

11. Describe the capacity of applicant to successfully implement activity for which support is sought, including experience and expertise. (Max 500 words)

12. If you have them, you may include addresses for web address, supportive websites or URLs of examples of your work.

13. Describe the timeline for implementation. (Must be no longer than 12 months)

14. Provide one of the following:

- For applicants seeking general operating support provide most recent budget for organization
- For applicants seeking support for projects, provide project budget using included form.

The *Vallejo Commission on Culture and the Arts* conceived and developed this grant program along with the guidelines and criteria.

\$100,000, minus administrative fee, will be awarded in \$2,500, \$5,000 and \$10,00 amounts to individual artists and arts activities, and \$100,000, minus administrative fee, will be awarded in \$2,500, \$5,000 and \$10,00 amounts to non-profit cultural organizations, minus commission to administering non-profit, not to exceed a determined percentage of total and

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in conjunction with both the Non-Profit Grants. A minimum of one grant will be awarded in each category. The grant program is being administered by a local non-profit vetted via RFP.

PROJECT BUDGET

Organization Name:

Project Name:

*** Please use this form. If you need additional space, please attach it to the link below. Fill in only applicable budget items that apply to your project.

PROJECTED EXPENSES

	Amount	Notes
Supplies and materials		
Staff and contractors		
Rent		
Marketing and Promotion Costs		

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Administrative/overhead
Insurance
Permit or city fees.
Other Costs
Total Expenses
TOTAL INCOME (IF PROJECT EXPENSES EXCEED GRANT AMOUNT)
Individual donations
This grant
Other grants

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Earned Income
In-kind support
Total Income

CAC Measure P Arts & Culture Activation Proposal: Asphalt Art

Project Vallejo Youth Create Asphalt Art for Safer Streets

1. Project Urgency and Justification

This project addresses two of Vallejo’s compelling needs: 1) safer streets, intersections and crosswalks, and 2) educational and leadership opportunities for Vallejo youth.

Reckless driving causes numerous accidents, injuries, and fatalities in Vallejo. According to the 2020 *Solano County Active Transportation Plan*, Vallejo has the highest number of pedestrian collisions and the third highest number of bicycle collisions among all of the incorporated jurisdictions in Solano County. ¹

Public art is one tactic to increase safety on and near city streets. Asphalt Art including crosswalks designs, intersection murals, and painted curb extensions can encourage drivers to

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slow down, heed traffic signals, and be more aware of pedestrians and other vehicles. Cities such as Miami, FL, Atlanta, GA, and Brooklyn, NY have undertaken Asphalt Art projects to enhance public safety, build community and celebrate local culture. [The Asphalt Art Safety Study](#) published in April 2022 by Bloomberg Philanthropies found a 17 percent decrease in the total crash rates at sites where Asphalt Art was installed. Injury crashes also decreased 37 percent and crashes involving pedestrians or vulnerable road users decreased by 50 percent.² Installing Asphalt Art in select locations citywide can beautify Vallejo and make our streets safer for everyone.

Asphalt art responds to measure P goals of addressing streets, roads and sidewalks to make public spaces safer and improve quality of life for residents, motorists and pedestrians. This pilot project will produce six new murals in intersections with significant pedestrian traffic in each of Vallejo's six districts.

The project also addresses the need to increase educational and leadership opportunities for Vallejo youth. Free arts programming can increase resilience, confidence, and agency for youth, provide educational and recreational opportunities, and enhance social emotional learning and community connections. Solano County's *Community Health Improvement Plan (CHIP)* cites improving the safety and well-being of youth as their Number 1 Behavioral Health Objective and its recommendations include implementing utilizing free, trauma informed and culturally responsive arts programs and for youth to improve community health.³ Thus the youth camp aspect responds to Measure P's goals of addressing "quality of life, especially regarding our community's health, safety, and stability."⁴

The "pilot" work will be realized over a three-year timeline involving two summers of youth camps—working with GVRD and local arts educators and volunteers within each district—and the following:

Phase 1: Identify possible community partners (Possible partners include Vallejo Main Street, Vallejo Teaching Artists, VUSD, Club Stride, Boys and Girls Empowerment Group, First Chance Vallejo, and Sustainable Solano.) Work with City Council Members and residents of each district to understand safety issues in each district via participatory mapping exercises, select mural locations and secure community support.

Phase 2: Observe traffic flow in each location, choose the intervention for each intersection, design camp curriculum and contract teachers and youth leaders, secure camp locations, supplies, equipment, advertise camps and accept youth participants from each district, collaborate with GVRD, camp families, community partners and volunteers.

Phase 3: Liaison with Vallejo Public Works Department to gain approval for final designs, complete permitting, and determine street closure dates for street cleaning, painting, installation, and block party celebration. Secure mobile art studio. Design and produce "traffic calming" mural interventions within the scope of 2-week long half-day youth camps.

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Upon successful realization of the pilot project, additional funding may be solicited to continue this work.

1. Project Timeline

Build Community Partnerships and Logistical Planning: Jan 2026 - Dec 2027

Official site selections: Jan 2027

First Round of Youth Camp signup opens: Feb 2027

First Round of Youth Camps Begin: June 2027

First Round Mural Completion and Block Party Celebration: Aug 2027

Second Round of Youth Camps Begin: June 2028

Second Round Mural Completion + Block Party Celebration: Aug 2028

2. Financial Overview [Budget Measure P](#)

Total Cost: \$134,500 (See Attached Budget Breakdown)

Procurement Method: This project would include a new RFP for teaching artists and partner organizations. It would use existing contracts with vendors to process third party payments.

3. Funding Sources

The project will use Measure P funding and ask for sponsorship from local businesses near the mural sites in each district. Solicitations will be made following site selection.

4. Budgetary Alignment

Included in Current Annual Budget: No

5. Implementation Details

Location (Where): Intersections with high pedestrian traffic in each district

Implemented By: Vallejo Arts and Culture Commission Volunteers, Teaching Artists and Youth Leaders, and Public Works Department, City Council Representatives

Vetted by Local Expert: The Commission will contract with local experts (TBD) in addition to following Bloomberg Philanthropies' implementation guidelines **for asphalt art projects which emphasize accessibility, and transportation safety standards alongside aesthetics and community engagement.**

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6. Community Impact

Who Benefits:

Ultimately this project will positively impact all Vallejo residents by decreasing traffic accidents, encouraging safer drivers, and allowing an opportunity for community involvement and youth engagement.

Estimated Number of People Impacted:

Vallejo's full approx. 123,000 residents

Demographic Impacted:

All Vallejo residents will be impacted. Some commuters may experience a slight delay during the painting, but all will benefit in the long run, Vallejo's youth in particular will be given a new educational and creative opportunity.

Related Council Requests: We would ask council representatives to work with us to identify locations and to work with GVRD to establish youth programs.

Relevant Commission Involved: Culture and the Arts and Planning.

1 "Solano Countywide Active Transportation Plan 2020." *Solano Transportation Authority*, 10 June 2024, sta.ca.gov/documents_and_report/solano-countywide-active-transportation-plan/.

2 *Asphalt Art Safety Study - Bloomberg Professional Services*, assets.bbhub.io/dotorg/sites/43/2022/04/Asphalt-Art-Safety-Study.pdf. Accessed 11 July 2025.

3 "Building a Healthier Community: Plans and Progress." *Solano County, California*, www.solanocounty.gov/government/health-social-services-department/solano-public-health/about-public-health/quality-improvement-solano-public-health/building-healthier-community-plans-progress. Accessed 10 July 2025.

4 *Measure P*, www.vallejo.gov/our_city/measure_p. Accessed 12 July 2025.

2026 Work Plan

Commission on Culture and the Arts – Vallejo, CA

Excerpt from California Arts Council’s Strategy for Creative Economy

Goals and Strategic Themes

California can strengthen its arts and culture ecology through strategic action by state and local governments, working in partnership with businesses and nonprofit organizations.

Together, these organizations can increase the number and quality of creative economy jobs available to Californians; improve access to education and training in arts and culture; and make it easier for individuals and all types of organizations to produce art, entertainment, and cultural goods in the state. By investing in artists, expanding creative infrastructure, and integrating the arts into key sectors, we can build a more prosperous and inclusive future for all Californians.

The following goals and strategic themes provide examples of specific, practical steps that state and local governments can take to strengthen California’s creative economy.

NORTH STAR

Lead an inclusive and resilient creative economy that empowers artists, cultural workers, and entrepreneurs to drive culture, creativity, and innovation

GOALS

- 1 Prepare and support the workforce for creative economy sectors
- 2 Stabilize and grow creative economy businesses
- 3 Increase revenue to state and local areas through cultural identity and tourism
- 4 Leverage all state opportunities for local cultural and creative development
- 5 Define and track ROI for the creative economy and creative workforce

STRATEGIC THEMES

- Invest in a well-trained workforce and incentivize good jobs
- Ensure all creative economy workers have access to key benefits
- Explore ways to protect the intellectual property of individuals
- Ensure California’s film and TV tax credits are globally competitive
- Support nonprofit organizations and live theatrical productions
- Fund Senate Bill 628, the Creative Workforce Act of 2021
- Provide assistance for businesses, create apprenticeships, and develop new financing models
- Ensure that every community has an artistic identity and arts within reach
- Reduce barriers for businesses to acquire spaces and put on events
- Increase exposure to arts and culture to fuel demand for creative products and events
- Support infrastructure development by collaborating with regional planning efforts
- Develop creative financial mechanisms to support arts, culture, and entertainment
- Support the integration of the creative workforce into other sectors
- Develop a definition of California’s creative economy
- Build capacity for ongoing data collection, tracking, and reporting



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Lance David, Interim IT Director
SUBJECT: **ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027**

RECOMMENDATION

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize Measure P funding in FY 2026-2027 for the following:

1. \$1,317,085 for the city's public safety radio system
2. \$603,000 for replacement of critical network infrastructure
3. \$300,000 for purchase additional cybersecurity defense

BACKGROUND AND DISCUSSION

1) Fund the Public Safety Radio System - \$1,317,085

Key components include:

- A radio lease agreement (2020-2028) covering 316 radios
- Integration with Solano County's regional communication system for interoperability
- Ongoing service, maintenance, and connectivity infrastructure

A portion of the radio fleet is reaching end-of-life, resulting in increased failures, maintenance costs, and operational risk. Approving this funding request ensures service continuity and addresses immediate operational needs:

- Replaces 40 aging radios experiencing reliability issues
- Maintains existing lease obligations that cannot be deferred
- Sustains regional interoperability with Solano County for coordinated emergency response
- Funds ongoing maintenance and support to ensure system reliability

Failure to fund these components will degrade communication capabilities and risk service interruptions during emergency operations. This approach reflects planned, predictable investment and avoids higher costs associated with emergency replacements and system failures.

- \$462,000 - Existing lease obligation (2020-2028)
- \$400,000 - Replacement of aging radios (40 units)
- \$315,000 - Service and maintenance (~500 radios)
- \$140,085 - Connectivity, circuits, and system support

Subject: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

2) Replace Critical Network Systems Infrastructure - \$603,000

- Approve the replacement of aging network infrastructure, including network switches, telephony systems, and virtualization platforms.
- Authorize implementation and ongoing operational costs as outlined in this report
- Authorize the City Manager (or designee) to execute agreements necessary to procure and implement the proposed solutions.

The City's core technology infrastructure-including network switches, phone systems, and virtualization platforms-has reached or is approaching end-of-life. These systems are essential for daily operations, public safety communications, and service delivery to residents. Failure to-replace this infrastructure introduces significant operational, financial, and cybersecurity risks. Timely replacement ensures public safety through continuity of operations, improves system performance, and provides long-term cost stability.

The City relies on these critical systems support all departments, including public safety, administrative operations, and public-facing services.

A) Network Switches (Cisco Meraki) - Replacement \$200,000: One Time Cost

The City's network switches form the backbone of all connectivity across facilities.

- Hardware exceeds 10 years of service life
- High risk of failure and outages
- Limited compatibility with modern security and performance standards
- Reduced vendor support and firmware updates
- High risk of connectivity disruption to Citywide systems, including internet, internal applications, and public safety communications
- Increased maintenance costs and emergency repairs
- Improved network speed, reliability, and security

Financial Consideration:

New switches will provide **8-10 years of service life**, ensuring long-term stability and reducing lifecycle costs

B) Telephony System (Mitel/Shoretel) - Replacement \$140,000:One Time, Annual Cost:\$90,000

The City's Phone System is a critical communication tool for staff, residents, and emergency coordination.

- Installed: -14 years ago
- End-of-Life: December 2025
- Vendor support will cease by 2029
- Difficulty sourcing replacement parts and maintaining system reliability
- Increased risk of outages affecting City operations
- Reduced ability to support modern communication needs (remote work, mobility, integration)

Subject: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

-
- Increased risk of disruptions to public safety communication

Financial Consideration:

The proposed replacement solution is structured so that **telephony costs over the next four years will cover both implementation and ongoing service costs**, effectively stabilizing and modernizing expenses without significant cost escalation.

C) Nutanix Platform - Replacement \$263,000:One Time Cost

The City's virtualization platform hosts critical systems, applications, and data.

- Vendor support expire in 2027, no security updates available
- Cybersecurity vulnerabilities due to unsupported systems
- Aging infrastructure increases risk of performance degradation and failure
- System outages impact multiple departments simultaneously
- Reduced ability to scale or support future technology
- Unplanned outages affecting City operations and public services
- Increased emergency repair costs and downtime
- Reduced staff productivity and service delivery
- Risk of communication disruptions to public safety operations

3) Purchase Additional Cybersecurity Defense - \$300,000-Annual

Over the last few years, the City has increased its focus on Cybersecurity in the critical areas of prevention and perimeter defense. A complete Cybersecurity program also includes detection and response. Given the IT department's limited personnel we are requesting two services to automate and outsource off-hours monitoring and support.

- Approve **\$300,000** to implement additional Cybersecurity detection and response and ongoing annual cost.
- Authorize the City Manager (or designee) to execute agreements necessary to procure and implement the proposed solutions
- The City currently has no staffed IT positions outside of normal business hours. Attackers operate 24 hours a day, 7 days a week and specifically target nights, weekends, and holidays as they know there is less support at those times. This shortcoming is currently solved by a small number of IT staff being on-call all the time with no rotation or dedicated time off.
- The City's IT staffing budget is limited making running our own in house Security Operations Center financially prohibitive.
- The City's IT does not currently have a central location to store logs making it time-consuming to analyze events and limits the age of the logs able to be kept.
- Attacks that occur off hours may have their responses delayed and an increased likelihood of success.
- Staff burnout leading to increased errors and turnover.
- Not having these items may limit our grant opportunities in the future and may result in higher insurance costs.

