



Salinas City Council Strategic Planning Retreat

January 25, 2020

9:01 A.M. to 11:59 P.M.

Salinas Community Center

940 N. Main Street, Salinas, California

Agenda

9:01 Welcome by Mayor Joe Gunter

9:03 Introduction of Brigid McGrath Massie, Facilitator

- Retreat "Rules"
- Research Insights

9:15 What do we Have – What do we Want?

- Accomplishment Inventory (Home runs)
- Collaborative Vision statement creation
- Quiz: Constituent's realities and planning constraints

10:01 Break

10:11 Identification of high impact Goals for 2020 to 2023

- Goal refinement
- Action planning

11:10 Council "Constitution"

11:45 Summary

11:50 Public Comments

11:59 Adjournment by Mayor Joe Gunter

Quiz of Significant Achievements

Based on Goals 2016-2019



1. Over a 5-year period, the homicide rate in Salinas has declined 75%. T__ F__
2. The See Our Youth (SOY) Summit was attended by 25 teenagers. T__ F__
3. The Community Development Department completed the Chinatown Revitalization Plan after working on it for 3 years and involving dozens of stakeholders. T__ F__
4. The Public Works Department has applied slurry seal only on Constitution Boulevard, John Street, Laurel Street and Natividad Road. T__ F__
5. The Alisal Vibrancy Plan involved over 2,000 community members. The community's involvement generated very few strategies to address identified issues. T__ F__
6. The City's Legal Department was the first local local jurisdiction to obtain a gun violence restraining order in Monterey County. T__ F__
7. The El Gabilan Library was not delivered to staff on schedule and will not have a Grand Opening early in 2020. T__ F__
8. The City's current debt service in fiscal year 2019 is \$6.9 million or 5% of total general governmental funds. T__ F__

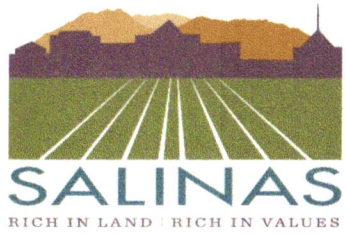
Brigid McGrath Massie, M.B.A.

Realities that Influence Council Member's Options

- 77% of the residents of Salinas identify as Hispanic and Latino.
- The median age in Salinas is 30 years old; 58% are under the age of 34 and 31% are under the age of 18.
- In 2016, the poverty rate was 18.9% compared to 15.8% for California overall. The rate has increased markedly since 2000.
- The rate of child poverty is 27.8% as of 2016.
- Median household income (\$52,300) is 86% of the County median of \$63,783.
- Compared to nearby cities, Salinas has the lowest median household and per capita incomes.
- 30% of adult residents over 25 years of age ended their formal schooling in elementary or middle school. Between 40 to 50% do not have a High School diploma.
- Salinas has one of the highest housing cost burdens among cities its size nationally – nearly half of all households pay 30% or more for housing.
- 48% of Salinas households pay more than 30% of their income on housing.
- Salinas has seen the largest increase in homeless persons, increasing 57% since 2015 and 155% since 2013.
- The Fire Department's budget is nearly double the budget of the Public Works Department.
- The City's current debt service in fiscal year 2019 totals \$6.9 million or 5% of total general governmental funds.

Sample Vision Statements:

- XXX is at the heart of a regional population and economic center that offers meaningful jobs at livable wages; where a diverse housing stock serves all income levels; with a growth rate that balances jobs and housing; offering high quality arts, entertainment and recreational opportunities of interest and benefit to all residents; with concentrations of higher density, missed-use development surrounded by residential neighborhoods and open space.
- XXX City is a safe, clean, affordable City. We are family-friendly community with character, solid values and a caring spirit. We strive to provide the right balance of urban and rural areas by offering a well-planned and growing community that focuses on business, educational, cultural, entertainment and recreational opportunities. We are a friendly City that encourages individuality and excellence.
- By 2023, the City of XXX will be a prosperous and fiscally sound, family-oriented community with a full range of housing, business, cultural and recreational opportunities in a safe and attractive environment.
- XXX is committed to being a model city for its quality of life driven by responsiveness of local government, historical and cultural preservation, mobility opportunities emphasizing pedestrians over vehicles, economic sustainability, a strong sense of place and good stewardship of the national environment.
- XXX will be a community that respects people. It would hold neighborhoods as the building blocks of the City. XXX will be a safe and supportive place for people of all ages and all income levels. It will be an attractive place to live with the historic downtown forming the “heart” of the city. It will be a city of social and economic opportunity that has a diverse economy and a wide range of social, recreational, cultural and artistic amenities and services.



