

SALINAS CITY COUNCIL STRATEGIC PLAN
Fiscal Years 2016-2019
Update as of December 2016

I. Economic Diversity and Prosperity

Vision: The City of Salinas has a vibrant, diversified and resilient economy and business environment that makes us the first choice for new and existing employers and businesses in the region. Jobs are created that provide residents with well paying, career ladder employment opportunities. Business development is leveraged by the area's many assets.

Goal Statement: The City of Salinas has the business environment to attract, create, and retain businesses that enhance our area's economic diversity and the economic prosperity of all our residents.

Key Strategies FY 2016-2017:

- Complete the Economic Development Element and Coordinate with Major Economic Development Initiatives

(Department Lead(s): Community Development / Administration)

Objectives FY 2016-2017:

- Release draft Environmental Impact Report (EIR) for public comment. (Date change from December 2016 to March 2017)

Received traffic analysis for the EIR at end of October and are working with Department of Public Works (DPW) to finalize. Unfortunately, the delayed traffic model slowed the entire EIR process by three to four months. It is anticipated that a draft EIR will be released in March 2017.
- Consider certification of General Plan Amendment EIR and adoption of Economic Development Element (EDE). (March 2017)

The delayed traffic model slowed the entire EIR process by three to four months. It is anticipated that the certification of the EIR and adoption of the EDE will take place by July 2017.
- Review and update Economic Opportunity Area development priorities, with a short term focus to promote Economic Opportunity Areas that can be absorbed in the market, and/or will produce significant positive economic development impacts either directly or indirectly within the next five years.

Started work with consultants and stakeholders to refine the Economic Opportunity Areas.
- Work with business organizations such as the Chamber of Commerce, the Hispanic Chamber of Commerce and the Salinas United Business Association

(SUBA) to create a shop local initiative and adopt official local preference policies for City procurement of all goods and services.

Worked with the Finance Department to develop an administrative memo on the local preference policy. Worked with SUBA, the Chamber, and Salinas City Center Improvement Association (SCCIA) to support a shop local initiative campaign beginning on Saturday, November 26th. Worked with City Council to issue a shop local proclamation, assisted with encroachment permits to allow sidewalk displays, and distributed parking passes to businesses for shoppers.

- Develop a campaign to promote local businesses and products (e.g. “Made in Salinas”). Partner with community organizations and local web developers to create a “Buy Local”/“Made in Salinas” website/mobile app where businesses can provide information about their location, goods, and services, and help to promote businesses that do not have sufficient resources to create a standalone website.

Initiated discussions with key stakeholders on broader efforts to promote Salinas businesses.

- Establish locations for small business incubation and acceleration that feature low cost, flexible space, with the availability of business support services on-site or through referral.

Contracted with El Pajaro Community Development Corporation (CDC) to identify potential locations for small businesses. El Pajaro CDC is working with potential tenants for the Tynan Village ground floor and evaluating the possible development of the train station and freight building.

- Utilize the Grow Salinas Fund to foster at least one (1) business expansion that results in job retention or creation each year.

Met with six potential businesses regarding the Grow Salinas Fund. Two of these businesses are likely candidates.

- Develop and implement the Alisal Vibrancy Plan

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Commence the Alisal Vibrancy Plan preparation. (August 2016)

Completed on July 12, 2016 with execution of consultant contract. Incorporated the Cal Trans Planning Grant for the Alisal Corridor into the overall Alisal Vibrancy Plan and executed a larger revised contract on October 4th.

- Complete a target market analysis for housing in the Alisal Vibrancy Plan Area. (Date changed from October 2016 to February 2017)

Completed draft of a Downtown housing target market analysis. The final analysis was delayed to complete the parking study and management plan. The housing studies for Alisal and Chinatown were to be completed after the Downtown study was completed.

- Identify a one or two block area with multiple storefront vacancies, and work with property owners to “activate the block” by offering free or reduced rent to new start-up businesses.

Shifted focus to improving the business corridor since the Alisal has few vacancies. Initiated work with SUBA to focus on beautification and encouraged them to apply for a small neighborhood grant.

- Identify chronically vacant and dilapidated retail locations and provide incentives, as allowable, such as for leasehold improvements, façade renovation, and event phased rent subsidies to help businesses. Establish a façade program in FY 2017/18.

Reached out to the Fresno Community Development Financial Institution and businesses along Alisal to provide small micro-loans. Initiated work with The National Development Council (NDC) to develop a business support program based on successful models in other parts of the country.

- Collaborate with private sector, non-profits and business organizations to create at least one special event in the Alisal Vibrancy Plan Area.

Initiated work with SUBA on district identification and special events to market area.

- Develop AgTech Ecosystem

(Department Lead: Administration)

Objectives FY 2016-2017:

- Continue to attract and support entrepreneurs and startup firms in the AgTech and related industries in the City of Salinas through partnerships with the Western Growers Association and THRIVE Accelerator. Assist Digital NEST with the establishment of a location within the City of Salinas.