Subject: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY’S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

FISCAL IMPACT

TOTAL COST OF SERVICE: \$2,220,085

- 1) Public Safety Radio System: \$1,317,085
Radio Lease & Purchase=10 years
Services & Connectivity=Fiscal 26/27
- 2) Critical Infrastructure Replacement: \$603,000 Fiscal 26/27
Cisco Meraki
Telephony System
Nutanix Platform(Virtualization Platform)
- 3) CyberSecurity: \$300,000: Annual
CyberSecurity(SOC)
CyberSecurity(Detect & Response/Mitigation)

Public Safety Radios	26/27	27/28	28/29
Existing Lease Agreement	\$462,000	\$462,000	0
Replacement of Aging Radios	\$400,000	\$400,000	\$715,000
Service Maintenance(Solano County)	\$315,000	\$315,000	\$315,000
Connectivity, Circuits & System Maintenance	\$140,085	\$140,085	\$140,085
Total	\$1,317,085		
Critical Network Systems Infrastructure			
Cisco Meraki Switches	\$200,000	\$50,000	\$50,000
Telephony System (Mitel/Shortel)	\$140,000	\$90,000	\$90,000
Nutanix Platform	\$263,000		
Total	\$603,000		
CyberSecurity Defense(SOC/Microsegmentation)	\$300,000	\$300,000	\$300,000
TOTAL	2,220,085		

ATTACHMENTS

1.	MPOC Resolution_IT_Radio System_A CAO Stamp
2.	MPOC Resolution_IT_Radio System_B CAO Stamp
3.	MPOC Project Justification Request_IT_Radio System
4.	MPOC Resolution_IT_Network Infrastructure_A CAO Stamp
5.	MPOC Resolution_IT_Network Infrastructure_B CAO Stamp


Subject: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

6.	MPOC Project Justification Request_IT_Network Infrastructure
7.	MPOC Resolution_IT_Cyber Security_A CAO Stamp
8.	MPOC Resolution_IT_Cyber Security_B CAO Stamp
9.	MPOC Project Justification Request_IT_Cyber Security

CONTACT

Lance David, Interim IT Director (707) 648-5408
Lance.David@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$1,317,085 FOR PUBLIC
SAFETY RADIO SYSTEM MAINTENANCE, SERVICE, SUPPORT AND PURCHASING NEW
RADIOS

WHEREAS, each year, the City's Public Safety Radio System supports approximately 500 radios for Police and Fire emergency public safety response communication, the City relies on a network of connectivity systems to maintain interoperability with County systems for mutual aid and emergency coordination. In the upcoming fiscal year 2026-2027, the City must meet an existing lease obligation, replace ageing radios, maintain interconnectivity within the City and with the County systems; and

WHEREAS, it has been determined the following replacement and support of existing radios in FY 2026-27 will cost:

- \$462,000 – Existing lease obligation for 316 radios (cannot be deferred)
- \$400,000 – Replace 40 aging radios
- \$315,000 – Service and maintenance for ~500 radios
- \$140,000 – Connectivity and system support

; and

WHEREAS, radios are essential tools that enable timely emergency response. Aging and unreliable radios will result in failures during emergencies, breakdowns in communication between Fire, Police and regional partners and increased response times, which directly impacts public safety and community confidence; and

WHEREAS, to delay replacement and support will result in higher costs from emergency repairs and replacements and loss of interoperability with County systems; and

WHEREAS, due to the significant General Fund shortfall projected for FY 2026-27, and because the units listed above meet the City Council Measure P spending criteria, Measure P is being requested to fund the purchase and outfitting of these units; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$1,317,085 of Measure P funds In Fiscal Year 2026-27 for the replacement, service and support of the City's 500 radios.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-__

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$1,317,085 FOR PUBLIC SAFETY RADIO SYSTEM MAINTENANCE, SERVICE, SUPPORT, AND THE PURCHASE OF NEW RADIOS

WHEREAS, each year, the City's Public Safety Radio System supports approximately 500 radios for Police and Fire emergency public safety response communications, and the City relies on a network of connectivity systems to maintain interoperability with County systems for mutual aid and emergency coordination; and

WHEREAS, in Fiscal Year 2026-2027, the City has identified costs associated with an existing lease obligation, the replacement of aging radios, service and maintenance, and connectivity and system support; and

WHEREAS, it has been determined that the following radio-related costs are anticipated in FY 2026-2027:

- \$462,000 – Existing lease obligation for 316 radios
- \$400,000 – Replace 40 aging radios
- \$315,000 – Service and maintenance for approximately 500 radios
- \$140,000 – Connectivity and system support; and

WHEREAS, the Measure P Oversight Committee has reviewed the request and related funding considerations; and

WHEREAS, after consideration, the Measure P Oversight Committee has determined not to recommend the proposed allocation of Measure P funds for this purpose at this time.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend that the City Council allocate up to \$1,317,085 of Measure P funds in Fiscal Year

2026-2027 for public safety radio system maintenance, service, support, and the replacement of radios.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

1. Project Urgency & Justification

Each year, the City's Public Safety Radio System supports approximately 500 radios for Police and Fire emergency public safety response communication, the City relies on a network of connectivity systems to maintain interoperability with County systems for mutual aid and emergency coordination. In the upcoming fiscal year 2026-2027, the City must meet an existing lease obligation, replace ageing radios, maintain interconnectivity within the City and with the County systems.

2. Project Timeline

Start Date: FY 26/27

End Date: FY 26/27

3. Financial Overview

Total Cost: \$1,317,085

End of Useful Life: 5-10 years

4. Procurement Method

Existing Contract or New RFP?: Existing Motorola, Solano County, and Cooperative contracts

5. Funding Sources

Alternate Funding Sources Identified: the General Fund has historically been used for the radio lease, Interoperability service and hardware service/support.

Conditions or Restrictions of Alternate Funding: the General Fund is facing a \$29M shortfall so alternate funding sources are being sought.

6. Budgetary Alignment

Included in Current Annual Budget: No existing budget

7. Implementation Details

Location (Where): Public safety departments (Fire & Police) with communication service throughout the City.

Implemented By: Public Safety I.T. Manager

Vetted by Local Expert: N/A

8. Community Impact

Who Benefits: ALL Vallejo residents


Estimated Number of People Impacted: ALL Vallejo residents

Demographic Impacted: ALL Vallejo residents

Related Council Requests: N/A

Relevant Commissions Involved: N/A

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$603,000 FOR CRITICAL
COMMUNICATIONS NETWORK INFRASTRUCTURE REPLACEMENT

WHEREAS, the City’s communications networks support devices across the entire City, including approximately 800 computers and 400 phones. The City relies on these network of systems to maintain critical connections and functionality. These systems allow City departments to provide critical services to residents, from the functioning of the Public Safety and Public Works departments to the Water treatment plant. In the upcoming fiscal year 2026-2027, the City must replace an ageing telephony system, and infrastructure systems that include network switches and servers. These communication network systems are critical to support the City’s public safety functions.

WHEREAS, the City’s telephony system is 14 years old and reached end-of-life in December 2025; and

WHEREAS, the City’s network infrastructure system of Meraki (Cisco) network switches are 10 years old and will reach end-of-life during fiscal year 2026-2027; and

WHEREAS, the City’s network infrastructure system of Nutanix network servers will reach end-of-life in fiscal year 2026-2027; and

WHEREAS, it has been determined that replacing the following network systems in FY 2026-27 will cost \$603,000:

- \$140,000 – Telephony system, first year implementation & service FY 2026-27
- \$200,000 – Network switches, FY27 one-time purchase, lifespan 10 years
- \$263,000 – Nutanix server system, annual payment over 5 years ; and

WHEREAS, a communication network system of switches, servers and phones are essential tools that enable City departments to function. An aging and unreliable network system will result in critical communication breakdowns across City departments, including Fire, Police, Public Works streets & signals and Water treatment, not replacing these systems will directly impact public safety; and

WHEREAS, to delay replacement and support will result in higher costs from emergency repairs and replacements and failure of critical City services; and

WHEREAS, due to the significant General Fund shortfall projected for FY 2026-27, and because the units listed above meet the City Council Measure P spending criteria, Measure P is being requested to fund the purchase of these new network connectivity systems.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$603,000 of Measure P funds In Fiscal Year 2026-27 for the replacement, service and support of the City's network communication systems.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-__

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE NOT
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$603,000 FOR CRITICAL
COMMUNICATIONS NETWORK INFRASTRUCTURE REPLACEMENT

WHEREAS, the City's communications networks support devices across the entire City, including approximately 800 computers and 400 phones, and the City relies on these systems to maintain critical connections and functionality that enable departments to provide essential services to residents; and

WHEREAS, these systems support core City operations, including Public Safety, Public Works, and Water treatment, and are necessary to maintain effective communication and service delivery; and

WHEREAS, the City's telephony system is approximately 14 years old and reached end-of-life in December 2025; and

WHEREAS, the City's network infrastructure, including Meraki (Cisco) network switches, is approximately 10 years old and will reach end-of-life during Fiscal Year 2026-2027; and

WHEREAS, the City's Nutanix server infrastructure will also reach end-of-life in Fiscal Year 2026-2027; and

WHEREAS, it has been determined that replacement of these systems in FY 2026-2027 is estimated to cost \$603,000:

- \$140,000 – Telephony system, first-year implementation and service
- \$200,000 – Network switches, one-time purchase (10-year lifespan)
- \$263,000 – Nutanix server system, annual payment over five years; and

WHEREAS, the Measure P Oversight Committee has reviewed the request and related funding considerations; and

WHEREAS, after consideration, the Measure P Oversight Committee has determined not to recommend the proposed allocation of Measure P funds for this purpose at this time.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend that the City Council allocate up to \$603,000 of Measure P funds in Fiscal Year 2026-2027 for the replacement, service, and support of the City's network communication systems.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, by
the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

1. Project Urgency & Justification

The City's computing and phone infrastructure networks support communication devices across the entire City. The City relies on these systems to maintain critical connections and functionality as they enable Public Safety, Public Works and Water departments to provide critical services to residents. The City must replace an ageing telephone and infrastructure systems as failure in these communication network systems will result in a high risk to public safety.

2. Project Timeline

Start Date: FY 26/27

End Date: FY26/27 & annual ongoing

3. Financial Overview

Total Cost: \$603,000

End of Useful Life: 5-10 years

4. Procurement Method

Existing Contract or New RFP?: Existing Cooperative contracts

5. Funding Sources

Alternate Funding Sources Identified: the General Fund historically used for the purchase of communications network infrastructure

Conditions or Restrictions of Alternate Funding: the General Fund is facing a \$29M shortfall so alternate funding sources are being sought.

6. Budgetary Alignment

Included in Current Annual Budget: No existing budget

7. Implementation Details

Location (Where): City-wide, including Public Safety, Public Works and Water departments

Implemented By: I.T. Director and Managers

Vetted by Local Expert: N/A

8. Community Impact

Who Benefits: ALL Vallejo residents

Estimated Number of People Impacted: ALL Vallejo residents

Demographic Impacted: ALL Vallejo residents

Related Council Requests: N/A

Relevant Commissions Involved: N/A

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$300,000 FOR ANNUAL
INCREASE OF CRITICAL CYBER SECURITY DETECTION & RESPONSE

WHEREAS, it is critical to maintain computing network and communication system connections and functionality across the City to provide public safety services to residents through the Public Safety, Public Works and Water departments; and

WHEREAS, cyber security hacks are increasingly common and involve extremely costly recovery measures the City has increased its focus on cyber security in the critical areas of prevention and perimeter defense, however a complete cyber security program also includes detection and response; and

WHEREAS, the IT department has limited personnel with no staffed IT positions outside of normal business hours and attackers operate 24 hours a day, 7 days a week and specifically target nights, weekends, and holidays, the City network is vulnerable with minimal off-hours monitoring of intrusions and to rely on minimal staff will lead to staff burnout and increased errors; and

WHEREAS, the City's IT staffing budget is limited, making our own Security Operations Center financially unrealistic and the City's IT department does not currently have a central location to store logs, making it time-consuming to analyze events and limits the age of the logs able to be kept; and

WHEREAS, not having these items may limit our grant opportunities in the future and may result in higher insurance costs; and

WHEREAS, to delay the addition of detection and response cyber defense services will increase the likelihood of costly emergency failure of critical City services; and

WHEREAS, it has been determined the following replacement and addition of cyber security detection and response services in FY 2026-27 will cost \$300,000:

- \$300,000 – Cyber Security, ongoing annual beginning in FY 2026-27

; and

WHEREAS, due to the significant General Fund shortfall projected for FY 2026-27, and because the units listed above meet the City Council Measure P spending criteria, Measure

P is being requested to fund the addition of cyber security detection and response software and service.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends to the City Council that it allocate up to \$300,000 of Measure P funds In Fiscal Year 2026-27 and annually going forward for the addition of cyber security defenses.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, with the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-__

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE UP TO \$300,000 FOR ANNUAL INCREASE OF CRITICAL CYBER SECURITY DETECTION & RESPONSE

WHEREAS, it is critical to maintain computing network and communication system connections and functionality across the City to provide public safety services to residents through the Public Safety, Public Works, and Water departments; and

WHEREAS, cyber security incidents are increasingly common and can involve extremely costly recovery measures, and while the City has increased its focus on cyber security in the areas of prevention and perimeter defense, a complete cyber security program also includes detection and response; and

WHEREAS, the IT department has limited personnel with no staffed IT positions outside of normal business hours, while cyber attackers operate 24 hours a day, 7 days a week and often target nights, weekends, and holidays, creating vulnerabilities due to minimal off-hours monitoring and increasing the risk of staff burnout and errors; and

WHEREAS, the City's IT staffing budget is limited, making a fully staffed internal Security Operations Center financially unrealistic, and the City does not currently have a centralized system to store and analyze logs efficiently; and

WHEREAS, the absence of enhanced cyber security detection and response capabilities may impact grant eligibility and could result in higher cyber insurance costs; and

WHEREAS, the addition of cyber security detection and response services in Fiscal Year 2026-2027 is estimated to cost \$300,000 annually; and

WHEREAS, the Measure P Oversight Committee has reviewed the request and related funding considerations; and

WHEREAS, after consideration, the Measure P Oversight Committee has determined not to recommend the proposed allocation of Measure P funds for this purpose at this time.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby does not recommend that the City Council allocate up to \$300,000 of Measure P funds in Fiscal Year 2026-2027, and annually thereafter, for the addition of cyber security detection and response services.

Adopted by the Measure P Oversight Committee at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT RESOLUTIONS RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE MEASURE P FUNDS BE ALLOCATED TO: 1) THE CITY'S PUBLIC SAFETY RADIO SYSTEM 2) REPLACEMENT OF CRITICAL NETWORK INFRASTRUCTURE 3) PURCHASE OF ADDITIONAL CYBERSECURITY DEFENSE IN FISCAL YEAR 2026-2027

1. Project Urgency & Justification

Cyber security risks are rapidly growing and involve extremely costly recovery measures. Protecting the City's critical communication system and computing network connections and functionality is critically needed to provide essential services to residents through the Public Safety, Public Works and Water departments. The City's IT department has limited personnel with no staffed IT positions outside of normal business hours and attackers operate 24 hours a day, 7 days a week and specifically target nights, weekends, and holidays, leaving the City's network vulnerable, with minimal staff to monitor for intrusions during off-hours. Continued reliance on minimal staff will lead to staff burnout and increased errors.

2. Project Timeline

Start Date: FY 26/27

End Date: annual ongoing

3. Financial Overview

Total Cost: \$300,000/yr

End of Useful Life

4. Procurement Method

Existing Contract or New RFP?: Existing Cooperative contract

5. Funding Sources

Alternate Funding Sources Identified: the General Fund historically is used for the purchase of Cyber security services.