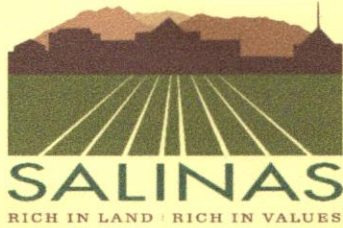
Vision 2020 and Beyond

A Vision statement is an intentional description of what Salinas will look and feel like when our goals are achieved. It is built on our current accomplishments and addresses our known challenges.

The Vision statement addresses all five main areas of sustainability: social well-being, good governance, vibrant local economy, efficient services and infrastructure and healthy national environment.

Draft Vision Statement:

Criteria for acceptance:	Yes	No	Suggested change
Address 5 areas of sustainability			
Clear, no jargon			
Targeted to residents and potential residents			
Big enough to inspire over time and setbacks			



Salinas City Council Constitution

The Council's constitution defines how the Council will work together. It lays out the operating principles, policies and ground rules that everyone on the Council learns, understands, and is willing to comply with. It also spells out how the Council will deal with conflict and other predictable problems.

The Council Constitution addresses the following areas of performance and behavior:

Meeting Behaviors: What rules can we establish to ensure that Council meetings are disciplined and uphold respect for individuals?

Discussion Guidelines: What rules can we adopt to keep our discussions to the point and productive?

Complaining: What rules can we establish to discourage Council members from using the meeting as an outlet to complain?

Participation: What rules can we establish that will encourage equal participation by all Council members?

Celebration: What are benchmarks that we can establish to encourage and reward Council members in accomplishing the Council's goals?



Summary of the Salinas City Council Strategic Planning Retreat

January 25, 2020, Salinas Community Center

In Attendance:

Mayor Joe Gunter; Councilmembers Scott Davis, District 1, Tony Barrera, District 2, Steve McShane, District 3 (Departed at 9:25 a.m.) Gloria De La Rosa, District 4, Christie Cromeenes, District 5 and John “Tony” Villegas, District 6

Ray E. Corpuz, Jr. City Manager, Christopher A. Callihan, City Attorney, Jim Pia, Assistant City Manager, and Patricia M. Barajas, City Clerk. The session was facilitated by Brigid McGrath Massie, M.B.A.

Mayor Joe Gunter opened the session at 9:00 A.M. The Mayor welcomed the Councilmembers, Staff and members of the public. It was noted that the public comment period would take place at the end of strategic planning session. Facilitator Brigid McGrath Massie reviewed rules that would ensure the session was productive and focused. She outlined insights gained from interviews of each of the Councilmembers and the Mayor previous to the session that formed the basis of the session’s content.

Exhibits:

- **Accomplishment Inventory Quiz is Exhibit A.**
- **Answers to the Quiz questions and sources of information are Exhibit A-1.**
- **Constituent’s Realities handout is Exhibit B.**
- **How To’s of Goals & Objectives is Exhibit C.**
- **Vision 2020 and 2020-2023 Goals are Exhibit D.**
- **The Council’s “Constitution” is Exhibit E.**

**Respectfully submitted,
Brigid McGrath Massie, M.B.A.**

Quiz of Significant Achievements

Based on Goals 2016-2019



1. Over a 5-year period, the homicide rate in Salinas has declined 75%. T_X__ F__
2. The See Our Youth (SOY) Summit was attended by 25 teenagers. T__ F_X__
3. The Community Development Department completed the Chinatown Revitalization Plan after working on it for 3 years and involving dozens of stakeholders. T_X__ F__
4. The Public Works Department has applied slurry seal only on Constitution Boulevard, John Street, Laurel Street and Natividad Road. T__ F_X__
5. The Alisal Vibrancy Plan involved over 2,000 community members. The community's involvement generated very few strategies to address identified issues. T__ F_X__
6. The City's Legal Department was the first local jurisdiction to obtain a gun violence restraining order in Monterey County. T_X_ F__
7. The El Gabilan Library was not delivered to staff on schedule and will not have a Grand Opening early in 2020. T__ F_X_
8. The City's current debt service in fiscal year 2019 is \$6.9 million or 5% of total general governmental funds. T_X__ F__



Answers & Sources to the Accomplishment Inventory Quiz

- 1. Over a 5-year period, the homicide rate in Salinas has declined 75%.**

True, according to statistics provided by the Salinas Police Department, the homicide rate has decreased 75%.

- 2. The See Our Youth (SOY) Summit was attended by 25 teenagers.**

False. The Summit was attended by over 100 teenagers. Local non-profits and community groups including the Boys & Girls Club, Local 270, Ciclovía Salinas, Dream Academy, Sun Street Centers, Youth Leadership Academy, Youth and Government Institute, Teen Scene and many other leadership groups made the event a huge success. Source: Recreation & Community Services Department report.