The Western Grower’s Center for Innovation and Technology has attracted a total of 27 businesses during its first year in operation, and hopes to double that amount in the upcoming year. The THRIVE Accelerator has engaged with a total of 22 companies and has provided them with local mentorships – a third THRIVE Accelerator is currently in the works, with companies expected to be selected shortly. Digital NEST is expecting to begin operations at the Cesar Chavez Library in March 2017.

- Work with providers of workforce development services, such as Hartnell College, California State University (CSU) Monterey Bay, the Workforce

Development Board, and others, to ensure that educational and training programs exist and are available to Salinas's residents so that our local workforce is prepared for jobs in the AgTech industry.

The City of Salinas has entered into a partnership with Hartnell College and the other four cities of the Salinas Valley to develop Career Pathways and Employment Training Partnerships within the Salinas Valley in the AgTech and healthcare sectors. The City is also working with California State University (CSU) Monterey Bay and the Monterey Bay Economic Partnership as they look to develop regional Career Pathways Programs.

- Promote the Salinas Valley as a business location nationwide to build brand recognition and establish region as an AgTech hub through a national public relations and marketing effort.

The City continues to work with Development Counsellors International (DCI) to promote its efforts in AgTech throughout the world. Recent stories have appeared on PBS, CNBC Nightly Businesses Report, the Canadian Broadcasting Corporation, and CCTV (English-language Chinese media).

- Provide support for the Forbes AgTech Summit – explore the possibility of creating another nationally-recognized AgTech Summit in the Salinas area.

Forbes Media has announced that they will be hosting a third AgTech Summit in Salinas in June 2017. Attendance is projected to be 600 or more.

- Assist THRIVE Foundation in the development and implementation of a Young Innovators Program.

The City is working with the THRIVE Foundation as the program is being put together. The event is scheduled for March 31, 2017.

- Continue to maintain private sector support for development of the AgTech Ecosystem and Ag Transportation.

The City continues to work with SVG Partners, Forbes, the THRIVE Foundation, and Western Growers Association to encourage private-sector support for our efforts in AgTech.

- Revise and Implement the Alisal Marketplace Plan

(Department Leads: Community Development / Administration)

Objectives FY 2016-2017:

- Evaluate and refine the existing Alisal Marketplace through the Alisal Vibrancy Plan development process.

Initiated discussions with consultants about incorporation of the Alisal Marketplace into the overall Alisal Vibrancy Plan.

- Promote the development of the Alisal Marketplace (Economic Opportunity Area T) and evaluate creating a culturally themed district, for purposes of creating identity, and extending the district from the Alisal Marketplace into East Alisal as part of Alisal Vibrancy Plan process.

Initiated discussions with consultants about incorporation of the Alisal Marketplace into the overall Alisal Vibrancy Plan.

- Revitalize Chinatown

(Department Leads: Public Works / Administration/Community Development)

Objectives FY 2016-2017:

- Complete a target market analysis for housing in Chinatown.

Initiated the target market analysis for Chinatown and anticipate completion by February 2017.

- Finalize the United States Department of Housing and Urban Development (HUD) revitalization designation in Chinatown to allow for flexibility of the use of federal funds.

Transmitted the application to HUD and waiting for final determination.

- Initiate an update of the Chinatown Rebound Plan. (Date changed from August 2016 to November 2016)

Selection process for consultant completed and funding required forwarded to Council for approval in November. Kick off meeting calendared by DPW.

Executed contract with consultant on November 29, 2016. Process was delayed to allow for additional community input into scope of work and consultant selection process.

- Assist in the coordination of homeless services that focus on rapid rehousing in Chinatown.

Working with homeless providers in Chinatown to align resources with rapid rehousing goals. Initiated a substantial amendment process to provide an additional \$50,000 to the Chinatown Health Center.

- Clearly define development opportunities, acquire key development sites, and work with potential developers to secure necessary funding.

This objective will be done as part of the revitalization plan process.

- Facilitate housing production in Chinatown by assisting in financing and permitting of Haciendas 3 and Mid-Pen's project at 21 Soledad.

Permitting and underwriting for the Home Investment Partnership Program (HOME) funds for the Haciendas 3 project was completed in December 2016. Initiated the National Environmental Policy Act (NEPA) process for 21 Soledad and will complete entitlement and disposition processes for Mid-Pen in time to submit a tax credit application by March 2017.

- Identify and fund key public works improvements to facilitate further redevelopment.

China Town Health Center open to provide showers and public sanitation as well as health assessments. Funding and facility provided by the City of Salinas in partnership with Dorothy's place.

This objective will be completed as part of the revitalization plan process.

- Entitle and Develop the Future Growth Area

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Consider certification of the Environmental Impact Report (EIR) and Process Specific Plan entitlements for the North of Boronda Future Growth Area (FGA), West Area Specific Plan (WASP). (June 2017)

EIR was delayed by traffic model. The entitlement process for WASP should be completed by August 2017. Developers from the Central Areas Specific Plan (CASP) decided to proceed with the entitlement process anticipated to be completed by November 2017.