Conditions or Restrictions of Alternate Funding: the General Fund is facing a \$29M shortfall so alternate funding sources are being sought

6. Budgetary Alignment

Included in Current Annual Budget: No existing budget

7. Implementation Details

Location (Where): City-wide, including Public Safety, Public Works and Water departments

Implemented By: I.T. Cyber Security Manager

Vetted by Local Expert: N/A

8. Community Impact

Who Benefits: ALL Vallejo residents

Estimated Number of People Impacted: ALL Vallejo residents

Demographic Impacted: ALL Vallejo residents

Related Council Requests: N/A

Relevant Commissions Involved: N/A



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Tim Boothe, Interim Deputy Fire Chief
SUBJECT: **ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$3,225,000.00 OF MEASURE P FUNDING FOR THE REPLACEMENT OF TWO FIELD COMMAND VEHICLES, ONE UTILITY VEHICLE, 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY26/27 AND TWO FIELD COMMAND VEHICLES 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY 27/28**

RECOMMENDATION

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize \$3,225,000.00 of Measure P funding for the replacement of four field command vehicles, one utility vehicle and 2 type 1 engines fully complimented.

FY 26/27 1 Type 1 engine at \$1,355,000.00, 2 Field command vehicles at \$190,000.00 and 1 F550 utility at \$135,000.00 = \$1,680,000

FY 27/28 1 Type 1 engine at \$1,355,000.00 and 2 Field command vehicles at \$190,000.00 = \$1,545,000

BACKGROUND AND DISCUSSION

The Vallejo Fire department has identified the need to replace 5 current vehicles that are at their end of life and add 2 Type 1 engines. The City's fleet of vehicles is essential to supporting daily operations across various departments. Over the years, the current vehicles have experienced significant wear and tear due to frequent use, resulting in escalating repair costs and extended down times. Many of the existing staff vehicles have reached or exceeded their useful life, making it increasingly difficult to meet the transportation and operational needs of the city.

The following vehicles are recommended for replacement:

Four (4) Ford Expedition field command Vehicles

Purpose: These vehicles will be used by staff for emergency response, fire prevention, public education and general transportation.

Current Vehicles to be Replaced: Four (4) aging vehicles that are 12-15 years old and require frequent maintenance, resulting in high repair costs and decreased reliability.

One (1) Ford F-550 Utility Vehicle

Purpose: This heavy-duty utility vehicle will be used for carrying heavy equipment, tools, and towing various trailers utilized by the department

Current Vehicle to be Replaced: One (1) aging utility vehicle that is over 20 years old, presenting multiple mechanical issues and no longer meeting the demands of our maintenance department.

Two (2) Type 1 fire apparatus:

Purpose: These vehicles will replace 2 engines that went in service in 2012. These two engines have over 100,000 miles and require frequent maintenance. With a proposed 270 day build it is essential that we order our replacement engines early. This price includes fully outfitting the engines with all necessary equipment.

The following reasons support the need for replacement:

Incident Commanders and Leadership: Having four vehicles allows for flexibility in staffing, ensuring that incident commanders and other key leadership personnel can respond quickly with adequate transportation to

Subject: ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$3,225,000.00 OF MEASURE P FUNDING FOR THE REPLACEMENT OF TWO FIELD COMMAND VEHICLES, ONE UTILITY VEHICLE, 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY26/27 AND TWO FIELD COMMAND VEHICLES 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY 27/28

manage emergencies effectively.

Reliability and Safety Concerns: The aging vehicles have become less reliable, leading to frequent breakdowns and disruptions in operations. This compromises staff productivity and creates potential safety hazards for both staff and the public.

Interoperability with Statewide Systems: The California Master Mutual Aid Agreement (CMAA) is a framework that allows for the coordinated sharing of resources among fire departments during large-scale emergencies. Having multiple 4x4-equipped vehicles within the Vallejo Fire Department ensures that the department can participate fully in mutual aid responses throughout California.

Fuel Efficiency and Emissions Standards: The proposed new Ford Expeditions and Ford F-550 comply with the latest emissions standards and will provide improved fuel efficiency, contributing to the City's sustainability goals.

FISCAL IMPACT

The estimated costs for the new vehicles are as follows:

Ford Expedition (4 units): 2 in FY 26/27 and 2 in FY 27/28

Unit Cost: \$95,000.00

Total Cost: \$380,000.00

Ford F-550 Utility Vehicle (1 unit):\$110,069.92

Total Cost: \$135,000.00

Fire Engine (2) 1 in FY26/27 and 1 in FY 27/28

Total Cost: \$1,355,000.00 each

Total Estimated Cost for All Vehicles: \$3,225,000.00

These costs include the purchase price, delivery, taxes and necessary modifications to meet operational specifications.

Fiscal year 26/27 total cost: \$1,870,000.00

Fiscal Year 27/28 total cost \$1,355,000.00

ATTACHMENTS

1.	MPOC Resolution_VFD_Vehicles CAO Stamp
2.	MPOC Project Justification Request_VFD_Vehicles
3.	6.D 3312610- CITY OF VALLEJO - F550
4.	6.D 3312615 CITY OF VALLEJO - Expedition
5.	6.D 314612

CONTACT

Tim Boothe, Interim Deputy Fire Chief (707) 648-4526

Tim.boothe@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$3,225,000.00 OF MEASURE P FUNDING FOR THE REPLACEMENT OF TWO FIELD COMMAND VEHICLES, ONE UTILITY VEHICLE, 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY26/27 AND TWO FIELD COMMAND VEHICLES AND 1 TYPE 1 ENGINE FULLY COMPLIMENTED FOR FY27/28

WHEREAS, the Vallejo Fire Department has identified the need to replace aging and unreliable vehicles that have reached or exceeded their useful life; and

WHEREAS, the current fleet includes vehicles that are between 12 to over 20 years old, resulting in increased maintenance costs, reduced reliability, and operational inefficiencies; and

WHEREAS, the proposed replacements include four (4) field command vehicles, one (1) utility vehicle, and two (2) Type 1 fire engines to support emergency response, fire prevention, public education, and departmental operations; and

WHEREAS, the replacement of these vehicles will enhance reliability, improve safety for staff and the public, and ensure continuity of emergency services; and

WHEREAS, updated vehicles will support interoperability under the California Master Mutual Aid Agreement, enabling effective participation in statewide emergency response efforts; and

WHEREAS, the proposed vehicles meet current emissions standards and will improve fuel efficiency, contributing to the City's sustainability goals; and

WHEREAS, the total estimated cost for the replacement program is \$3,225,000, including all purchase, delivery, tax, and equipment outfitting costs; and

WHEREAS, the proposed expenditures are phased as follows:

- Fiscal Year 2026/2027: One (1) Type 1 engine, two (2) field command vehicles, and one (1) utility vehicle, totaling \$1,680,000; and
- Fiscal Year 2027/2028: One (1) Type 1 engine and two (2) field command vehicles, totaling \$1,545,000; and

WHEREAS, Measure P funding has been identified as the source for financing these critical capital improvements;

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or does not recommend that the City Council authorize the use of Measure P funds in the amount of \$3,225,000 for the replacement of fire department vehicles and apparatus as described herein. The City Council is urged to consider the operational, safety, and financial benefits associated with timely replacement of aging emergency response vehicles.

PASSED AND ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on the 14th day of May, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

: ADOPT A RESOLUTION RECOMMENDING OR, IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE \$3,225,000

OF MEASURE

P FUNDING FOR THE REPLACEMENT OF (4) FIELD COMMAND VEHICLES, (2) TYPE 1 FIRE ENGINES AND (1) EMERGENCY SUPPORT VEHICLE.

AGENDA ITEM TITLE: Funding for (2) Type 1 Fire Engines, (4) Field Command vehicles and (1) Emergency Support vehicle - Ford F550 utility

1. Project Urgency & Justification

The Vallejo Fire Department needs to replace six current vehicles that have reached or exceeded their end of life. Four of these vehicles, Ford Expeditions or field command vehicles and one Emergency Support vehicle (Ford F-550 utility vehicle)—are essential for daily operations and emergency responses. Due to frequent wear and tear, the aging vehicles are increasingly unreliable leading to higher repair costs, extended downtime, and operational inefficiencies. Replacing them is critical to ensuring continued staff mobility, effective emergency response, and compliance with safety and environmental standards. The current vehicles no longer meet the demands of the department, creating safety hazards for both staff and the public.

Justification:

- **Operational Needs:** The vehicles are vital for incident commanders and leadership to respond quickly to emergencies, ensuring that key personnel can manage situations effectively.
- **Reliability and Safety:** Aging vehicles frequently break down, compromising operational efficiency and increasing safety risks. Our Emergency Support vehicle has had two major overhauls and is currently regulated to under 50mph
- **Interoperability:** The vehicles must be equipped to handle mutual aid requests across the state through the California Master Mutual Aid Agreement (CMAA), which necessitates reliable 4x4 vehicles.
- **Fiscal Responsibility:** Continuing to replace fleet annually spreads the cost out over time and avoids large fleet replacement purchases in a single fiscal year. The requested 4-wheel drive Field Command vehicles are subject to the California Master Mutual Aid and eligible for state and federal use reimbursement. Last year alone, these types of apparatus recouped nearly \$20k in state and federal reimbursements. Our current vehicle replacement budget is earmarked for debt service on previous purchases.

2. Project Timeline

Start Date: 7/1/2026

End Date: 12/31/2027

3. Financial Overview

Total Cost: \$3,225,000

End of Useful Life 10-15 years for all vehicles based on use and milage.

4. Procurement Method

Existing Contract or New RFP?: Existing These vehicles would be purchased through Public Works existing fleet purchase contracts

5. Funding Sources

Alternate Funding Sources Identified: Exploring federal or state grant opportunities for fire equipment replacement or sustainability initiatives. None located at this time

Conditions or Restrictions of Alternate Funding: Any federal or state grant funding may require matching local funds or adherence to specific project timelines and specifications, such as emissions standards or vehicle usage reporting.

6. Budgetary Alignment

Included in Current Annual Budget: Current vehicle replacement budget is encumbered to debt service of previous fleet purchase. Asks to increase vehicle replacement fund were not approved due to citywide budget deficits

7. Implementation Details

Location (Where): Fire Department

Implemented By: Public Works

Vetted by Local Expert:

8. Community Impact

Who Benefits:

All citizens who are in our direct protection

Estimated Number of People Impacted:

Demographic Impacted: All demographics

Related Council Requests: This is in line with the Council goal to increase public safety

Relevant Commissions Involved: No commissions are involved

525 N16TH STREET, SACRAMENTO, CA 95811
PHONE: 916-299-3529

QUOTE

Customer		DATE 3/31/2026	
Name	CITY OF VALLEJO	SALES REP	BETHANY
Address	111 AMADOR ST	PHONE	916-848-3177
City	VALLEJO State CA Zip 94590	FOB	SACRAMENTO
Phone	ATTN: LUIS MARRERO		

Qty	Description	Unit Price	TOTAL
1	2026 FORD F550 REGULAR CAB CHASSIS DIESEL STATE OF CALIFORNIA 1-22-23-20F CLIN 53 EXTERIOR COLOR: RACE RED	\$61,042.00	\$61,042.00
	OPTIONS		
	PRICING BELOW SUBJECT TO CHANGE		
1	F5H - CHANGE TO 4X4	\$3,031.00	
1	LIMITED SLIP AXLE	\$396.00	\$396.00
1	W5G - CREW CAB 203 WB / 84" CA	\$3,556.00	\$3,556.00
1	5120 - CHANGE TO 205" WB / 120" CA	\$361.00	\$361.00
1	67A - DUAL ALTERNATORS	\$377.00	\$377.00
1	76C - BACKUP ALARM	\$230.00	\$230.00
1	67B - HD ALTERNATOR	\$115.00	\$115.00
1	43C - 100V / 400W OUTLET	\$177.00	\$177.00
1	67H - HD SERVICE SUSPENSION	\$126.00	\$126.00
1	18B - PLATFORM RUNNING BOARDS	\$445.00	\$445.00
1	41P - SKID PLATES	\$100.00	\$100.00
1	TGM - TRACTION TIRES	\$190.00	\$190.00
1	86M - DUAL BATTERY	\$210.00	\$210.00
1	872 - REAR VIEW CAMERA PREP KIT	\$515.00	\$515.00
1	52B - TRAILER BRAKE CONTROLLER	\$300.00	\$300.00
1	LEHER SPOT LAMPS - DRIVER / PASS SIDE - BUDGE.	\$1,500.00	\$1,500.00
1	SCELZI BODY QUOTE - 314612	\$26,324.00	\$26,324.00
1	CKE - EXTRA KEY W/ FOB (3 TOTAL)	\$299.00	\$299.00
1	MANUAL SHOP - CD ROM	\$455.00	\$455.00
1	WARRANTY - EXTRA CARE 5 YR / 100K MILE	\$3,560.00	\$3,560.00
1	DOC FEE	\$85.00	\$85.00
	SALES TAX CALCULATED AT: 9.250% BASED ON REGISTRATION ADDRESS		

SubTotal	\$100,363.00
DELIVERY	\$750.00
SALES TAX	\$8,946.42
CA Tire Tax	\$10.50
TOTAL	\$110,069.92

Payment Details

Cash
 Check
 Credit Card

Name _____

CC # _____

Expires _____

Office Use Only

\$500 DISCOUNT WITH PAYMENT IN 20 DAYS

525 N16TH STREET, SACRAMENTO, CA 95811

PHONE: 916-299-3529

QUOTE

Customer

Name CITY OF VALLEJO
 Address 111 AMADOR ST
 City VALLEJO State CA Zip 94590
 Phone ATTN: LUIS MARRERO

DATE 3/31/2026
 SALES REP BETHANY
 PHONE 916-848-3177
 FOB SACRAMENTO

Qty	Description	Unit Price	TOTAL
1	2026 FORD EXPEDITION ACTIVE 4X4 STATE OF CALIFORNIA 1-22-23-23F CLIN 3 EXTERIOR COLOR: OXFORD WHITE	\$63,323.00	\$63,323.00
OPTIONS	FOR BUDGETARY PURPOSES ONLY PRICING BELOW SUBJECT TO CHANGE		
-1	U1G - CHANGE TO SSV	\$6,500.00	(\$6,500.00)
1	47B - FLOOR LINERS FRONT AND REAR	\$207.00	\$207.00
1	LIMO TINT	\$599.00	\$599.00
1	DUAL SPOT LAMPS - BUDGETARY	\$1,500.00	\$1,500.00
1	EXTRA KEY - 3 TOTAL	\$299.00	\$299.00
1	WARRANTY - 5 YR / 100K MILE	\$2,942.00	\$2,942.00
1	BUDGETARY 3% INCREASE FOR 2027 MODEL YEAR	\$1,900.00	\$1,900.00
1	DOC FEE	\$85.00	\$85.00
	SALES TAX CALCULATED AT: 9.250% BASED ON REGISTRATION ADDRESS		

SubTotal	\$64,355.00
DELIVERY	\$750.00
SALES TAX	\$5,680.72
CA Tire Tax	\$8.75
TOTAL	\$70,794.47

Payment Details

- Cash
- Check
- Credit Card

Name _____
 CC # _____
 Expires _____

Office Use Only

\$500 DISCOUNT WITH PAYMENT IN 20 DAYS

2286 E. Date Ave.
 Fresno, CA 93706
 Phone: 559-237-5541
 Fax: 559-237-5554
 www.SEINC.com

Quotation

314612

Date: 3/25/2026, 2:50:15 PM

User: Uribe, Ruben

Bill To: CITY OF VALLEJO
 Attn: Pamogas, Jorge
 111 AMADOR STREET
 VALLEJO, CA 94590
 707-648-4334

