

SALINAS CITY COUNCIL STRATEGIC PLAN

Strategies and Objectives 2016-2019

Update October 2019

This Plan includes Goals and Key Strategies through FY 2019.

Two Key Strategies extend beyond 2019

I. Economic Diversity and Opportunities

Key Strategies FY 2016-2019:

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

Objectives FY 2017-2019:

1. 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.

In progress. May 2020

2. 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.

In progress.

Develop and implement the Alisal Vibrancy Plan (AVP)

Objectives FY 2017-2019/2020:

1. 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 2018-19.

In progress. May 2020

Begin installation of Dark Fiber/Support the Development of the City's Broadband Infrastructure (Previously under Goal IV)

Objectives FY 2016-2019:

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

In progress. June 2020

Revise and Implement the Alisal Marketplace Plan

Objectives 2017-2019:

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

In progress. Plan Adoption November 2019

2. 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.

Completed/Continuous

Revitalize Chinatown

Objectives FY 2016-2019:

1. Complete a target market analysis for housing in Chinatown.

In progress. November 2019

2. 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.

Completed

3. Initiate an update of the Chinatown Rebound Plan.

Completed October 2017; Chinatown Revitalization Plan Adoption December 2019

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

Continuous

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

In progress. Part of the Revitalization Plan.

Entitle and Develop the Future Growth Area

Objectives FY 2017-2019:

1. 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).

In progress. West Area Specific Plan – November 2019; Central Area Specific Plan – May 2020

2. 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.

In progress.

3. Coordinate with developer to clarify future development fees.

In progress. October 2019

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

In progress. January 2020

Enhance Permit Center Operations

Objectives FY 2017-2019:

1. Establish a Building Board of Appeals.

In progress. March 2020

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

Completed TRAKiT Upgrade September 2019; ongoing technology upgrades

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

1. Expand tourism.

In progress.

2. Implement the Downtown Vibrancy Plan.

Completed actions; ongoing implementation.

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

In progress.

II. Safe, Livable Community

Key Strategies FY 2016-2019:

Recruit, Hire and Retain Public Safety Officers Reflective of the Community Served

Objectives FY 2016-2019:

Administration

1. Work with all departments to update job descriptions that identify the duties and responsibilities of the positions that are being recruited.

Completed/Continuous

Update Technology in Public Safety

Objectives FY 2016-2019:

Fire Department

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

In progress.

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

In progress.

Police Department

1. Purchase, install and operationalize a new, state of the art Records Management System estimated to go live in May of 2018.

In progress.

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

In progress.

Improve Code Enforcement in the City

Objectives FY 2016-2019:

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

In progress. December 2019

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

In progress. November 2019

III. Effective, Sustainable Government

Key Strategies FY 2016-2019:

Review, Update, and Support Human Resource Excellence

1. Work with Directors to update and develop fair and consistent policies/regulations that are applied uniformly throughout the City.

Continuous

2. Provide training opportunities for employees to be successful in their positions.

Continuous

3. 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.

Continuous.

Inventory and Determine Cost Effectiveness of Outside Consultants

Objectives FY 2016-2019

1. 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.

Completed/Continuous.

Enhance Community Input and Participation

Objectives FY 2016-2019:

1. Enhance staff and Council leadership/skills development.

Completed/Continuous.

Salinas Plan Implementation

Objectives FY 2019

1. Review the Salinas Plan recommendations through the Finance Committee and report to the Council on a regular basis.

In progress. Update presented August 13, 2019; implementation ongoing.

IV. Well Planned City and Excellent Infrastructure

Key Strategies FY 2016-2019:

Design and Seek Funding for the Laurel Extension Sidewalk

Objectives FY 2016-2019:

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

In progress.

Improve Fire Department Facilities and Equipment

Objectives FY 2016-2019:

1. Refurbish Fire Station No.3.

In progress.

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

In progress.

Oversee Construction of Police Station

In progress. January 2020

Update & Implement Housing Element

Objectives FY 2016-2019:

1. 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). Apply for new state funding to implement the City's Housing Element.

Continuous.

Engage Deep Water Desalination

Objectives FY 2016-2019:

1. Determine viability of becoming a City-Owned Utility.

In progress.

Update the General Plan

Objectives FY 2016-2021:

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

In progress. TFO part of General Plan Update; anticipated completion June 2022.

2. Coordinate with DPW on initiation of Climate Action Plan.

In progress.

3. Commence the General Plan Update.

In progress. January 2020

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

1. Review joint use agreements for sharing public facilities.

To be reviewed with Parks, Recreation, Library Master Plan implementation.

V. Quality of Life

Key Strategies FY 2016-2019:

Explore Carr Lake Opportunities

Objectives FY 2016-2019:

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

Ongoing

2. Support conversation with additional property owners.

In progress.

3. Include Carr Lake in Storm water development plans.

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

In progress.

Oversee Construction/Expansion of El Gabilan Library

In progress. January 2020

Conduct a Needs Assessment and Develop an Open Space Master Plan

Objectives FY 2016-2019:

1. Master planning committee convenes public input for master plan draft and revises as needed to produce final draft. (February 2019)

Completed July 2, 2019

2. Final plan presented to City Council. (November 2018)

Completed July 2, 2019

Upgrade Community and Recreational Centers

Objectives FY 2016-2019:

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

In progress. Projected completion in September 2019.

2. Work with master planning committee to synchronize long-term programming needs with future facility expansion and revisions.

Completed

3. Utilize assessment data resulting from the master planning process to project short-term upgrade projects for community and recreational centers.

Completed.

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

Objectives FY 2017-2019:

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

Continuous.

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

Continuous.

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

In progress.

4. Partner with Monterey County to develop Homeless Shelter to be located at 855 E. Laurel Drive.

Select contractor for construction October 2019; complete construction June 2021

Secondary Strategies: (Objectives to be defined prior to FY 2017-2019)

1. Continue working with all parties in the progress of soccer fields at Constitution Park.

In progress. Phase 1 anticipated completion September 2019.

2. Expand urban green, recycling, and resource renewal and sustainability.

In progress.

3. Meet more needs of immigrant populations.

Continuous