- Work with the developers and other department staff to develop and implement funding mechanisms for critical City infrastructure and services, which is incorporated into a Development Agreement.

Completed selection process for consultant to conduct financial impact analysis. Initiated development of parks standards that will help inform the Development Agreement.

- Coordinate with developer to clarify future development fees.

Completed selection process for consultant to conduct financial impact analysis. Initiated development of parks standards that will help inform the Development Agreement.

- Work with the developer to secure land purchase for future Fire Station 7.

Fire has initiated this process but the current property owner is not interested at this time. Looking at other options, school properties and an alternate location to purchase with Community Development.

- Enhance Permit Center Operations

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Track and monitor revenues and expenses to ensure that the Building Division is independently financially sustainable.

Continuing to track and monitor revenue and expenses in the 2016/17 fiscal year to ensure financially sustainable. Initiated work to establish an Enterprise Fund for Permit Services and will re-evaluate Permit Center Fees.

- Establish a Building Board of Appeals. (November 2016)

Recruited multiple candidates, but delayed appointments until City Council determine changes to board membership.

- Reduce the number of plan check revisions by 20%.

Established regular Permit Center Coordination Meeting to develop plan and implement continuous improvements including reduction in number of plan check revisions.

- Reduce the number of days to approve plans.

Established regular Permit Center Coordination Meeting to develop plan and implement continuous improvements, including reduction in number of days to approve plans.

- Create a new action plan for the Permit Center to improve customer service across departments. (October 2016)

Completed draft plan in October 2016 and working through priorities during the Permit Center Coordination Meetings.

- Continue to review and clarify Building Division standardized procedures.

Developed a digital procedures manual with updates discussed and implemented through the Permit Center Coordination Meetings.

- Evaluate permitting track software and develop an action plan for technology upgrades at the Permit Center.

Completed initial review of permitting software, but lack the necessary technology upgrades to implement. Staff is coordinating with Information Technology (IT) to evaluate our systems and determine next steps for improvement.

- Produce monthly reports outlining Permit Center activity and distribute to City Council and senior management.

Reports are regularly shared with Directors and City Manager and incorporated into the City Manager Newsletter. Permit Center Reports will be given to City Council beginning February 2017.

- Develop a training calendar for Permit Center staff through the Training Team with a focus on customer service.

Established a Training Working Group that has developed a drafted training action plan. This working group is working with department managers to develop a training calendar by January 2017.

Secondary Strategies (Objectives to be defined prior to FY 2017-2018)

- Expand tourism.
- Implement the Downtown Vibrancy Plan.

Redesign and construction of Alisal through Downtown is funded with substantial community input. Parking study funded and underway, engineering design on Alisal begun, parking enforcement now with DPW and working downtown.

Established an outdoor dining incentive program. Assisting potential developers of market rate housing in Downtown.

- Support a safe, secure, well managed, sustainable water supply.

II. Safe, Livable Community

Vision: The police and fire safety systems (staff, facility, equipment, technology) are efficient, effective, and innovative in our City. Our community embodies an attitude of partnership and shared responsibility to look out for one another to reduce crime and improve overall safety of all residents. Our community creates adequate funding for public safety by adopting consistent and predictable funding sources.

Goal Statement: The City of Salinas is a safe and livable community for all its residents.

Key Strategies FY 2016-2017:

- Recruit, Hire and Retain Public Safety Officers Reflective of the Community Served
(Department Leads: (Police, Fire, Administration))

Objectives FY 2016-2017:

Administration

- Work with the Police and Fire Departments to streamline the recruitment process while recruiting for the most qualified applicants for our Police Officer and Firefighter vacancies.
- Continue to represent the City at all local schools, colleges, and job fairs in order to attract applicants that are qualified and reflecting of the Salinas community.
- Work with all departments to update job descriptions that identify the duties and responsibilities of the positions that we are recruiting for.

Fire Department

- Work with Human Resources (HR) to ensure firefighter and paramedic recruitment lists are established and available as new positions/vacancies occur.

Current lists are almost vacated. New lists for completion in late spring 2017.

- Coordinate the next two (2) years of personnel needs with HR and Finance to develop timelines for recruitment and training of new personnel.

Completed by Fire/HR.

- Work with HR to encourage local and bilingual applicants to apply for forecasted new and replacement firefighter positions for the Department.

Completed by Fire/HR.

Police Department

- Work with HR and the Police Academy to host local Police Recruit entry tests in order to encourage local candidates to apply.

Salinas Police Department (SPD) held a physical agility testing event on November 12, 2016 at the Monterey Peninsula College Academy site. The test was provided free of charge for SPD applicants. We do not have employees trained to give the state written test yet. Once we have staff to administer the required written test we plan to offer regular one day events where applicants can take both tests.