Ship To: Fresno Will Call
 Attn: Scelzi Enterprises
 2664 S Cherry Ave.
 Fresno, CA 93706

Quote Date:	03/25/2026	Salesman:	Uribe, Ruben
Expiration Date:	04/24/2026	Ship Via:	WILL CALL, Fresno, CA - Sales Office (Will Call)
Sales Tax	Fresno* @ 8.350%	Terms:	COD
		PO Number:	

Notes:

MOUNT IN FRESNO
 PAINT BODY SINGLE STAGE BLACK
 AFT AXLE FUEL TANK - DIESEL
 DEF TANK SET UP WITH FUEL LINE AND BEZEL

Qty	Part Number	Description	Total	Tax
1	CUSTOMER TRUCK	2027, FORD, F550, CREW CAB, WHITE, DIESEL, DRW, 84" CA, VIN # TBA	\$0.00	

314612

Date: 3/25/2026, 2:50:15 PM

User: Uribe, Ruben

1	WFB 8 X 12	<ul style="list-style-type: none"> - 7/8" HARDWOOD FLOOR - CROSSMEMBERS ON 16" CENTERS. - ROPE HOOKS ON EACH CROSSMEMBER. - A.J. BAER STAKE POCKETS *** SIDES ONLY *** - L.E.D. SEAL BEAM CLEARANCE LIGHTS & OEM TAILLIGHTS. - ICC DOCK BUMPER. - PERFORATED HEADBOARD 10 GAUGE SMOOTH STEEL 50/50 NON-CONTOURED WITH 3" CHANNEL UPRIGHTS AND RADIUS CORNERS. <p>1EA - SET OF SLIDING BINDER TRACK EXTENDING FRONT TO REAR BOTH SIDES EXCLUDING OVER REAR TIRES</p> <p>4EA - COMBO BINDERS SLIDING ON DRIVERSIDE, (3EA) IN FRONT OF REAR TIRES (1EA) BEHIND REAR TIRES</p> <p>4EA - 3/4" SLIDING ROPE HOOKS ON PASSENGER SIDE DIRECTLY ACROSS COMBO BINDERS</p> <p>1EA - TOMMY GATE 2500LBS CAPACITY RAILGATE LIFTGATE MODEL# 89-25 TP42 WITH AN 89" X 42" LOADABLE PLATFORM AND WITH 12" TAPER, LED LIGHT KIT AND IN CAB SHUT OFF SWITCH - FACTORY BLACK</p> <p>1EA - CLASS 5 RECEIVER HITCH WITH CLASS 4 REDUCER INSERT</p> <p>1EA - TRAILER PLUG 7/4 OEM SOCKET</p> <p>1EA - INSTALL FACTORY BACK UP CAMERA</p>	\$23,826.00 T
1	FB-SIDERACK	<p>SET OF 42" TALL A.J. BAER STEEL STAKES WITH ALUMINUM SLATS AND WESTERN GATE LATCHES - SIDES ONLY</p> <p>*** BLACK STAKES WITH RAW ALUMINUM SLATS ***</p>	\$0.00
2	TOOLBOX	48" X 18" X 18" UNDERBODY TOOLBOXES, RECESSED MOUNTED (1EA) SIDE AT FRONT	\$0.00
1	HAZ MAT - HWD FEE	HAZARDOUS WASTE DISPOSAL FEE	\$55.00
1	WEIGHT CERTIFICATE	WEIGHT CERTIFICATE OF COMPLETED UNIT	\$50.00
1	WILL CALL	CUSTOMER TO PICK UP COMPLETED UNIT IN FRESNO, CA	\$0.00

Sub Total \$23,931.00

Sales Tax \$1,989.47

Total \$25,920.47

314612

Date: 3/25/2026, 2:50:15 PM

User: Uribe, Ruben

DISCLAIMERS

- TERMS:** Standard terms are Net 10 Days, any deviations need to be in writing before production
- CHASSIS:** Scelzi Enterprises, Inc. is not responsible for flashing or modification of any chassis modules due to the installation of a body
Including but not limited to camera installation, erratic turn signal operation, etc
- CHANGES:** Each change after quote is accepted will constitute a \$600.00 fee in addition to the cost of the change
No changes will be made to orders 2 weeks prior to production start date
- DRAWINGS:** Any changes to drawings after acceptance and 2 weeks prior to production start date will constitute a \$500.00 fee or more at \$150.00 per hour
No changes will be made to drawings 2 weeks prior to production start date
- PAINT:** Scelzi Enterprises, Inc. does not guarantee a perfect color match due to inconsistencies in factory paints and procedures
-

THIS WORK AUTHORIZED BY

Payment in full on completion of job if credit arrangements have not been made in advance

The above quotation is submitted according to specifications submitted by customer. Any alterations or changes increasing production costs will be charged for accordingly.

DATE

Estimate Prepared
By:

Sales Rep: Uribe,
Ruben



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: James Rustice, Interm Fire Chief
SUBJECT: **A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING FOR THE PURCHASE OF FOUR (4) GEAR EXTRACTORS AND SIX (6) GEAR DRYERS FOR THE FIRE DEPARTMENT**

RECOMMENDATION

Adopt a resolution recommending or, in the alternative, not recommending that the City Council authorize \$165,000 of Measure P funding for the purchase of 4 Gear extractors and 6 Gear dryers in FY 2026-2027 for the Fire Department.

BACKGROUND AND DISCUSSION

Gear extractors and Gear Dryers:

Specialized washers and dryers for turnout gear are essential to maintaining firefighter health, safety, and operational readiness. These units are specifically designed to properly clean and dry personal protective equipment (PPE) without damaging the materials or reducing their protective capabilities.

Health and Safety:

Firefighter gear is routinely exposed to carcinogens, toxic chemicals, and biological contaminants. Proper extraction using approved gear washers significantly reduces these hazards, helping to lower long-term health risks, including occupational cancers.

Compliance and Best Practices:

Industry standards and best practices, including those outlined in NFPA guidelines, emphasize the importance of routine and proper cleaning of turnout gear. Standard commercial or residential machines are not designed to meet these requirements and can damage PPE or fail to remove harmful contaminants effectively.

Longevity of Equipment:

Using dedicated gear washers and dryers extends the life of turnout gear by utilizing appropriate wash cycles, water temperatures, and extraction methods. This protects the department's investment and reduces premature replacement costs.

Operational Readiness:

Having in-house gear washers and dryers ensures faster turnaround times for clean gear, minimizing downtime and ensuring firefighters always have properly maintained PPE available for emergency response.

Current Need:

Without dedicated equipment, gear cleaning is inconsistent, less effective, and may expose personnel to unnecessary risks. Investing in proper washers and dryers provides a reliable, compliant, and safe solution.

**Subject: A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING
OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL
AUTHORIZE FUNDING FOR THE PURCHASE OF FOUR (4) GEAR EXTRACTORS
AND SIX (6) GEAR DRYERS FOR THE FIRE DEPARTMENT**

In summary, outfitting the department with specialized gear washers and dryers is a critical investment in firefighter safety, regulatory compliance, and long-term cost savings.

FISCAL IMPACT

The fiscal impact is a one-time cost for 6-gear dryers and for 4-gear washers.

Total funds needed-\$165,000.00

ATTACHMENTS

1.	MPOC Resolution_VFD_Gear Extractors and Dryers CAO Stamp
2.	MPOC Project Justification Request_VFD_Gear Extractors and Dryers
3.	6.E Quotation_QO382289_1774964259825
4.	6.E UniMac UY40 Soft Mount Extractor 3-31-26
5.	6.E UniMac UY TOUCH Soft Mount Extractor Series

CONTACT

James Rustice, Interm Fire Chief 707-648-4092

James.rustice@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING FOR THE PURCHASE OF FOUR (4) GEAR EXTRACTORS AND SIX (6) GEAR DRYERS FOR THE FIRE DEPARTMENT

WHEREAS, the Measure P Oversight Committee is tasked with reviewing and making recommendations regarding the use of Measure P funds including funding to purchase equipment such as four (4) gear extractors and six (6) gear dryers for the Fire Department; and

WHEREAS, specialized gear extractors and dryers are essential for the proper cleaning and maintenance of firefighter personal protective equipment (PPE), ensuring that such equipment remains effective and safe for use; and

WHEREAS, firefighter turnout gear is routinely exposed to carcinogens, toxic chemicals, and biological contaminants, and proper cleaning significantly reduces associated health risks, including occupational cancers; and

WHEREAS, industry standards, including guidelines from the National Fire Protection Association (NFPA), require the use of specialized equipment to properly clean and maintain turnout gear; and

WHEREAS, the use of dedicated gear extractors and dryers extends the lifespan of PPE, protects the City's investment, and reduces long-term replacement costs; and

WHEREAS, in-house cleaning capability improves operational readiness by ensuring faster turnaround times and consistent availability of properly maintained gear; and

WHEREAS, the total one-time fiscal impact of the proposed purchase is \$165,000.00 from Measure P funds; and

WHEREAS, the Committee has reviewed the request and determined that the proposed expenditure is consistent with the intent and allowable uses of Measure P funds;

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends approval / does not recommend approval that the City Council approve the

allocation of \$165,000.00 in Measure P funds for the purchase of four (4) gear extractors and six (6) gear dryers for the Fire Department.

ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on the 14th day of May, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING FOR THE PURCHASE OF FOUR (4) GEAR EXTRACTORS AND SIX (6) GEAR DRYERS FOR THE FIRE DEPARTMENT

Justification for Fire Department Gear Washers and Dryers Specialized washers and dryers for turnout gear are essential to maintaining firefighter health, safety, and operational readiness. These units are specifically designed to properly clean and dry personal protective equipment (PPE) without damaging the materials or reducing their protective capabilities. **Health and Safety:**

Firefighter gear is routinely exposed to carcinogens, toxic chemicals, and biological contaminants. Proper extraction using approved gear washers significantly reduces these hazards, helping to lower long-term health risks, including occupational cancers. **Compliance and Best Practices:**

Industry standards and best practices, including those outlined in NFPA guidelines, emphasize the importance of routine and proper cleaning of turnout gear. Standard commercial or residential machines are not designed to meet these requirements and can damage PPE or fail to remove harmful contaminants effectively. **Longevity of Equipment:**

Using dedicated gear washers and dryers extends the life of turnout gear by utilizing appropriate wash cycles, water temperatures, and extraction methods. This protects the department's investment and reduces premature replacement costs. **Operational Readiness:**

Having in-house gear washers and dryers ensures faster turnaround times for clean gear, minimizing downtime and ensuring firefighters always have properly maintained PPE available for emergency response. **Current Need:**

Without dedicated equipment, gear cleaning is inconsistent, less effective, and may expose personnel to unnecessary risks. Investing in proper washers and dryers provides a reliable, compliant, and safe solution. In summary, outfitting the department with specialized gear washers and dryers is a critical investment in firefighter safety, regulatory compliance, and long-term cost savings

1. Project Timeline

Start Date: 7/1/2026

End Date: 12/31/2026

2. Financial Overview

Total Cost: \$165,000.00

End of Useful Life

3. Procurement Method

Existing Contract or New RFP?: Existing contracts

4. Funding Sources

Alternate Funding Sources Identified: None identified

Conditions or Restrictions of Alternate Funding:

5. Budgetary Alignment

Included in Current Annual Budget: No.

6. Implementation Details

Location (Where): Are goal is to have a set at every Fire station and training.

Implemented By: Fire Department

Vetted by Local Expert:

7. Community Impact

Who Benefits: Firefighters, proper washing of turnouts reduces the risk of occupational cancer

Estimated Number of People Impacted: 89

Demographic Impacted: All Firefighters

Related Council Requests: This is in line with the Council goal to increase public safety

Relevant Commissions Involved: No commissions are involved

Ph: 510-839-5111
 TF: 800-443-3556
oaksales@Incurtis.com
 UEI#: DDLSADSWN7U7



Pacific North Division
 6723 Sierra Court, Suite C
 Dublin, CA 94568
www.LNCurtis.com

Quotation

CUSTOMER:
 Vallejo City Fire Department
 CA
 970 Nimitz Avenue
 Vallejo CA 94592-1040

SHIP TO:
 Vallejo City Fire Department CA
 970 Nimitz Avenue
 Vallejo CA 94592-1040

QUOTATION NO.	ISSUED DATE	EXPIRATION DATE
382289	03/31/2026	04/30/2026
SALESPERSON	CUSTOMER SERVICE REP	
Shawn Sweeney ssweeney@Incurtis.com 530-308-9575	Shawn Sweeney ssweeney@Incurtis.com 530-308-9575	

REQUISITION NO.	REQUESTING PARTY	CUSTOMER NO.	TERMS	OFFER CLASS
SEE INTERN NOTES ON CUST RECORD	BRANDON WHITNEY	C36110	Net 30	FR

F.O.B.	SHIP VIA	DELIVERY REQ. BY
SP	Standard Shipping	

NOTES & DISCLAIMERS

Thank you for this opportunity to quote. We are pleased to offer requested items below. If you have any questions, need additional information, or would like to place an order, please contact your Customer Service Rep as noted above.

Safety Warning Notice: Products offered, sold, or invoiced herewith may have an applicable Safety Data Sheet (SDS) as prepared by the manufacturer of the product. The SDS is provided with the product. In addition, manufacturer's safety and/or warning notices, instructions and information relating to the proper use and care of the product is provided with the product. All applicable SDS, safety and/or warning notices, instructions and other information provided with the product should be thoroughly read, reviewed, and understood prior to handling, distributing, using, reselling, or servicing any and all products provided by Curtis. Materials utilized to clean, repair, maintain and/or service your owned equipment, as well as Curtis owned equipment, may contain per-and polyfluoroalkyl substances (PFAS) to meet national standards or original equipment manufacturer specifications. For other important product notices and warnings, or to request an SDS, product specifications, manufacturer's safety notices, instructions and/or warning notices, please contact Curtis or visit <https://www.Incurtis.com/product-notices-warnings>

LN	QTY	UNIT	PART NUMBER	DESCRIPTION	PL	UNIT PRICE	TOTAL PRICE
1	1	EA	TG-6H RAM AIR	6-Unit Ambient And Heated Air Turnout Gear Dryer with Touchscreen Control	OM	\$12,445.00	\$12,445.00

Small Business
 CAGE Code: 5E720
 SIC Code: 5099
 Federal Tax ID: 94-1214350
 UEI #DDLSADSWN7U7

This pricing generally remains firm until 04/30/2026. Pricing is subject to change if product is affected by the implementation of a tariff. Contact us for updated pricing after this date.

Due to market volatility, global supply chain pressures, and supply shortages, we recommend contacting your local L.N. Curtis and sons office prior to placing your order to confirm pricing and availability. This excludes our GSA Contract and other Fixed Price Contracts which are governed by contract-specific prices, terms, and conditions.

