

**REPORT TO THE  
CITY COUNCIL**  
***City of Salinas, California***

**DATE:** June 14, 2016

**FROM:** Ray E. Corpuz, City Manager

**BY:** Marie A. Glavin, Managing Director, Renaissance Resources West  
Jim Pia, Assistant City Manager

**SUBJECT: CITY COUNCIL STRATEGIC PLAN 2016-2019**

**RECOMMENDATION:**

It is recommended that the City Council approve the Strategic Plan for 2016-2019, with objectives identified for Fiscal Year 2016-2017.

**DISCUSSION:**

The City Council held a strategic planning meeting facilitated by Marie Glavin of Renaissance Resources West, on January 23, 2016, followed by a second meeting on March 1, 2016. During that time, the Council provided direction in the development of the following five overarching Goal Areas, identified key strategies to begin work on during this coming Fiscal Year 2016-2017, and secondary priorities to be addressed in the course of the 2016-2019 Strategic Plan. In the attached document, key strategies include objectives for Fiscal Year 2016-2017. Objectives for secondary priorities will be developed prior to Fiscal Year 2017-2018. The following includes the overarching Goal Areas, the key strategies, and secondary strategies identified by the City Council.

**1. Economic Diversity and Prosperity**

*Key Strategies 2016-2017*

- Complete The Economic Development Element and Coordinate with Major Economic Development Initiatives
- Develop and Implement the Alisal Vibrancy Plan
- Develop AgTech Ecosystem
- Revise and Implement the Alisal Marketplace
- Revitalize Chinatown
- Entitle and Develop Future Growth Area
- Enhance Permit Center Operations

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

- Expand Tourism

- Implement the Downtown Vibrancy Plan
- Support a Safe, Secure, Well Managed, Sustainable Water Supply

## **2. Safe, Livable Community**

### *Key Strategies 2016-2017*

- Recruit, Hire and Retain Public Safety Officers Reflective of the Community Served
- Reestablish State and Federal Partnerships to Fight Crime in the City of Salinas
- Update Technology in Public Safety
- Prepare and Present to the Public a Community Policing Plan that Includes Support and Involvement of Neighborhoods
- Improve Code Enforcement in the City

### *Secondary Strategies (Additional objectives to be defined prior to FY 2017-2018)*

- Assess the Cost Effectiveness of Contracting for Ambulance Transport

## **3. Effective, Sustainable Government**

### *Key Strategies 2016-2017*

- Review the Format, Structure, Purpose and Processes of Existing Boards, Commissions, and City Council
- Inventory and Determine Cost Effectiveness of Outside Consultants
- Enhance Community Input and Participation

### *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

## **4. Well-planned City and excellent infrastructure**

### *Key Strategies 2016-2017*

- Increase the Rate of Planned Infrastructure Improvements (Sidewalks)
- Design and Seek Funding for the Laurel Extension Sidewalk
- Improve Fire Department Facilities and Equipment
- Design/Build Police Department
- Update Housing Element
- Engage Deep Water Desalination
- Begin Installation of Dark Fiber
- Update the General Plan

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

- Review Joint Use Agreements for Sharing Public Facilities

## 5. Quality of Life

### *Key Strategies 2016-2017*

- Explore Carr Lake Opportunities
- Expand El Gabilan Library
- Conduct Needs Assessment and Develop an Open Space Master Plan
- Upgrade Community and Recreational Centers
- Continue Collaboration with the County and Social Service Providers to Address the Needs of the Homeless

### *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, Visual and Performing Arts such as Theater, Music, etc.
- Expand Urban Green, Recycling, and Resource Renewal and Sustainability
- Meet More Needs of Immigrant Populations

After listening to general Council direction, as well as the concerns brought by the public, staff from all departments then took the Goals, and along with Council-identified priorities, worked on the attached plan to identify initial objectives of priority strategies that would be worked on during Fiscal Year 2016-2017.

The work on the Strategic Plan 2016-2019 continues in all City Departments, with particular emphasis on the Fiscal Year 2016-2017 objectives. It is important to note that although incremental progress on all objectives is anticipated, (and some with substantive progress) the emphasis is on forward progress on all the priorities, with specific emphasis on the objectives for the Fiscal Year 2016-2017 timeframe.

### **ISSUE:**

Shall the City Council approve the attached Strategic Plan for 2016-2019, with objectives identified for Fiscal Year 2016-2017?

### **FISCAL IMPACT:**

Financing for ongoing work on the Strategic Plan are included within each Department's operation and capital improvement budgets. When individual projects bring an unforeseen, non-budgeted cost or a specific large cost into the picture, an action item will be brought to Council for review and authorization.

### **TIME CONSIDERATIONS:**

Staff will continue work on the identified Goals and objectives. It is anticipated that the Council will periodically review the progress of the Strategic Plan.

### **CONCLUSION AND RECOMMENDATION:**

It is recommended that the City Council approve the attached Strategic Plan for 2016-2019, with specific objectives identified for Fiscal Year 2016-2017.

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***Back Up Pages:***

City Council Strategic Plan, 2016-2019