- Work with Governing for Racial Equity (GRE) staff to analyze the Police Department's entire hiring process to ensure the elimination of institutional barriers to entry, particularly in communities of color, and to ensure we have a culturally competent testing process.

The line and supervisory staff, both sworn and civilian, received *Fair and Impartial Policing* training during the fall 2016 Advanced Officer Training. This training was provided by SPD staff that have been trained through the Fair and Impartial Policing, LLC group. The owner/developer, Sandra Brown, will be providing the training to the management and executive staff, both sworn and civilian, in 2017.

Although we have yet to work directly with the GRE staff, the hiring process is in a constant state of evaluation to determine the most equitable and inclusive process for our candidates. Recent evaluation has led to the changing of oral board questions, to better address local concerns and issues as well as providing no-cost local testing.

- Establish a working environment and employment package that acknowledges the challenges of policing Salinas and encourages highly qualified, valued employees to remain in the service of the City.

The Salinas Police Officer's Association recently agreed to a compensation package with the City that should help retain current officers and hopefully attract new and lateral officers.

- Reestablish State and Federal Partnerships to Fight Crime in the City

(Department Lead: Police)

Objectives FY 2016-2017:

- Partner with State and Federal agencies to target criminal actors, particularly those involved in firearms violence, as operationally appropriate.

SPD has reinstated the Violence Suppression Unit which includes one SPD sergeant, two SPD officers and one State Parole agent. SPD hosts a shooting review meeting twice a month. This meeting is attended by local and county agencies to share information on current investigations regarding recent shooting events. We continue to work with allied agencies as the opportunity arises.

- Update Technology in Public Safety

(Department Leads: Police / Fire)

Objectives FY 2016-2017:

Fire Department

- Implement the new Staffing/Emergency Call-back Program.

On-line commencement for January 1, 2017.

- Implement three (3) new Fire Station Alerting Systems.

Assistance to Firefighters Grant (AFG) proposal denied, writing for second grant opportunity for 2017.

- Work with County Communications on implementing a new Computer Aided Dispatch (CAD) System for Police and Fire.

Go live soft opening date is scheduled for February 7, 2017.

- Work with the County Emergency Medical Services Agency (EMS) Agency to implement a state mandated EMS QI Data System.

New Vendor (ESO) chosen by sub-committee, start date is July, 1, 2017.

- Secure AFG funding for new emergency portable radios.

AFG proposal denied, writing for second grant opportunity for 2017.

- Place Mobile Data Computers (MDC) in Fire Administration, Fire Prevention and in new Staff vehicles.

Equipment purchased; on-line commencement for January 1, 2017.

Police Department

- Purchase, install and operationalize a new, state of the art Records Management System.

The new Records Management System is in the final development stage. It is estimated the system will be operational by mid-2017. Those selected to be administrators for the system have already received training on the system.

- Purchase mobile, technologically advanced surveillance cameras to monitor and record policing hot spots.

This project has fallen back into the research phase due to unresponsiveness of the selected vendor. We hope to select a new vendor that meets our needs soon.

- Investigate the cost and efficacy of installing ShotSpotter ballistic detection net in neighborhoods at highest risk for firearms violence.

Shot Spotter was installed and went operational on December 13, 2016.

- Investigate the cost and efficacy of other technologies such as static license plate readers to support crime analysis and criminal investigations.

The SPD technology staff are researching different manufacturers' products to determine which product will best integrate with our current and future technology.

- Prepare and Present to the Public a Community Policing Plan that Includes Support and Involvement of Neighborhoods

(Department Lead: Police)

Objectives FY 2016-2017:

Police Department

- Collaborate with community groups, the Police Community Advisory Committee (PCAC) and other stakeholders, to develop a community-collaborative policing strategy.

SPD continues to be active with Community Alliance for Safety and Peace (CASP) and Police Activities League (PAL). We are waiting for an update from the City Council Sub-Committee on Committees before determining a route for the PCAC. We do participate in as many community events as possible, given our limited resources. We plan on developing an overarching community policing strategy/policy as staffing allows us to adequately engage the community on a full-time basis.

- Improve Code Enforcement in the City

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Re-organize code enforcement operations consistent with the 2015 Action Plan generated through the Kaizen Training.

Completed August 2016.

- Improve collaboration with the Planning and Building Divisions to cooperatively address code violations.

Established the Permit Center Coordination Meetings to facilitate dialogue between the divisions and address code violations. Plan to initiate a new Kaizen Process in spring 2017 to identify additional improvements.

- Collaborate with at least two neighborhood groups per year to educate residents about city ordinances and proactively address code violations.

Staff has been actively working with the Laurel Park and Creekbridge Neighborhoods and has attended five community events to educate residents about code enforcement

- Reduce the time it takes to respond to code complaints by 20%.

Completed July 2016. Staff is looking to reduce response times again this year.

- Reduce the time it takes to obtain compliance from violators by 20%.

This is a little harder to track because complicated cases take more time. However, the division has experienced a greater number of residents seeking to comply with regulations because of new established time frames.