Ph: 510-839-5111
TF: 800-443-3556
oaksales@lncurtis.com
UEI#: DDLSADSWN7U7

CURTIS

TOOLS FOR HEROES

Pacific North Division
6723 Sierra Court, Suite C
Dublin, CA 94568
www.LNCurtis.com

Subtotal	\$12,445.00
Estimated Tax Total	\$1,151.16
Transportation*	\$687.00
*(to be added when order ships)	
Total	\$14,283.16

[View Terms of Sale and Return Policy](#)



Maximum Performance



**SPEED AND POWER.
SERIOUS RESULTS.**

UNIMAC.COM

UY SERIES SOFTMOUNT WASHER-EXTRACTORS 20-70 LB

UY SERIES SOFTMOUNT 20-70 LB WASHER-EXTRACTORS

As the leading manufacturer of on-premises laundry equipment, UniMac® offers more than 7 decades of incomparable quality and long-lasting performance. Our UY series is built with unyielding construction to ensure industrial strength. Our cutting-edge innovations and technologies reduce costs and maximize throughput. And we're constantly improving. It's all part of our commitment to providing the lowest cost of ownership in the industry.



LOWER YOUR COSTS WITH UNIMAC

- Faster extraction technology spins up to 400 G-Force to remove more water during each load, resulting in shorter drying times and lower energy bills.
- Innovative ECO Technology washing programs and unique product design features greatly reduce water costs.



OUR COMMITMENT TO ON-PREMISES LAUNDRY

- Our customers are the direct focus of every product we manufacture and every decision we make. We make sure every piece of UniMac equipment comes with peace of mind and the support you need to help your business succeed. We are with you every step of the way with:
- Support from a worldwide network of distributors and a team of trained technicians.
 - Service-parts availability.
 - Service-training certification for distributors through Alliance Laundry Systems University.



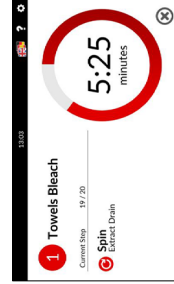
Proudly based in Ripon, Wisconsin, USA, UniMac is dedicated to research, development and testing to provide equipment that delivers industrial strength and long-lasting quality. Our products undergo a 5-stage product-development process and are pushed beyond their limits in our state-of-the-art test lab to ensure they exceed the toughest demands of the commercial environment and meet our customers' highest standards.

FLEXIBLE INSTALLATION

UniMac softmount washer-extractors not only save on utility costs, but on installation time and costs as well. The freestanding design installs quickly with same-day operation. These machines are the perfect choice for second-floor laundries or other installations where a concrete floor isn't an option. Heavy-duty coil springs eliminate the need for special foundations, and strategically placed shock absorbers result in a tuned suspension system that absorbs out-of-balance load vibrations.

UniLinc™ Touch

BUILT ON QUALITY, it's time to experience the simplicity, flexibility and intelligence our premium control can bring to the laundry room.



- Bright, capacitive touch screen with clear cycle navigation
- 34 language options enabling staff members to navigate with their first language
- Streamline throughput with an easy-to-read main screen cycle countdown timer
- Delayed start allows maximum efficiency with the option to prep a load and set it to run later
- Seamless user experience with control continuity from the washer-extractor to the tumble dryer
- Set-up, programming and troubleshooting is simplified with easy-to-follow instructions
- Diagnostics and machine audit data identify and resolve errors faster

UY SERIES AT A GLANCE

- 99 programming options
- Sleek, modern design
- High-quality, stainless steel front, top and side panels
- Stainless-steel inner drum and tub
- Unique drum increases mechanical action for better washing results and optimized water extraction
- Large drain valve for increased throughput
- High-capacity water inlets for fast fill
- Easy-to-use, four-compartment dispenser
- Eight liquid chemical connections
- 13 chemical ports of various sizes, including 1/2" manifold flush connections
- Large door opening for easy loading and unloading
- Ozone-compatible design
- Easy control access – no need to remove top panel
- Durable micro-v belt for long life

INDUSTRY-LEADING DURABILITY

Our softmount washer-extractors are manufactured with unyielding construction and industrial strength. They're designed with high-quality stainless steel front, top and side panels and embossed side panels for increased strength and durability. The formed steel frame is engineered with robust technology for added strength. And a modular bearing housing design ensures the equipment is long lasting and easy to service. This product also offers an inverter drive system that delivers low energy use, higher torque, high extraction speed, lower noise of below 65 dBA (one of the best on the market) and less imbalance.



UY SERIES SOFTMOUNT WASHER-EXTRACTORS 20-70 LB

SPECIFICATIONS	UY20	UY25	UY30	UY40	UY55	UY70
Control	UniLinc™ Touch	UniLinc™ Touch	UniLinc™ Touch	UniLinc™ Touch	UniLinc™ Touch	UniLinc™ Touch
Capacity - lb (kg)	20 (8)	25 (11)	30 (14)	40 (18)	55 (24)	70 (31)
Dimensions	-	-	-	-	-	-
Width - in (mm)	27 15/16 (710)	31 5/16 (795)	31 5/16 (795)	38 3/16 (970)	38 3/16 (970)	38 3/16 (970)
Depth - in (mm)	30 7/10 (780)	30 9/10 (785)	36 4/5 (935)	37 4/5 (960)	43 1/10 (1095)	46 1/5 (1175)
Height - in (mm)	44 7/10 (1135)	49 (1245)	49 (1245)	56 3/10 (1430)	56 3/10 (1430)	56 3/10 (1430)
Cylinder Diameter - in (mm)	20 7/8 (530)	24 3/8 (620)	24 3/8 (620)	29 1/2 (750)	29 1/2 (750)	29 1/2 (750)
Cylinder Depth - in (mm)	13 3/4 (350)	13 3/4 (350)	17 3/4 (450)	16 (410)	21 1/2 (545)	24 1/2 (620)
Cylinder Volume - cu. ft. (liters)	2.6 (75)	3.7 (105)	4.8 (135)	6.4 (180)	8.5 (240)	9.9 (280)
Door Opening Size - in (mm)	13 (330)	16 1/8 (410)	16 1/8 (410)	18 1/8 (460)	18 1/8 (460)	18 1/8 (460)
Door Bottom to Floor - in (mm)	13 3/4 (349)	13 1/2 (342)	13 1/2 (342)	18 3/4 (477)	18 3/4 (477)	18 3/4 (477)
Wash Speed - RPM	49	49	49	42	42	42
Extract Speed - RPM	1165	1075	1075	980	980	915
Extract G-Force	400	400	400	400	400	350
Water Inlet Conn. - in (mm)	2 x 3/4 (19)	2 x 3/4 (19)	2 x 3/4 (19)	2 x 3/4 (19)	2 x 3/4 (19)	2 x 3/4 (19)
Steam Inlet Conn. - in (mm)	1/2 (13)	1/2 (13)	1/2 (13)	1/2 (13)	1/2 (13)	1/2 (13)
Drain Conn. Size - in (mm)	3 (76)	3 (76)	3 (76)	3 (76)	3 (76)	3 (76)
Motor Size - HP (kW)	1.00 (0.75)	1.48 (1.10)	2.01 (1.50)	2.95 (2.20)	4.02 (3.00)	4.02 (3.00)
Voltage/Hz/Phase Circuit	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph	200-240V/50-60Hz/1ph 440-480V/50-60Hz/3ph
Shipping Dimensions	-	-	-	-	-	-
Height - in (mm)	49 (1245)	52 15/16 (1345)	52 15/16 (1345)	61 (1550)	61 (1550)	61 (1550)
Width - in (mm)	29 1/2 (750)	32 7/8 (835)	32 7/8 (835)	40 3/8 (1025)	40 3/8 (1025)	40 3/8 (1025)
Depth - in (mm)	33 1/16 (840)	33 1/16 (840)	38 3/4 (985)	40 (1015)	45 1/4 (1150)	48 1/4 (1225)
Net Weight - lb (kg)	408 (185)	463 (210)	563 (255)	838 (380)	948 (430)	1092 (495)
Shipping Weight - lb (kg)	441 (200)	518 (235)	606 (275)	871 (395)	992 (450)	1135 (515)
Agency Approvals	UL	UL	UL	UL	UL	UL

**TO LEARN MORE OR TO FIND A DISTRIBUTOR IN YOUR AREA, VISIT UNIMAC.COM
ALLIANCE LAUNDRY SYSTEMS - SHEPARD ST, RIPON, WI 54971 - 1.800.587.5458**

For the most accurate information, the installation guide should be used for all design and construction purposes.
Due to continuous product improvements, design and specifications subject to change without notice.
The quality management systems at Alliance Laundry Systems are registered to ISO 9001.



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Tim Boothe, Interim Deputy Chief
SUBJECT: **ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING OF \$100,000 FOR THE COMMUNITY EMERGENCY RESPONSE TEAM (CERT) PROGRAM**

RECOMMENDATION

Adopt a resolution of the Measure P Oversight Committee recommending or in the alternative, not recommending that the City Council authorize funding for the Community Emergency Response Team (CERT) program:

1. \$50,000 for FY 2026-2027
2. \$50,000 for FY 2027-2028 to ensure program continuity and future funding.

BACKGROUND AND DISCUSSION

Funding for Community Emergency Response Team (CERT)

- Enhances community preparedness by training residents to safely respond to emergencies and disasters
- Expands response capacity by providing a trained volunteer force to support first responders
- Improves public safety through education in fire safety, basic medical care, and disaster response
- Strengthens coordination between the fire department and the community during large-scale incidents
- Reduces demand on emergency services by enabling citizens to manage minor incidents and assist until responders arrive

FISCAL IMPACT

Requesting \$100,000.00 for the following: New Conex Box \$5500.00, 200 CERT Kits @\$122.99/each \$24,598.00 Instructor stipend \$3600.00/year, Department costs \$10,000.00 per year. Disposables, first aid supplies and training aids \$56,302

ATTACHMENTS

1.	MPOC Resolution_VFD_CERT CAO Stamp
2.	MPOC Project Justification Request_VFD_CERT

CONTACT

Tim Boothe, Interim Deputy Chief(707) 648-4526
Tim.boothe@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING OF \$50,000 FOR FISCAL YEAR 2026-2027 AND \$50,000 FOR FISCAL YEAR 2027-2028 FOR THE COMMUNITY EMERGENCY RESPONSE TEAM (CERT) PROGRAM

WHEREAS, the Measure P Oversight Committee is charged with reviewing expenditures and making recommendations to the Vallejo City Council regarding the use of Measure P funds; and

WHEREAS, the Community Emergency Response Team (CERT) program enhances community preparedness by training residents to safely respond to emergencies and disasters; and

WHEREAS, the CERT program expands response capacity by providing a trained volunteer force to support first responders; and

WHEREAS, the CERT program improves public safety through education in fire safety, basic medical care, and disaster response; and

WHEREAS, the CERT program strengthens coordination between the fire department and the community during large-scale incidents; and

WHEREAS, the CERT program reduces demand on emergency services by enabling residents to manage minor incidents and assist until professional responders arrive; and

WHEREAS, the Vallejo Fire Department has requested funding in the amount of \$50,000 for Fiscal Year 2026-2027, and \$50,000 for Fiscal Year 2027-2028 to support the CERT program, including the purchase of a Conex storage box, CERT kits, instructor stipends, departmental costs, and necessary training supplies;

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends / does not recommend that the Vallejo City Council authorize the allocation of \$100,000.00 in Measure P funds for the Community Emergency Response Team (CERT) program as described.

ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on the 14th day of May, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING OF \$100,000 FOR THE COMMUNITY EMERGENCY RESPONSE TEAM (CERT) PROGRAM

1. Project Urgency & Justification

Funding for Community Emergency Response Team (CERT)

- Enhances community preparedness by training residents to safely respond to emergencies and disasters
- Expands response capacity by providing a trained volunteer force to support first responders
- Improves public safety through education in fire safety, basic medical care, and disaster response
- Strengthens coordination between the fire department and the community during large-scale incidents
- Reduces demand on emergency services by enabling citizens to manage minor incidents and assist until responders arrive

2. Project Timeline

Start Date: 7/1/2026

End Date: 6/30/2028

3. Financial Overview

Total Cost: \$100,000.00 (\$50,000 per Fiscal Year) New Conex Box \$5500.00, 200 CERT Kits @\$122.99/each \$24,598.00 Instructor stipend \$3600.00/year, Department costs \$10,000.00 per year. Disposables, first aid supplies and training aids \$56,302

End of Useful Life

4. Procurement Method

Existing Contract or New RFP?:

5. Funding Sources

Alternate Funding Sources Identified: no alternate funding sources located

Conditions or Restrictions of Alternate Funding:

6. Budgetary Alignment

Included in Current Annual Budget: No

7. Implementation Details

Location (Where): Fire Training and TBD

Implemented By: Fire Department

Vetted by Local Expert:

8. Community Impact

Who Benefits: Vallejo Citizens, with this funding we will start doing CERT training quarterly. These funds will also provide training material, helmet, vest and backpack to all that complete the program

Estimated Number of People Impacted: 25 per class

Demographic Impacted: All Demographics

Related Council Requests: This is in line with the Council goal to increase public safety

Relevant Commissions Involved: No commissions are involved



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: James Rustice, Interim Fire Chief
SUBJECT: **ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR MARINE FIREFIGHTING AND RESCUE TRAINING FOR \$150,000 IN FISCAL YEAR 26/27**

RECOMMENDATION

Adopt a resolution of the Measure P Oversight Committee recommending, or in the alternative not recommending, that the Vallejo City Council authorize funding for marine firefighting and rescue training for \$150,000 in Fiscal Year 26/27.

BACKGROUND AND DISCUSSION

The Vallejo Fire Department is responsible for approximately 10–12 miles of primary navigable waterways and over 15–20 miles of shoreline within city limits, covering nearly 18 square miles of water area. This isn't just "water coverage"—it's a complex, high-risk maritime environment:

- Convergence of river, strait, and bay conditions (currents, tides, limited visibility)
- Commercial and recreational vessel traffic
- Marinas, ferries, and industrial waterfronts
- Interface with regional partners like the United States Coast Guard, who now operate with minimal hours

It is recommended that the MPOC Committee approve the allocation of \$150,000 in MPOC funds to support the Marine Firefighting & Rescue Training Program.

Operations are challenged by the convergence of river, strait, and bay conditions, including strong currents, tidal influences, and limited visibility.

In addition, the waterways support a mix of commercial and recreational vessel traffic, marinas, ferries, and industrial waterfront infrastructure. These factors significantly increase the likelihood and complexity of marine-based emergencies, including vessel fires, rescues, and hazardous material incidents.

The Fire Department also operates in coordination with regional partners such as the United States Coast Guard, whose reduced operational availability further increases the need for local response capability and self-sufficiency.

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR MARINE FIREFIGHTING AND RESCUE TRAINING FOR \$150,000 IN FISCAL YEAR 26/27

This investment will fund specialized marine firefighting and rescue training, equipping personnel with the skills necessary to safely and effectively respond to water-based emergencies. The program will enhance operational readiness, improve interagency coordination, and reduce risk to both responders and the public.

Failure to invest in this capability leaves a critical gap in emergency response coverage, increases reliance on limited external resources, and exposes the City to greater life safety and environmental risks.

Approval of this request represents a strategic investment in public safety, ensuring the City is adequately prepared to respond to the unique and evolving hazards of its maritime environment.