- 3. The Community Development Department completed the Chinatown Revitalization Plan after working on it for 3 years and involving dozens of stakeholders.**

True. The plan was completed in December, 2019 according to the Community Department Director's report.

- 4. The Public Works Department has applied slurry seal only on Constitution Boulevard, John Street, Laurel Street and Natividad Road.**

False. The Public Works Department reports conducting a \$2.5 million dollar slurry seal program in each City Council District.

- 5. The Alisal Vibrancy Plan involved over 2,000 community members. The community's involvement generated very few strategies to address identified issues.**

False. The Community Department Director reports that over 150 strategies were generated by stakeholders in the development of the Alisal Vibrancy Plan.

- 6. The City's Legal Department was the first local jurisdiction to obtain a gun violence restraining order in Monterey County.**

True. The City Attorney's office reported this successful effort to curb gun violence.

- 7. The El Gabilan Library was not delivered to staff on schedule and will not have a Grand Opening early in 2020.**

False. The Library Director reports major construction has been completed and the building has been delivered to staff on schedule. The Grand Opening will occur on schedule.

- 8. The City's current debt service in fiscal year 2019 is \$6.9 million or 5% of total general governmental funds.**

True. According to The Salinas Plan and the City Finance Director, this is an accurate reflection of the City's debt service obligations.

**Realities that Influence
Council Member's Options**

- **77% of the residents of Salinas identify as Hispanic and Latino.**
- **The median age in Salinas is 30 years old; 58% are under the age of 34 and 31% are under the age of 18.**
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- **Salinas has seen the largest increase in homeless persons, increasing 57% since 2015 and 155% since 2013.**
- **The Fire Department's budget is nearly double the budget of the Public Works Department.**
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Vision 2020

Exhibit D

Salinas is a community that is recognized for its leadership by living its values. Salinas is family-friendly, fiscally sound, respectful of all residents and committed to a quality of life that affords all residents housing, jobs and safety.

2020 – 2023 Goals

Investment Strategies/ Risk Management	The goal is to close the City's structural deficit and ensure adequate investment in Salinas's future by addressing the City's housing challenges and investing in existing facilities and infrastructure.
New Revenue	The goal is to dedicate savings to capital investment and to establish a housing trust fund as a vehicle to capture future Federal and State funding opportunities.
Operational Efficiencies	The goal is to improve the City's operational efficiency, reduce expenditures, and make necessary investments in order to have long-term savings.
Public Safety	The goal is to maintain existing community policing policies and to provide emergency medical services in a cost effective and responsive manner.



Salinas City Council Constitution

January 25, 2020

Exhibit E

The Council's constitution defines how the Council will work together. It lays out the operating principles, policies and ground rules that everyone on the Council learns, understands, and is willing to comply with. It also spells out how the Council will deal with conflict and other predictable problems.

The following Council Constitution elements were discussed and agreed to as follows:

Meeting Behaviors: *What rules can we establish to ensure that Council meetings are disciplined and uphold respect for individuals?*

- Respect opinions and input of all
- No texting in meetings
- Focus on agenda items as required by the Brown act
- Be attentive, no side bar conversations
- Be aware of body language; respectful
- Limit Councilmember's reports, appointments and future agenda items to reporting out on regional board and committees' substantive considerations.

Discussion Guidelines: *What rules can we adopt to keep our discussions to the point and productive?*

- Be prepared by reading Agenda materials in advance
- Attend City Manager's briefings
- Learn and follow Robert's Rules of Order
- Stick to the order of the items on the Agenda and limit "speeches"
- Consider re-ordering agenda items to make the best use of staff and the public's time (Example: Public Comment, Councilmember's reports, Consent, etc.)

Complaining: *What rules can we establish to discourage Council members from using the meeting as an outlet to complain?*

- Refrain from sniping at fellow Councilmembers
- Do not air personal grievances
- Be supportive and accountable to other Councilmembers
- Give City management an opportunity to address issues as they come up

Participation: *What rules can we establish that will encourage equal participation by all Council members?*

- Prioritize attendance at Council meetings and events
- Demonstrate empathy for challenges being faced by fellow Councilmembers
- Be accountable for honest representation of your District's concerns

Celebration: *What are benchmarks that we can establish to encourage and reward Council members in accomplishing the Council's goals?*

- Act as an Ambassador for the City
- Reconsider the City of Champions program by revisiting guidelines and criteria
- Consider creating a State of the City event in each Council district
- Consider having a Public Information Officer to highlight accomplishments and dispel misinformation.