- Complete a report on the feasibility of implementing a rental registration and inspection program in Salinas.

Drafted a white paper, but need more time to refine the recommendations. Staff anticipates presenting recommendations in March of 2017.

- Work with the Legal Department to increase the number of distressed and dangerous properties in receivership.

Worked with Legal on three additional receivership cases. Staff has also worked with Legal, Fire, and SPD on code enforcement of several nuisance properties in Chinatown and more recently three motels.

- Coordinate with the Police Department to create a comprehensive program response to vehicle violations within the public rights of way.

Completed necessary training to provide support to abandoned vehicles (AV) and assist community safety officers. Initiated a small pilot allowing code enforcement officers to take on a few abandoned vehicle cases. Program will be evaluated with a potential recommendation at mid-year for support of additional code enforcement for AVs.

- Coordinate with Engineering and Planning Departments to restructure the vendor permitting and enforcement program.

Initiated discussions on changes to the program, but decided to align with the Alisal Vibrancy Plan since most violations occur in East Salinas.

- Produce monthly reports outlining code enforcement activity and distribute to City Council and senior management.

An annual report is slated to come before the City Council on January 10, 2016. Will initiate monthly reports in January 2017.

Secondary Strategies (Additional Objectives to be defined prior to FY 2017-2018)

- Assess the cost effectiveness of contracting for ambulance transport.

Objectives FY 2016-2017

- Work with County Emergency Medical Services Agency (EMS) on developing an EMS System Strategic Plan to incorporate fire Advanced Life Support (ALS) First Responder coverage and fire based emergency ambulance transport as a viable alternative to a private based system.

EMS Strategic Planning sub-committee to form in January of 2017.

- Implement the Affordable Care Act (ACA) "Triple Aim" policies.

City of Salinas received their Medicare and Medi Cal billing numbers.
Implementation of triple Aim over the next two fiscal years.

- Initiate a cost analysis of emergency ambulance transport services for the community.

Initial analysis completed; approximate 2 million in revenue above expenses annually for City limits. New EMS Chief to finalize the entire cost analysis by fourth quarter 2017.

III. Effective, Sustainable Government

Vision: The City is effective in providing efficient, innovative services. We treat customers with courtesy, dignity and respect while responding to requests in a timely, efficient, and responsible manner. The City is committed to fostering civic engagement, volunteerism, and building strong strategic partnerships with local, state, and federal partners. Resources are allocated effectively and fiscal solvency and sustainability are achieved. Enrichment opportunities ensure employee expertise and professionalism.

Goal Statement: The City of Salinas provides highly responsive, outstanding, and innovative services and is dedicated to excellence in customer service.

Key Strategies FY 2016-2017:

- Review the Format, Structure, Purpose and Processes of Existing Boards, Commission and City Council

(Department Lead: Administration)

Objectives FY 2016-2017:

- Mayor to appoint a committee of Council members and staff to create criteria for the evaluation and review of existing Boards and Commissions, and to prepare recommendations to the full Council. This process will include, but not be limited to, a review of the Design Review Board, Senior Commission, Arts Commission, Neighborhood Commission, Animal Services Committee, and Police Advisory Board.

A subcommittee of the Council met during the months of May – November 2016 resulting in a DRAFT Arts Ordinance, DRAFT Commissions, Boards, Committees City Code Amendment, and established a consistent set of bylaws for all commissions, boards and committees. Drafts were presented to the City Council on December 6, 2016 for consideration, however the matter was tabled at the request of Council to reconsider the appointment by district boundaries for both the Planning Commission and Police Community Advisory Committee. Pending final Council approval.

- Review City Council's format and processes.

The subcommittee reviewed the Council's format and processes and their work continues to be formalized.

- Review, Update, and Support Human Resource Excellence

- Work with Directors to update and develop fair and consistent policies/regulations that are applied uniformly throughout the City.
- Provide training opportunities for employees to be successful in their positions.
- Work with all Departments to obtain full compliance with completion of Performance Reviews and ensure that these continue to be administered as outlined in the Personnel Manual and are consistent with critical tasks of the classification.
- Work with Departments to ensure that negative behavior is addressed immediately in order to correct behavior as quickly as possible. Ensure that Departments follow a progressive disciplinary process as warranted and that employees are afforded their due process rights.

- Inventory and Determine Cost Effectiveness of Outside Consultants

(Department Lead: Finance)

Objectives FY 2016-2017: The Finance Department will coordinate the following objectives beginning in February 2017 and complete them by April 2017 as part of developing next year's budget and present to City Council at the first budget study session the beginning of May 2017.

- Create comprehensive inventory list of all outside consultants including historic and projected cost.
- Establish criteria for measuring benefits received by the City.
- Establish criteria for measuring cost effectiveness of outside consultants.
- Evaluate alternative approaches and feasibility to performing the same work in-house.

- Enhance Community Input and Participation

(Department: Library & Community Services / Administration)

Objectives FY 2016-2017:

- Collaborate with neighborhood-level representatives to engage and inform neighborhood residents through an educational program about City services and programs, and for programs and initiatives that influence neighborhood revitalization.