FISCAL IMPACT

Use of \$150,000.00 in Measure P funds for FY 26/27

ATTACHMENTS

1.	MPOC Resolution_VFD_Marine Firefighting CAO Stamp
2.	MPOC Project Justification Request_VFD_Marine Firefighting

CONTACT

James Rustice, Interim Fire Chief (707) 648-4092

James.rustice@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR MARINE FIREFIGHTING AND RESCUE TRAINING FOR \$150,000 IN FISCAL YEAR 26/27

WHEREAS, the Measure P Oversight Committee (“MPOC”) is charged with reviewing proposed expenditures of Measure P funds and making recommendations to the Vallejo City Council; and

WHEREAS, the Vallejo Fire Department is responsible for approximately 10–12 miles of primary navigable waterways and over 15–20 miles of shoreline, encompassing nearly 18 square miles of water within the City’s jurisdiction; and

WHEREAS, these waterways constitute a complex and high-risk maritime environment characterized by the convergence of river, strait, and bay conditions, including strong currents, tidal influences, and limited visibility; and

WHEREAS, the City’s waterways support a mix of commercial and recreational vessel traffic, marinas, ferries, and industrial waterfront infrastructure, increasing the likelihood and complexity of marine-based emergencies; and

WHEREAS, such emergencies include, but are not limited to, vessel fires, water rescues, and hazardous materials incidents; and

WHEREAS, the Vallejo Fire Department coordinates with regional partners, including the United States Coast Guard, whose reduced operational availability increases the need for enhanced local response capability and self-sufficiency; and

WHEREAS, the proposed Marine Firefighting and Rescue Training Program will provide specialized training to equip personnel with the skills necessary to safely and effectively respond to maritime emergencies; and

WHEREAS, the investment will enhance operational readiness, improve interagency coordination, and reduce risks to both responders and the public; and

WHEREAS, failure to invest in this capability may result in gaps in emergency response coverage, increased reliance on limited external resources, and heightened risks to life safety and the environment; and

WHEREAS, the proposed allocation for this program is in the amount of \$150,000 in Measure P funds.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or does not recommend that the Vallejo City Council approve the allocation of \$150,000 in Measure P funds in Fiscal Year 26/27 to support the Marine Firefighting and Rescue Training Program.

PASSED AND ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE:

1. Project Urgency & Justification

Marine Firefighting & Rescue Training Program – Urgency & Justification. The Vallejo Fire Department is responsible for approximately 10–12 miles of primary navigable waterways and over 15–20 miles of shoreline within city limits, covering nearly 18 square miles of water area. This isn't just “water coverage”—it's complex, high-risk maritime environment:

- Convergence of river, strait, and bay conditions (currents, tides, limited visibility)
- Commercial and recreational vessel traffic
- Marinas, ferries, and industrial waterfronts
- Interface with regional partners like United States Coast Guard who now operate with minimal hours

2. Project Timeline

Start Date: July 1, 2026

End Date: June 30, 2027

3. Financial Overview

Total Cost: \$150,000

End of Useful Life 5 years (training certifications, equipment use, and skill retention period before refresh required)

4. Procurement Method

Existing Contract or New RFP?:

New RFP for specialized marine firefighting and rescue training provider, or piggyback on an existing regional/state-certified training contract if available.

5. Funding Sources

- **Alternate Funding Sources Identified:** FEMA Assistance to Firefighters Grant (AFG)
- Department of Homeland Security (Port Security Grants)
- State boating safety grants

Conditions or Restrictions of Alternate Funding: Grant funding is competitive, not guaranteed, and often requires matching funds and delayed reimbursement. Immediate local funding ensures timely implementation.

6. Budgetary Alignment

Included in Current Annual Budget: No.

7. Implementation Details

Location (Where): Local waterways, marina districts, and training facilities within the jurisdiction (including live-fire training sites and dockside simulation environments)

Implemented By: Fire Department in coordination with certified marine firefighting instructors and regional mutual aid partners

Vetted by Local Expert: Reviewed and recommended by Fire Chief, and regional maritime safety coordinators

8. Community Impact

- **Who Benefits:** Residents living near waterways
- Recreational boaters and marina users
- Commercial maritime operators
- First responders

Estimated Number of People Impacted: The Vallejo Fire Department is responsible for waterways used by approximately 125,000 residents, over 800,000–1,000,000 annual ferry passengers, and tens of thousands of recreational boaters and visitors each year.

Demographic Impacted: Broad community impact, including vulnerable populations living in shoreline and marina-adjacent housing

Related Council Requests:

Relevant Commissions Involved:



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Tim Boothe, Interim Deputy Chief
SUBJECT:

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER TRAINEE PROGRAM FOR \$50,000 IN FISCAL YEAR 26/27 AND \$50,000 IN FISCAL YEAR 27/28

RECOMMENDATION

A resolution of the Measure P Oversight Committee recommending, or in the alternative not, recommending that the Vallejo City Council authorize funding for a firefighter trainee program for :

1. \$50,000 in fiscal year 26/27
2. \$50,000 in fiscal year 27/28 to ensure program continuity and future funding

BACKGROUND AND DISCUSSION

Fire departments nationwide are experiencing recruitment and retention challenges, resulting in staffing shortages, increased overtime costs, and slower response times. Establishing a Firefighter Trainee Program is a proactive solution to build a sustainable, local pipeline of qualified firefighters. This \$100,000 investment will fund a two-year trainee program that provides participants with the education, certifications, and hands-on experience necessary to become entry-level firefighters. The program will help reduce long-term hiring costs, improve workforce diversity, and ensure continuity of service as senior personnel retire.

Without this program, the department risks continued staffing gaps, increased burnout among current personnel, and higher long-term costs associated with external recruitment and overtime. The trainee program strengthens the department's ability to meet service demands, improves emergency response reliability, and creates meaningful career opportunities within the community. Investing now ensures a well-trained, job-ready workforce prepared to serve and protect the community for years to come.

It is recommended that MPOC approve the allocation of \$100,000 to establish a two-year Firefighter Trainee Program. Fire departments nationwide are facing ongoing recruitment and retention challenges, leading to staffing shortages, increased overtime expenditures, and potential impacts to emergency response times. This investment will support the development of a structured trainee program designed to build a sustainable, local pipeline of qualified firefighters. Program participants will receive the necessary education, certifications, and hands-on training required to transition into entry-level firefighter positions. By cultivating talent internally, the department can reduce long-term hiring costs, strengthen workforce diversity, and maintain operational continuity as experienced personnel retire.

Without implementation of this program, the department is likely to continue experiencing staffing gaps, increased workload and burnout among current members, and higher costs associated with external recruitment and overtime.

Funding this initiative will enhance the department's ability to meet service demands, improve response reliability, and create meaningful career pathways within the community. This proactive investment ensures

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER TRAINEE PROGRAM FOR \$50,000 IN FISCAL YEAR 26/27 AND \$50,000 IN FISCAL YEAR 27/28

the development of a well-trained, job-ready workforce prepared to serve both current and future needs.

FISCAL IMPACT

\$50,000 for fiscal year 26/27

\$50,000 for fiscal year 27/28.

ATTACHMENTS

1.	MPOC Resolution_VFD_Trainee Program CAO Stamp
2.	MPOC Project Justification Request_VFD_Trainee Program

CONTACT

Tim Boothe, Interim Deputy Chief (707) 648-4526

Tim.boothe@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER TRAINEE PROGRAM FOR \$50,000 IN FISCAL YEAR 26/27 AND \$50,000 FOR FISCAL YEAR 27/28

WHEREAS, fire departments nationwide are experiencing ongoing recruitment and retention challenges, resulting in staffing shortages, increased overtime expenditures, and potential impacts to emergency response times; and

WHEREAS, the establishment of a Firefighter Trainee Program is a proactive approach to develop a sustainable, local pipeline of qualified firefighters; and

WHEREAS, the proposed program would be a two-year initiative designed to provide participants with the education, certifications, and hands-on training necessary to transition into entry-level firefighter positions; and

WHEREAS, this program would support workforce development by reducing long-term hiring costs, strengthening workforce diversity, and ensuring operational continuity as experienced personnel retire; and

WHEREAS, failure to implement such a program may result in continued staffing shortages, increased workload and burnout among current personnel, and higher long-term costs associated with external recruitment and overtime; and

WHEREAS, the proposed allocation of \$100,000 would fund the establishment and implementation of this Firefighter Trainee Program; and

WHEREAS, investing in workforce development enhances the department's ability to meet service demands, improve response reliability, and create meaningful career pathways for members of the community.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or does not recommend that the Vallejo City Council authorize the allocation of \$50,000 in FY 26/27 and \$50,000 in FY 27/28 in Measure P funds to establish a two-year Firefighter Trainee Program; and

PASSED AND ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: Firefighter Trainee Program

Project Urgency & Justification - Fire departments nationwide are experiencing recruitment and retention challenges, resulting in staffing shortages, increased overtime costs, and slower response times. Establishing a Firefighter Trainee Program is a proactive solution to build a sustainable, local pipeline of qualified firefighters. This \$100,000 investment will fund a two-year trainee program that provides participants with the education, certifications, and hands-on experience necessary to become entry-level firefighters. The program will help reduce long-term hiring costs, improve workforce diversity, and ensure continuity of service as senior personnel retire.

Without this program, the department risks continued staffing gaps, increased burnout among current personnel, and higher long-term costs associated with external recruitment and overtime. The trainee program strengthens the department's ability to meet service demands, improves emergency response reliability, and creates meaningful career opportunities within the community. Investing now ensures a well-trained, job-ready workforce prepared to serve and protect the community for years to come.

1. Project Timeline

Start Date: July 1, 2026

End Date: June 30, 2028

2. Financial Overview

Total Cost: \$100,000

End of Useful Life 2 years (program duration; long-term workforce benefits extend beyond completion)

3. Procurement Method

Existing Contract or New RFP?: Combination of existing training partnerships and new agreements if needed for academy instruction, educational services, and program support.

4. Funding Sources

Alternate Funding Sources Identified: FEMA Staffing for Adequate Fire and Emergency Response (SAFER) Grant

Conditions or Restrictions of Alternate Funding: Grant funding is competitive, time-limited, and may restrict how funds are used (e.g., salary vs. training only). Immediate local funding ensures program stability and continuity.

5. Budgetary Alignment

Included in Current Annual Budget: Not currently included; requires new allocation to address workforce development and staffing shortages.

6. Implementation Details

Location (Where): Fire department training facilities, local fire academies, and partner educational institutions

Implemented By: Fire Department Training Division in coordination with accredited fire academies and workforce development partners

Vetted by Local Expert: Fire Chief, Training Officers

7. Community Impact

Who Benefits:

- Local residents through improved emergency response
- Aspiring firefighters seeking career pathways
- Fire department personnel through reduced staffing strain

Estimated Number of People Impacted: Entire community (serving tens of thousands of residents through improved service delivery)

Demographic Impacted Broad community impact, with emphasis on creating opportunities for underrepresented and local candidates

Related Council Requests: Supports council priorities related to public safety staffing, workforce development, and local job creation

Relevant Commissions Involved:



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Tim Boothe, Interim Deputy Chief
SUBJECT:

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE THE ALLOCATION OF \$100,000 IN MEASURE P FUNDS FOR EMERGENCY OPERATIONS CENTER EQUIPMENT AND CITYWIDE TRAINING FOR FISCAL YEAR 26/27 (\$50,000) AND FISCAL YEAR 27/28 (\$50,000).

RECOMMENDATION

Adopt a resolution of the Measure P Oversight Committee recommending or in the alternative not recommend that the Vallejo City Council authorize the allocation of \$100,000 in Measure P funds for emergency operations center equipment and citywide training for :

1. Fiscal year 26/27 - \$50,000
2. Fiscal year 27/28 - \$50,000 to ensure future funding

BACKGROUND AND DISCUSSION

The Emergency Operations Center (EOC) is the central hub for coordinating response during disasters such as wildfires, earthquakes, floods, and major incidents. Effective EOC operations require trained personnel and modern, reliable equipment to ensure clear communication, resource coordination, and timely decision-making.

Currently, gaps exist in staff training and equipment readiness, limiting the City's ability to fully activate and operate the EOC at peak efficiency during emergencies. Without regular training and updated tools, response efforts may be delayed or less coordinated, increasing risks to public safety and prolonging recovery.

This \$100,000 investment will fund:

- Comprehensive EOC training for city staff (including incident command and emergency coordination)
- Functional and full-scale emergency exercises
- Communication and coordination equipment upgrades
- Software and technology enhancements for situational awareness

The program will strengthen interdepartmental coordination, improve response times, and ensure compliance with state and federal emergency management standards.

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE THE ALLOCATION OF \$100,000 IN MEASURE P FUNDS FOR EMERGENCY OPERATIONS CENTER EQUIPMENT AND CITYWIDE TRAINING FOR FISCAL YEAR 26/27 (\$50,000) AND FISCAL YEAR 27/28 (\$50,000).

Failure to invest in EOC readiness increases the City’s vulnerability to large-scale incidents, exposes gaps in continuity of operations, and may result in higher long-term recovery costs.

Proactive investment ensures the City is prepared to effectively respond to emergencies, protect lives and property, and maintain essential government functions during times of crisis.

It is recommended that the MPOC Committee approve the allocation of \$100,000 in MPOC funds to support Emergency Operations Center (EOC) training and equipment enhancements.

The EOC serves as the City’s central hub for coordinating response during major incidents, including wildfires, earthquakes, floods, and other large-scale emergencies. Effective EOC operations depend on well-trained personnel and modern, reliable equipment to ensure clear communication, coordinated resource deployment, and timely decision-making.

Currently, gaps in staff training and equipment readiness limit the City’s ability to fully activate and operate the EOC at peak efficiency. Without regular training and updated tools, emergency response efforts may be delayed, less coordinated, and less effective—ultimately increasing risks to public safety and prolonging community recovery.

This investment will support comprehensive staff training, functional and full-scale exercises, and critical upgrades to communication systems and situational awareness technology. These improvements will strengthen interdepartmental coordination, enhance operational readiness, and ensure alignment with state and federal emergency management standards.

Failure to fund this initiative leaves the City vulnerable to large-scale incidents, exposes deficiencies in continuity of operations, and may result in significantly higher long-term recovery costs.

Approval of this request represents a proactive and strategic investment in emergency preparedness, ensuring the City is equipped to respond effectively to disasters, protect lives and property, and maintain essential government functions during times of crisis.

FISCAL IMPACT

\$100,000.00 total over two years: \$50,000 for FY26/27 and \$50,000 for FY27/28.

ATTACHMENTS

1.	MPOC Resolution_VFD_Emergency Op Center CAO Stamp
2.	MPOC Project Justification Request_VFD_Emergency Op Center

CONTACT

Tim Boothe, Interim Deputy Chief (707) 648-4526
Tim.boothe@cityofvallejo.net

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMENDING THAT THE VALLEJO CITY COUNCIL AUTHORIZE THE ALLOCATION OF \$100,000 IN MEASURE P FUNDS FOR EMERGENCY OPERATIONS CENTER EQUIPMENT AND CITYWIDE TRAINING FOR FISCAL YEAR 26/27 (\$50,000) AND FISCAL YEAR 27/28 (\$50,000).

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING OR IN THE ALTERNATIVE NOT RECOMMEND THAT THE VALLEJO CITY COUNCIL AUTHORIZE THE ALLOCATION OF MEASURE P FUNDS FOR EMERGENCY OPERATIONS CENTER EQUIPMENT AND CITYWIDE TRAINING FOR \$50,00 IN FY 26/27 AND \$50,000 FOR FY 27/28

WHEREAS, the Emergency Operations Center (EOC) serves as the City of Vallejo’s central coordination hub during major emergencies, including wildfires, earthquakes, floods, and other large-scale incidents; and

WHEREAS, effective EOC operations depend on adequately trained personnel and modern, reliable equipment to ensure timely decision-making, coordinated response, and clear communication; and

WHEREAS, current gaps in staff training and equipment readiness limit the City’s ability to fully activate and operate the EOC at peak efficiency; and

WHEREAS, the proposed investment of \$100,000 will support comprehensive staff training, functional and full-scale exercises, and upgrades to communication systems and situational awareness technology; and

WHEREAS, these improvements will enhance interdepartmental coordination, strengthen operational readiness, and align the city with state and federal emergency management standards; and

WHEREAS, failure to make these investments may increase risks to public safety, expose deficiencies in continuity of operations, and result in higher long-term recovery costs.

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or does not recommend that the Vallejo City Council approve the allocation of Measure P funds in FY 26/27 for \$50,000 and in FY 27/28 for \$50,000 for Emergency Operations Center equipment enhancements and citywide training.

PASSED AND ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: Emergency Operations Center (EOC) Training & Equipment

Project Urgency & Justification - The Emergency Operations Center (EOC) is the central hub for coordinating response during disasters such as wildfires, earthquakes, floods, and major incidents. Effective EOC operations require trained personnel and modern, reliable equipment to ensure clear communication, resource coordination, and timely decision-making.

Currently, gaps exist in staff training and equipment readiness, limiting the City's ability to fully activate and operate the EOC at peak efficiency during emergencies. Without regular training and updated tools, response efforts may be delayed or less coordinated, increasing risks to public safety and prolonging recovery.

This \$100,000 investment will fund:

- Comprehensive EOC training for city staff (including incident command and emergency coordination)
- Functional and full-scale emergency exercises
- Communication and coordination equipment upgrades
- Software and technology enhancements for situational awareness

The program will strengthen interdepartmental coordination, improve response times, and ensure compliance with state and federal emergency management standards. Failure to invest in EOC readiness increases the City's vulnerability to large-scale incidents, exposes gaps in continuity of operations, and may result in higher long-term recovery costs. Proactive investment ensures the City is prepared to effectively respond to emergencies, protect lives and property, and maintain essential government functions during times of crisis.

1. Project Timeline

Start Date: July 1, 2026

End Date: June 30, 2028

2. Financial Overview

Total Cost: \$100,000

End of Useful Life : 5–7 years (equipment lifecycle; training requires periodic refresh)

3. Procurement Method

Existing Contract or New RFP?: Utilize existing contracts where available for training services and emergency management software; issue a new RFP if specialized equipment or services are not covered.

4. Funding Sources

Alternate Funding Sources Identified:

- FEMA Emergency Management Performance Grant (EMPG)
- Department of Homeland Security grants
- State emergency preparedness funding

Conditions or Restrictions of Alternate Funding:

5. Budgetary Alignment

Included in Current Annual Budget: Not currently included; requires allocation to meet critical emergency preparedness needs.

6. Implementation Details

Location (Where): City Emergency Operations Center and designated alternate EOC sites

Implemented By: Fire Department, Police Department, and key City departments

Vetted by Local Expert: Fire Chief, and regional emergency management partners

7. Community Impact Who Benefits:

- Entire community through improved disaster response coordination
- City staff and first responders
- Vulnerable populations requiring coordinated emergency support

Estimated Number of People Impacted: Entire population (tens of thousands of residents and businesses)

Demographic Impacted: All residents, with heightened benefits for vulnerable and at-risk populations during emergencies

Related Council Requests: Supports council priorities related to disaster preparedness, resilience, and continuity of government operations

Relevant Commissions Involved:



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Tim Boothe, Interim Deputy Chief
SUBJECT: **ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER MENTAL HEALTH AND PEER SUPPORT PROGRAM FOR \$75,000 IN FISCAL YEAR 26/27 AND \$75,000 IN FISCAL YEAR 27/28.**

RECOMMENDATION

Adopt a resolution of the Measure P Oversight Committee recommending, or in the alternative not recommending, that the Vallejo City Council authorize funding for a firefighter mental health and peer support program for :

- 1.\$75,000 in FY 26/27
2. \$75,000.00 in FY 27/28 to ensure program continuity and future funding

BACKGROUND AND DISCUSSION

Firefighters are routinely exposed to high-stress, traumatic incidents that place them at elevated risk for conditions such as Post-Traumatic Stress Disorder, anxiety, depression, and burnout. Without structured support systems, these challenges can negatively impact job performance, decision-making, and overall well-being.

Currently, access to consistent, specialized mental health services and formal peer support programs is limited. This gap increases the risk of long-term psychological injury, absenteeism, and turnover, while also affecting the quality of emergency services provided to the community.

This \$150,000 investment will fund a comprehensive two-year program that includes:

- Confidential counseling services with clinicians experienced in first responder care
- Development and training of a peer support team
- Critical incident stress debriefings
- Preventative mental health and resilience training
- Family support and education resources

The program will promote early intervention, reduce stigma around seeking help, and strengthen a culture of wellness within the department. Failure to invest in firefighter mental health increases the likelihood of burnout, staffing shortages, workers' compensation claims, and long-term disability costs. It also places both responders and the public at greater risk during emergency operations. Investing in mental health and peer

ADOPT A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER MENTAL HEALTH AND PEER SUPPORT PROGRAM FOR \$75,000 IN FISCAL YEAR 26/27 AND \$75,000 IN FISCAL YEAR 27/28.

support ensures a healthier, more resilient workforce, improves retention, and enhances the department’s ability to deliver reliable, high-quality emergency services to the community.

It is recommended that the MPOC Committee approve the allocation of \$150,000 in MPOC funds to support a two-year Firefighter Mental Health and Peer Support Program.

Firefighters are routinely exposed to high-stress and traumatic incidents that significantly increase the risk of conditions such as Post-Traumatic Stress Disorder, anxiety, depression, and occupational burnout. These challenges, if unaddressed, can negatively impact job performance, decision-making, and overall workforce stability.

This investment will provide critical resources, including confidential counseling services, peer support team development, and preventative mental health training. The program is designed to promote early intervention, reduce stigma, and strengthen a culture of wellness within the department.

Funding this program through MPOC represents a proactive and strategic use of resources that directly supports public safety personnel while improving service delivery to the community. By prioritizing firefighter mental health, the City reduces long-term costs associated with absenteeism, workers’ compensation claims, and turnover, while enhancing operational readiness.

Failure to fund this initiative would leave existing gaps in behavioral health support unaddressed, increasing risk to both firefighters and the public. Approval of this request ensures a healthier, more resilient workforce and reinforces the City’s commitment to effective and sustainable public safety services.

FISCAL IMPACT

\$75,000 for fiscal year 26/27

\$75,000 for fiscal year 27/28.

ATTACHMENTS

1.	MPOC Resolution_VFD_Firefighter Mental Health & Peer Support Program CAO Stamp
2.	MPOC Project Justification Request_VFD_Firefighter Mental Health & Peer Support Program

CONTACT

Tim Boothe, Interim Deputy Chief (707) 648-4526

Tim.boothe@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE NOT RECOMMENDING, THAT THE VALLEJO CITY COUNCIL AUTHORIZE FUNDING FOR A FIREFIGHTER MENTAL HEALTH AND PEER SUPPORT PROGRAM FOR \$75,000 IN FY 26/27 AND \$75,000 IN FY 27/28

WHEREAS, on May 14, 2026, the Measure P Oversight Committee received a staff report from Interim Deputy Chief Tim Boothe regarding the proposed allocation of \$150,000 in Measure P funds to support a two-year Firefighter Mental Health and Peer Support Program; and

WHEREAS, firefighters are routinely exposed to high-stress and traumatic incidents that increase the risk of Post-Traumatic Stress Disorder (PTSD), anxiety, depression, and occupational burnout; and

WHEREAS, these behavioral health challenges may negatively impact job performance, decision-making, workforce stability, and the quality of emergency services provided to the community if left unaddressed; and

WHEREAS, the proposed program would provide confidential counseling services, peer support team development, critical incident stress debriefings, preventative mental health training, and family support resources; and

WHEREAS, the program is intended to promote early intervention, reduce stigma associated with seeking mental health support, and foster a culture of wellness within the Fire Department; and

WHEREAS, investment in firefighter mental health may reduce long-term costs associated with absenteeism, workers' compensation claims, disability, and employee turnover, while improving operational readiness and public safety outcomes; and

WHEREAS, the total proposed fiscal impact of the program is \$150,000 in Measure P funds over a two-year period; and

NOW, THEREFORE, BE IT RESOLVED that the Measure P Oversight Committee hereby recommends or does not recommend that the Vallejo City Council authorize the allocation of

\$75,000 for FY 26/27 and \$75,000 for FY 27/28 for a total of \$150,000 in Measure P funds to implement the Firefighter Mental Health and Peer Support Program.

PASSED AND ADOPTED by the Measure P Oversight Committee of the City of Vallejo at a regular meeting held on May 14, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

JACKIE JONES, CHAIR

FLORITA CRUZ, SECRETARY



PROJECT SUMMARY & JUSTIFICATION

1. AGENDA ITEM TITLE: Firefighter Mental Health & Peer Support Program

Project Urgency & Justification - Firefighters are routinely exposed to high-stress, traumatic incidents that place them at elevated risk for conditions such as Post-Traumatic Stress Disorder, anxiety, depression, and burnout. Without structured support systems, these challenges can negatively impact job performance, decision-making, and overall well-being.

Currently, access to consistent, specialized mental health services and formal peer support programs is limited. This gap increases the risk of long-term psychological injury, absenteeism, and turnover, while also affecting the quality of emergency services provided to the community.

This \$150,000 investment will fund a comprehensive two-year program that includes:

- Confidential counseling services with clinicians experienced in first responder care
- Development and training of a peer support team
- Critical incident stress debriefings
- Preventative mental health and resilience training
- Family support and education resources

The program will promote early intervention, reduce stigma around seeking help, and strengthen a culture of wellness within the department. Failure to invest in firefighter mental health increases the likelihood of burnout, staffing shortages, workers' compensation claims, and long-term disability costs. It also places both responders and the public at greater risk during emergency operations. Investing in mental health and peer support ensures a healthier, more resilient workforce, improves retention, and enhances the department's ability to deliver reliable, high-quality emergency services to the community

2. Project Timeline

Start Date: July 1, 2026 **End Date:** June 30, 2028

3. Financial Overview

Total Cost: \$150,000

End of Useful Life 2 years (program duration; long-term cultural and wellness benefits extend beyond funding period)

1. Procurement Method

Existing Contract or New RFP?: Utilize existing contracts for behavioral health services where available; supplement with new agreements or RFPs for specialized first responder mental health providers and peer support training programs.

2. Funding Sources

Alternate Funding Sources Identified:

- FEMA Assistance to Firefighters Grant (AFG) – Wellness & Fitness
- State mental health and public safety grants

Conditions or Restrictions of Alternate Funding: Grant funding is competitive, may be limited in scope, and often does not support ongoing program sustainability. Immediate local funding ensures uninterrupted access to critical services.

3. Budgetary Alignment

Included in Current Annual Budget: Not currently included; requires dedicated allocation to address increasing behavioral health and wellness needs.

4. Implementation Details

Location (Where): Fire stations, department facilities, and confidential off-site counseling locations (in-person and virtual services)

Implemented By: Fire Department in partnership with licensed mental health professionals and trained peer support team members

Vetted by Local Expert: Fire Chief, Department Wellness Coordinator, and behavioral health professionals specializing in first responder care

5. Community Impact

Who Benefits: •

- Firefighters and their families
- The community through improved responder performance and decision-making
- The department through improved morale, retention, and reduced absenteeism

Estimated Number of People Impacted: All fire department personnel and indirectly the entire community served

Demographic Impacted: Primarily first responders, with indirect benefits to all residents relying on emergency services

Related Council Requests: Supports council priorities related to employee wellness, public safety effectiveness, and workforce retention

Relevant Commissions Involved:



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Stephanie Sifuentes, Human Resources Director
SUBJECT: **ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE FUNDING IN THE AMOUNT OF \$568,000 FOR THE RECRUITMENT, RETENTION, AND REFERRAL PLAN FOR THE VALLEJO POLICE DEPARTMENT FOR FY26-27**

RECOMMENDATION

Adopt a Resolution recommending, or in the alternative, not recommending, that the City Council authorize funding in the amount of \$568,000 for the Recruitment, Retention, and Referral Plan for the Vallejo Police Department for FY26-27.

BACKGROUND AND DISCUSSION

On July 25, 2023, the City Council adopted a proclamation declaring a state of local emergency related to public safety staffing. In conjunction, and at the direction of City Council, previous City Manager, Mike Malone, assigned \$2 million at the end of FY 2022-23 to help address recruitment and retention. Mr. Malone then tasked the Human Resources Department with (1) conducting a study of surrounding agencies and their recruitment and retention incentives for Police Officers, (2) creating a recruitment and retention plan for City of Vallejo Police Officers, and (3) finding a way to amplify recruitment efforts and identify other means for resolving the staffing crisis in the short-term. These efforts to address the public safety staffing shortage began in Summer 2023 and have continued through staffing transitions in the City Manager's Office, City Council, and VPOA.

On July 22, 2025, Council approved a resolution amending the FY2025-26 Adopted Budget to appropriate the expenditure of the assigned funds to use for the implementation of the Recruitment, Retention, and Referral Incentive Plan to address police officer recruitment and retention challenges over the long-term. There are three primary components to this plan, each with specific milestones and criteria:

1. The Recruitment Incentive is designed to recruit Lateral Police Officers only (meaning, Police Officers who can join VPD and be effective on the streets in a short period of time). This incentive is \$15,000 per hire.
2. The Retention Incentive is intended to recognize and demonstrate appreciation for those Vallejo Police Officers who have been with the City through challenging staffing times, and to encourage them to continue their good work as the City does everything possible to hire additional support for them. This retention incentive is \$15,000 for each Vallejo Police Officer.
3. The Referral Incentive is intended to encourage Vallejo Police Officers to help the City recruit Lateral Police Officers. The Referral Incentive is \$5,000 for each successful referral.

Council's approval of this resolution on July 22, 2025, effectuated an increase to the General Fund of \$2 million for citywide recruitment and retention, which was funded from the assigned fund balance that was set aside from prior year surplus. The Recruitment, Retention, and Referral Incentive Plan went into effect on July

Subject: ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE FUNDING IN THE AMOUNT OF \$568,000 FOR THE RECRUITMENT, RETENTION, AND REFERRAL PLAN FOR THE VALLEJO POLICE DEPARTMENT FOR FY26-27

23, 2025, and remains in effect through July 23, 2026. While the Recruitment and Referral incentives can be suspended prior to July 23, 2026, the Retention incentive remains in place until all disbursements to eligible employees have been paid.

These are one-time costs that staff are requesting. To date, \$718,400 of the \$2 million General Fund allocation has been expended, with an anticipated costs of \$568,000 in FY 26-27.

The Recruitment, Retention, and Referral Incentive Plan directly supports achievement of Measure P spending categories 1 and 4 below. As such, staff are requesting that the FY 26-27 anticipated expenditure of \$568,000 be funded through Measure P, instead of General Fund. This funding shift will help mitigate the FY 26–27 projected General Fund budget shortfall while maintaining alignment with voter-approved spending priorities.