In progress. The new Neighborhood Services Coordinator continues to identify opportunities to communicate with citizens through social media channels such as NextDoor and Facebook. In addition, the Coordinator has collaborated with Salinas Neighbors United to plan quarterly trainings on public safety and code enforcement initiatives, as well as assisting neighborhood groups who wish to start neighborhood watch programs. Coordinator is collecting information on existing neighborhood organizations in order to map progress and identify opportunities for future growth and development.

- Continue citizen engagement to influence decisions about use of grant funds for neighborhood revitalization.

In progress. The Neighborhood Beautification Grant program has been revised and grant applications were solicited in September and October 2016. Applications are under review and expected to be awarded in January 2017.

- Implement the updated 2016 Citizen Participation Plan for the CDBG Programs.
Implemented.

Secondary Strategies: (Objectives to be defined prior to FY 2017-2018)

- Strengthen efforts to recruit and hire individuals that are bi-lingual and speak the language reflective of the people in the community.
- Utilize a City Newsletter and/or other media to increase accessibility and communication with the public
- Improve volunteer relations and support.
- Enhance staff and Council leadership/skills development.

IV. Well Planned City and Excellent Infrastructure

Vision: Salinas enjoys safe roads, streets, a job/housing balance, and infrastructure systems that are well planned and maintained. Investments are made to protect and maintain the infrastructure in an efficient, cost effective manner. The community participates to identify needs and set priorities.

Goal Statement: The City of Salinas safely and efficiently manages the infrastructure with which we have been entrusted.

Key Strategies FY 2016-2017:

- Increase the Rate of Planned Infrastructure Improvements (sidewalks)
(Department Lead: Public Works)

Objectives FY 2016-2017:

- Complete five neighborhood sidewalk repair programs with a total value of \$1 million.

Two projects completed, two more in construction, and two more identified. \$1.2 million expended or encumbered, and \$600,000 needed.

- Complete road repairs with a total value of \$1 M.

Alisal Street improvements completed by staff

- Complete job order contracting process for Schedule A. projects (building and construction improvements).

Schedule A completed, tree service completed, Schedule B completed. First projects underway.

- Design and Seek Funding for the Laurel Extension Sidewalk

(Department Lead: Public Works)

Objectives FY 2016-2017:

- Complete design for Laurel Extension sidewalk to determine cost and complete at least one (1) grant request for funding.

Conceptual design completed and grant submitted in June of 2016. Funding for the project grant was declined, however staff is reprogramming funds to design and construct improvements from Sanborn to Saint Edwards. This includes traffic signal at Saint Edwards to be constructed in July/August 2017. Other grants will be submitted.

- Improve Fire Department Facilities and Equipment

(Department Lead: Fire)

Objectives FY 2016-2017:

- Refurbish Fire Station No.3.

Fire Station No. 5 rehabilitation will be completed by November 15, 2016. Initial plans for fiscal analysis for Fire Station 3 to Council by March 1, 2017.

- Begin planning and construction bid process for improving Fire Station 1 and 2.

Moved to Fiscal Year 2017/2018 due to funding and project management concerns.

- Purchase one (1) new Fire Engine.

Bid acceptance to Council in January 2017.

- Design/Build Police Department Building

Objectives FY 2016-2017:

- Design and begin to build a state-of-the-art Police Department at 312 E. Alisal Street, including community meeting space and green space, in order to enhance positive police-community interactions.

Property acquisition expanded with funding provided by State grant, acquisition of property underway. Under contract with consultant to manage funding and construction of facility. Request for Proposal to acquire development services under review.

The Request for Proposal to identify a developer was released in December 2016 with an estimated selection date in April 2017. The SPD and DPW are working closely to identify the requirements of the new building based on identified needs, community input and budget.

- Update Housing Element

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Update and adopt a new Inclusionary Housing (or Housing Fee) Ordinance to support affordable housing.

Presented a preliminary draft to City Council on November 1st. The draft ordinance was finalized with the Technical Advisory Committee (TAC) and will be presented to the Planning Commission in January 2017. The ordinance will be presented to City Council for consideration by February 2017.

- Collaborate with various partners to establish a Housing Trust Fund for the Region.

Trust Fund has been established, but coordinating with Monterey Bay Economic Partnership (MBEP) to secure additional support to increase available funds.

- Initiate and complete a comprehensive Farmworker Housing Study. (June 2017)

Established oversight committee to develop scope and execute contract with California Institute for Rural Studies on November 15th. The study will be completed by December 2017.

- Complete a targeted Housing Market Study for the downtown. (Date changed from September 2016 to February 2017)

Completed a draft target market housing study (October 2016) and initiated parking management plan so the strategies align. Final study should be completed by February 2017.

- Continue to implement a housing rehabilitation program with funding through Community Development Block Grant (CDBG).