Measure P has specific spending categories that were approved by City Council:

1. Maintain critical city services such as keeping public spaces healthy, safe and clean
2. Maintain fire protection
3. Maintain emergency medical response
4. Maintain crime prevention
5. Address homelessness
6. Address blight
7. Address dumping
8. Repair deteriorating neighborhood streets, roads and sidewalks
9. Youth priorities

FISCAL IMPACT

This item will use \$568,000 in Measure P funds to cover the Recruitment, Retention, and Referral Plan's anticipated costs in FY 26-27.


ATTACHMENTS

1.	MPOC Resolution_HR_VPD Recruitment, Retention, Referral Plan_A CAO Stamp
2.	MPOC Resolution_HR_VPD Recruitment, Retention, Referral Plan_B CAO Stamp
3.	MPOC Project Justification Request_HR_VPD Recruitment, Retention, Referral Plan

CONTACT

Stephanie Sifuentes, Human Resources Director (707) 648-4363
Stephanie.sifuentes@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

**A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE
RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING IN THE AMOUNT OF
\$568,000 FOR A RECRUITMENT, RETENTION, AND REFERRAL PLAN FOR THE VALLEJO
POLICE DEPARTMENT FOR FY26/27**

WHEREAS, on July 25, 2023, the City Council adopted a proclamation declaring a state of local emergency related to public safety staffing; and

WHEREAS, in conjunction, and at the direction of City council, previous City Manager, Mike Malone, assigned \$2 million at the end of FY2022-23 to help address recruitment and retention; and

WHEREAS, City Manager tasked the Human Resources Department with (1) conducting a study of surrounding agencies and their recruitment and retention incentives for Police Officers, (2) creating a recruitment and retention plan for City of Vallejo Police Officers, and (3) finding a way to amplify recruitment efforts and identify other means for resolving the staffing crisis in the short-term. These efforts to address the public safety staffing shortage began in Summer 2023 and have continued through staffing transitions in the City Manager’s Office, City Council and VPOA ; and

WHEREAS, On July 22, 2025, Council approved a resolution amending the FY2025-26 Adopted Budget to appropriate the expenditure of the assigned funds to use for the implementation of the Recruitment, Retention, and Referral Incentive Plan to address police officer recruitment and retention challenges over the long-term.; and

WHEREAS, there are three primary components to this plan, each with specific milestones and criteria:

1. The Recruitment Incentive is designed to recruit Lateral Police Officers only (meaning, Police Officers who can join VPD and be effective on the streets in a short period of time). This incentive is \$15,000 per hire.
2. The Retention Incentive is intended to recognize and demonstrate appreciation for those Vallejo Police Officers who have been with the City through challenging staffing times, and to encourage them to continue their good work as the City does everything possible to hire additional support for them. This retention incentive is \$15,000 for each Vallejo Police Officer.
3. The Referral Incentive is intended to encourage Vallejo Police Officers to help the City recruit Lateral Police Officers. The Referral Incentive is \$5,000 for each successful referral.; and

WHEREAS, Council’s approval of this resolution on July 22, 2025, effectuated an increase to the General Fund of \$2 million for citywide recruitment and retention, which was funded from the assigned fund balance that was set aside from prior year surplus; and

WHEREAS, the Recruitment, Retention, and Referral Incentive Plan went into effect on July 23, 2025, and remains in effect through July 23, 2026. While the Recruitment and Referral incentives can be suspended prior to July 23, 2026, the Retention incentive remains in place until all disbursements to eligible employees have been paid; and

WHEREAS, to date, \$718,400 of the \$2 million General Fund allocation has been expended; and

WHEREAS, the City faces an anticipated \$29M General Fund shortfall in FY26/27, and the Recruitment, Retention, and Referral Incentive Plan is necessary to ensure community safety; and

NOW, THEREFORE, BE IT RESOLVED that the City of Vallejo Measure P Oversight Committee hereby recommends that the City Council allocate \$568,000 in FY26/27 Measure P funds to cover the cost for the Recruitment, Retention, and Referral Incentive Plan.

ADOPTED BY THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE at a regular meeting held on 5/14/26 with the following vote:


AYES:
NOES:
ABSENT:
ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE FUNDING IN THE AMOUNT OF \$568,000 FOR RECRUITMENT, RETENTION, AND REFERRAL PLAN FOR THE VALLEJO POLICE DEPARTMENT FOR FY26/27

WHEREAS, on July 25, 2023, the City Council adopted a proclamation declaring a state of local emergency related to public safety staffing; and

WHEREAS, in conjunction, and at the direction of City council, previous City Manager, Mike Malone, assigned \$2 million at the end of FY2022-23 to help address recruitment and retention; and

WHEREAS, City Manager tasked the Human Resources Department with (1) conducting a study of surrounding agencies and their recruitment and retention incentives for Police Officers, (2) creating a recruitment and retention plan for City of Vallejo Police Officers, and (3) finding a way to amplify recruitment efforts and identify other means for resolving the staffing crisis in the short-term. These efforts to address the public safety staffing shortage began in Summer 2023 and have continued through staffing transitions in the City Manager’s Office, City Council and VPOA ; and

WHEREAS, On July 22, 2025, Council approved a resolution amending the FY2025-26 Adopted Budget to appropriate the expenditure of the assigned funds to use for the implementation of the Recruitment, Retention, and Referral Incentive Plan to address police officer recruitment and retention challenges over the long-term.; and

WHEREAS, there are three primary components to this plan, each with specific milestones and criteria:

1. The Recruitment Incentive is designed to recruit Lateral Police Officers only (meaning, Police Officers who can join VPD and be effective on the streets in a short period of time). This incentive is \$15,000 per hire.
2. The Retention Incentive is intended to recognize and demonstrate appreciation for those Vallejo Police Officers who have been with the City through challenging staffing times, and to encourage them to continue their good work as the City does everything possible to hire additional support for them. This retention incentive is \$15,000 for each Vallejo Police Officer.
3. The Referral Incentive is intended to encourage Vallejo Police Officers to help the City recruit Lateral Police Officers. The Referral Incentive is \$5,000 for each successful referral.; and

WHEREAS, Council’s approval of this resolution on July 22, 2025, effectuated an increase to the General Fund of \$2 million for citywide recruitment and retention, which was funded from the assigned fund balance that was set aside from prior year surplus; and

WHEREAS, the Recruitment, Retention, and Referral Incentive Plan went into effect on July 23, 2025, and remains in effect through July 23, 2026. While the Recruitment and Referral incentives can be suspended prior to July 23, 2026, the Retention incentive remains in place until all disbursements to eligible employees have been paid; and

WHEREAS, to date, \$718,400 of the \$2 million General Fund allocation has been expended; and

WHEREAS, the City faces an anticipated \$29M General Fund shortfall in FY26/27, and the Recruitment, Retention, and Referral Incentive Plan is necessary to ensure community safety; and

NOW, THEREFORE, BE IT RESOLVED that the City of Vallejo Measure P Oversight Committee hereby does not recommend that the City Council allocate \$568,000 in FY26/27 Measure P funds to cover the cost for the Recruitment, Retention, and Referral Incentive Plan.

ADOPTED BY THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE at a regular meeting held on 5/14/26 with the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: Adopt a Resolution Recommending, or in the Alternative, not Recommending, that the City Council Authorize Funding in the Amount of \$568,000 for the Recruitment, Retention, and Referral Plan for the Vallejo Police Department for FY26-27

1. Project Urgency & Justification

On July 25, 2023, the City Council adopted a proclamation declaring a state of local emergency related to public safety staffing. In conjunction, and at the direction of City council, previous City Manager, Mike Malone, assigned \$2 million at the end of FY2022-23 to help address recruitment and retention.

On July 22, 2025, Council approved a resolution amending the FY2025-26 Adopted Budget to appropriate the expenditure of the assigned funds to use for the implementation of the Recruitment, Retention, and Referral Incentive Plan to address police officer recruitment and retention challenges over the long-term. There are three primary components to this plan, each with specific milestones and criteria:

1. The Recruitment Incentive is designed to recruit Lateral Police Officers only (meaning, Police Officers who can join VPD and be effective on the streets in a short period of time). This incentive is \$15,000 per hire.
2. The Retention Incentive is intended to recognize and demonstrate appreciation for those Vallejo Police Officers who have been with the City through challenging staffing times, and to encourage them to continue their good work as the City does everything possible to hire additional support for them. This retention incentive is \$15,000 for each Vallejo Police Officer.
3. The Referral Incentive is intended to encourage Vallejo Police Officers to help the City recruit Lateral Police Officers. The Referral Incentive is \$5,000 for each successful referral.

2. Project Timeline

Start Date: FY 26/27
End Date: FY 26/27

3. Financial Overview

Total Cost: \$568,000
End of Useful Life

4. Procurement Method

Existing Contract or New RFP?: N/A

5. Funding Sources

Alternate Funding Sources Identified: The City's General Fund.

Conditions or Restrictions of Alternate Funding: The City's General Fund is facing a \$29M shortfall, and is actively seeking alternative funding solutions.

6. Budgetary Alignment

Included in Current Annual Budget: City's General Fund.

7. Implementation Details

Location (Where): N/A

Implemented By: N/A

Vetted by Local Expert: N/A

8. Community Impact

Who Benefits: Residents of Vallejo

Estimated Number of People Impacted: All

Demographic Impacted: All

Related Council Requests: N/A

Relevant Commissions Involved: N/A



DATE: May 14, 2026
TO: Measure P Oversight Committee Chair and members of the Committee
FROM: Stephanie Sifuentes, Human Resources Director
SUBJECT: **ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE ONE-TIME FUNDING IN THE AMOUNT OF \$55,700 FOR THE PUBLIC SAFETY PROMOTIONAL ASSESSMENTS FOR FY26-27**

RECOMMENDATION

Adopt a Resolution recommending, or in the alternative, not recommending, that the City Council authorize one-time funding in the amount of \$55,700 for the Public Safety Promotional Assessments for FY26-27.

BACKGROUND AND DISCUSSION

The Human Resources Department is required to maintain promotional eligible lists for both Police and Fire personnel (IAFF MOU Section 10, VPOA MOU Section 6). Under Civil Service Commission Rule 13, these promotional lists are valid for two years. Failure to maintain an active promotional list for journey level and advanced level ranks in public safety would impact essential operations and jeopardize the safety and well-being of the community.

Measure P has specific spending categories that were approved by Council:

1. Maintain critical city services such as keeping public spaces healthy, safe and clean
2. Maintain fire protection
3. Maintain emergency medical response
4. Maintain crime prevention
5. Address homelessness
6. Address blight
7. Address dumping
8. Repair deteriorating neighborhood streets, roads and sidewalks
9. Youth priorities

The top four spending categories are directly related to public safety. In order to achieve results in those categories, we must maintain appropriate staffing levels in public safety, as well as the resulting vacancies at lower levels that occur due to promotions. This request is not for salaries. Staff are requesting Measure P funds specifically to cover the one-time costs of promotional assessments for public safety positions in FY26-27. Without Measure P funding, the Human Resources Department will not have the sufficient budget capacity to conduct these assessments and fill critical public safety positions that will directly affect service levels and community safety.

Classification	Anticipated Test Date	Total
Firefighter Engineer	08/2026	\$11,700
Fire Captain	09/2026	\$15,500
Police Corporal	09/2026	\$14,800

Subject: ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE ONE-TIME FUNDING IN THE AMOUNT OF \$55,700 FOR THE PUBLIC SAFETY PROMOTIONAL ASSESSMENTS FOR FY26-27

Police Sergeant	12/2026	\$13,700
Totals:		\$55,700

FISCAL IMPACT

The total one-time cost for the promotional assessments is \$55,700.

If approved, the one-time cost will be funded by Measure P for FY26/27.


ATTACHMENTS

1.	MPOC Resolution_HR_Public Safety Promotional Assessments CAO Stamp
2.	MPOC Project Justification Request_HR_Public Safety Promotional Assessments

CONTACT

Stephanie Sifuentes, Human Resources Director (707) 648-4363
Stephanie.sifuentes@cityofvallejo.net

Approved as to form:

By:  for _____
Veronica Nebb, City Attorney

RESOLUTION NO. 26-_____

A RESOLUTION OF THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING THAT THE CITY COUNCIL AUTHORIZE ONE-TIME FUNDING IN THE AMOUNT OF \$55,700 FOR THE PUBLIC SAFETY PROMOTIONAL ASSESSMENTS FOR FY26/24

WHEREAS, the Human Resources Department is required to maintain promotional eligible lists for both Police and Fire personnel (IAFF MOU Section 10, VPOA MOU Section 6). Under Civil Service Commission Rule 13, these promotional lists are valid for two years; and

WHEREAS, failure to maintain an active promotional list for journey level and advanced level ranks in public safety would impact on essential operations and jeopardize the safety and well-being of the community; and

WHEREAS, the City faces an anticipated \$29M General Fund shortfall in FY26/27, yet must still conduct promotional assessments to fill critical public safety positions that will directly affect service levels and community safety; and

NOW, THEREFORE, BE IT RESOLVED that the City of Vallejo Measure P Oversight Committee hereby recommends/ doesn't recommend that the City Council allocate \$55,700 in FY26/27 Measure P funds to cover the one-time cost for conducting public safety promotional assessments.

ADOPTED BY THE CITY OF VALLEJO MEASURE P OVERSIGHT COMMITTEE at a regular meeting held on 5/14/26 with the following vote:

- AYES:
- NOES:
- ABSENT:
- ABSTAIN:

JACKIE JONES, CHAIR

ATTEST:

FLORITA CRUZ, STAFF SECRETARY



PROJECT SUMMARY & JUSTIFICATION

AGENDA ITEM TITLE: ADOPT A RESOLUTION RECOMMENDING, OR IN THE ALTERNATIVE, NOT RECOMMENDING, THAT THE CITY COUNCIL AUTHORIZE ONE-TIME FUNDING IN THE AMOUNT OF \$55,700 FOR THE PUBLIC SAFETY PROMOTIONAL ASSESSMENTS FOR FY26-27

1. Project Urgency & Justification

The Human Resources Department is required to maintain promotional eligible lists for both Police and Fire personnel (IAFF MOU Section 10, VPOA MOU Section 6). Under Civil Service Commission Rule 13, these promotional lists are valid for two years. Failure to maintain an active promotional list for journey level and advanced level ranks in public safety would impact on essential operations and jeopardize the safety and well-being of the community.

2. Project Timeline

Start Date: FY 26/27
End Date: FY 26/27

3. Financial Overview

Total Cost: \$55,700
End of Useful Life

4. Procurement Method

Existing Contract or New RFP?: N/A

5. Funding Sources

Alternate Funding Sources Identified: The City's General Fund.

Conditions or Restrictions of Alternate Funding: The City's General Fund is facing a \$29M shortfall, and is actively seeking alternative funding solutions.

6. Budgetary Alignment

Included in Current Annual Budget: No existing budget.

7. Implementation Details

Location (Where):
Implemented By:
Vetted by Local Expert:

8. Community Impact

Who Benefits: Residents of Vallejo
Estimated Number of People Impacted: All
Demographic Impacted: All
Related Council Requests: N/A
Relevant Commissions Involved: N/A