Progress continues on housing rehabilitation program. Staff will recommend the allocation of \$250,000 in next year's action plan.

- Identify additional grant opportunities and incentives (i.e. expedited permitting) to expand housing production at a variety of income levels and for special needs populations (seniors, homeless, and disabled).

Initiated research on incentives to encourage housing production and looking for grant opportunities. Staff is aligning the Chinatown and Alisal Plans with the HUD Choice Program to potentially apply for implementation funding in the near future.

- Identify regulatory barriers to housing production and begin a community dialog about possible solutions.

Target market housing studies will determine regulatory barriers and help initiate community dialogue about solutions.

- Engage Deep Water Desalination

(Department Leads: Public Works / Administration)

Objectives FY 2016-2017:

- Determine viability of becoming a City-Owned Utility.

- Begin installation of Dark Fiber

(Department Lead: Public Works)

Objectives FY 2016-2017:

- Complete proposal process and select service provider for installation of Dark Fiber.

Citywide licensing agreement underway and negotiations with vendor progressing.

- Contract with service provider to begin installation of citywide Dark Fiber Network.

- Update the General Plan

(Department Lead: Community Development)

Objectives FY 2016-2017:

- Coordinate with existing EIR processes to ensure that data can be utilized for the General Plan Update process.

Currently underway. Efforts are being made to make sure that multiple EIRs processes are coordinated.

- Revise the Subdivision Ordinance. (September 2016)

Ordinance was presented to City Council on December 6th and approved for adoption.

- Coordinate with DPW on traffic model and new Traffic Fee Ordinance to ensure alignment with the General Plan Update process.

Traffic model was completed September 2016. Initiated dialogue with DPW on traffic fee ordinance and multiple EIR processes underway to ensure alignment with a future General Plan Update.

- Coordinate with DPW on initiation of Climate Action Plan.

Climate action plan will be initiated with the General Plan Update process.

- Initiate preliminary community dialog on city priorities related to the General Plan. (October 2016)

City initiated contract with MIG in November 2016 to design a project identity for all of the planning processes underway and to develop a visioning process for the General Plan Update. This visioning process will help the City define priorities.

- Commence the General Plan Update. (January 2017)

The City already initiated the visioning process for the General Plan Update Process, but additional funds will have to be allocated to actually select the planning and EIR firms to initiate the update.

Secondary Strategies: (Objectives to be defined prior to FY 2017-2018)

- Review joint use agreements for sharing public facilities.

V. Quality of Life

Vision: The City is a healthy, vibrant, sustainable, green community with robust opportunities for recreation, sports, leisure, health, and education. We foster a healthy and dynamic arts community that encompasses every aspect of performing, written, spoken and creative arts. There is a focus on prevention and intervention in our programming. Youth, individuals, families, parents, and seniors are flourishing. Parks, community centers, libraries, sports facilities, and schools are clean, safe, public places that are well utilized. People are integrating physical activities into their daily routines such as walking, biking, running, and hiking. There are special events that highlight the multi-cultural heritage and many assets of the community. An array of health and social service programs are available to

meet the needs of residents, including homeless individuals and families. Our policies, practices, attitudes and cultural messages support racial equity. There is abundant community pride.

Goal Statement: The City of Salinas is a place where people want to live, where diversity is valued and all citizens enjoy a high quality of life.

Key Strategies FY 2016-2017:

- Explore Carr Lake Opportunities

(Department Lead: Public Works / Administration)

Partnership with Big Sur Land Trust providing support for the acquisition of 72 acres should close in January 2017.

Objectives FY 2016-2017:

- Join with Big Sur Land Trust to engage community about potential design and uses of Carr Lake.

Department Heads from Community Development, Library and Community Services, and DPW are members of “Core Team” to engage Community in dialogue.

- Support conversation with additional property owners.

City Manager, City Attorney and DPW have engaged additional property owners.

- Include Carr Lake in Storm water development plans.

- Apply for grant to plan detailed use of Carr Lake.

Grant application for some uses in Carr Lake submitted July 2016.

- Undertake a visioning process which actively engages the Carr Lake landowners, community, and other stakeholders including federal, state, and regional agencies.

Process for completing this step under development.

- Expand El Gabilan Library

(Department Leads: Library & Community Services)

Objectives FY 2016-2017:

- Issue RFQ for Architectural/Engineering (A/E) Services. (April 2016)

Completed May 2016

- Review RFQ responses and award contract for A/E Services. (June 2016)

Completed August 2016. Contract awarded to Anderson Brule Architects.

- Conduct community visioning process for library expansion resulting in conceptual design completion. (July 2016 – December 2016)

In progress. First focus groups held in November 2016 and first public forum was held on December 3, 2016. A community survey was made available in December and will be open through mid-January to receive additional public comment. Results from the initial Needs Assessment phase of the project will be reported to the Library and Community Services Commission in February and the consultants will then move on to the Program Development phase with additional public meetings and community discussions.

- Complete schematic design & design development phases for the new library building. (Date changed from December 2016– June 2017 to June 2017- September 2017))
- Finalize construction documents, review costs and issue requests for bid (dependent on construction process chosen. (Date changed from June - July 2017 to October 2017 to June 2018)
- Break ground on new library building. (Date changed from August 2017 to Summer 2018)

- Conduct a Needs Assessment and Develop an Open Space Master Plan

(Department Leads: Library & Community Services)

Objectives FY 2016-2017:

- Issue RFQ for master planning services for parks, open spaces and recreational/library facilities. (May 2016)

Completed June 2016.

- Review RFQ responses and award contract for master planning services. (July 2016)

Completed September 2016.

- Convene a committee of stakeholders for the master planning process and begin the community visioning process for parks/open spaces and recreational/library facilities. (Date changed from August 2016 – December 2016 to January/February 2017 – May 2017)

In progress. Community engagement process will begin in January/February 2017 and expected to continue through May 2017.

- Review existing assessment data for parks/open spaces and for facilities and begin the assessment of current parks and facilities as indicated by review of

existing data. (Date changed from August 2016 – December 2016 to November 2016 – February 2017)

In progress. The review process began in November 2016 and is expected to continue through February 2017.

- Master plan committee reviews visioning responses and assessment data and completes first draft of the plan for public review. (June 2017 – Sept. 2017)
- Master planning committee convenes public input for master plan draft and revises as needed to produce final draft. (Sept 2017 – Oct. 2017)
- Final plan presented to City Council. (November 2017)

- Upgrade Community and Recreational Centers

(Department Leads: Public Works / Library & Community Services)

Objectives FY 2016-2017:

- Complete the first phases of redevelopment and conversion of the old municipal at Sherwood to a multi-purpose recreational center.

In progress with 70% completed. Phase I, which includes filling in the pool, painting and plumbing upgrades, installing a new floor and basketball/volleyball equipment is projected to be complete by May 2017. A community visioning process will begin in January 2017 which will prioritize additional improvements and programming needs and funding available.

- Complete orientation and training for staff added in FY 2015-16. (May – June 2016)

Completed.

- Review existing programming conducted in recreation centers and identify opportunities for expansion. (Date changed from July – August 2016 to on hold)

On hold. This review will be completed during the master planning process.

- Review current programming for senior citizens and survey area seniors (to include representatives from Salinas Senior Center, Active Seniors Inc., Firehouse Senior Center) to identify needs for additional programming. (August – October 2016).

Initial phase completed and program expansion has begun at the Firehouse Recreation Center. Additional information will be forthcoming through the master plan process.

- Present proposals for expansion and revision of recreation and community center programming to Library and Community Services (LCS) Commission. (Date changed from November/December 2016 to on hold)

On hold. This review will be completed during the master planning process.

- Work with master planning committee to synchronize long-term programming needs with future facility expansion and revisions. (January 2017 – May 2017)
- Utilize assessment data resulting from the master planning process to project short-term upgrade projects for community and recreational centers. (May 2017 – August 2017)
- Increase programming for seniors.

- Continue Collaboration with the County and Social Service Providers to Address the Needs of the Homeless

(Department Leads: Public Works / Administration / Community Development)

Objectives FY 2016-2017:

- Develop collaborative work team approach to addressing homelessness citywide and Chinatown.

Strong participation from several departments to implement three phase process to evaluate and implement a more coordinated approach to addressing homeless issues. Public health and safety, alignment of services and ultimately housing. Also working with multiple partners in all of these areas.

Through the Chinatown Revitalization Plan process, Community Development has identified an expert with success in helping reduce homelessness to help us better coordinate services to achieve real results.

- Cooperate with partners to maximize the potential for all forms of supportive housing.

Continue to work with Mid-Pen on 21 Soledad and Interim Housing on other possible forms of supportive housing.

- Partner with Public Health to increase the availability of case management.

Continue to work with our partners including Public Health to increase case management services.

- Administer the City's Emergency Solution Grant (ESG) funding with a focus on rapid-re-housing.

Successfully completed our ESG plan and are currently monitoring sub-grantees to ensure program goals are being met.

- Administer new Emergency Solution Grant for San Benito and Monterey Counties to better address homelessness at a regional level.

Applied for and received state non-entitlement city ESG grant for San Benito and Monterey Counties and have selected local recipients. As with the City's ESG funds, will continue to monitor sub-grantees to ensure program goals are being met.

- Work with the homeless service providers and the County to develop a plan to better utilize housing voucher programs to assist the homeless.

Work with stakeholders to encourage better collaboration on use of housing vouchers. Continue to advocate for more permanent supportive housing.

Secondary Strategies: (Objectives to be defined prior to FY 2017-2018)

- Review Library hours to address high need.
- Continue working with all parties in the progress of soccer fields at Constitution Park.
- Promote public art and visual and performing arts, such as theater, music, etc.
- Expand urban green, recycling, and resource renewal and sustainability.
- Meet more needs of immigrant populations.