

## **SALINAS CITY COUNCIL STRATEGIC PLAN**

### **Fiscal Years 2016-2019**

#### ***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

(Departments: Community Development / Administration)

Objectives FY 2016-2017:

- Release draft Environmental Impact Report (EIR) for public comment. (December 2016)
- Consider certification of General Plan Amendment EIR and adoption of Economic Development Element (EDE). (March 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.
- 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.
- 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.

- 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.
  - Utilize the Grow Salinas Fund to foster at least one (1) business expansion that results in job retention or creation each year.
- Develop and implement the Alisal Vibrancy Plan  
(Department: Community Development)

Objectives FY 2016-2017:

- Commence the Alisal Vibrancy Plan preparation. (August 2016)
  - Complete a target market analysis for housing in the Alisal Vibrancy Plan Area. (October 2016)
  - 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.
  - 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.
  - Collaborate with private sector, non-profits and business organizations to create at least one special event in the Alisal Vibrancy Plan Area.
- Develop AgTech Ecosystem  
(Department: 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.
- Work with providers of workforce development services, such as Hartnell College, 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.

- 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.
- Provide support for the Forbes AgTech Summit – explore the possibility of creating another nationally-recognized AgTech Summit in the Salinas area.
- Continue to maintain private sector support for development of the AgTech Ecosystem and Ag Transportation.

- Revise and Implement the Alisal Marketplace Plan

(Departments: Community Development / Administration)

Objectives FY 2016-2017:

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

- Revitalize Chinatown

(Departments: Public Works / Administration/Community Development)

Objectives FY 2016-2017:

- Complete a target market analysis for housing in Chinatown.
- Finalize the HUD revitalization designation in Chinatown to allow for flexibility of the use of federal funds.
- Initiate an update of the Chinatown Rebound Plan. (August 2016)
- Assist in the coordination of homeless services that focus on rapid rehousing in Chinatown.
- Clearly define development opportunities, acquire key development sites, and work with potential developers to secure necessary funding.
- Facilitate housing production in Chinatown by assisting in financing and permitting of Haciendas 3 and Mid-Pen's project at 21 Soledad.

- Identify and fund key public works improvements to facilitate further redevelopment.
- Entitle and Develop the Future Growth Area  
(Department: Community Development)

Objectives FY 2016-2017:

- Consider certification of EIR and Process Specific Plan entitlements for the North of Boronda Future Growth Area (FGA) (West Area Specific Plan). (June 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 (DA).
- Coordinate with developer to clarify future development fees.
- Work with the developer to secure land purchase for future Fire Station 7.
- Enhance Permit Center Operations  
(Department: Community Development)

Objectives FY 2016-2017:

- Track and monitor revenues and expenses to ensure that the Building Division is independently financially sustainable.
- Establish a Building Board of Appeals. (November 2016)
- Reduce the number of plan check revisions by 20%.
- Reduce the number of days to approve plans.
- Create a new action plan for the Permit Center to improve customer service across departments. (October 2016)
- Continue to review and clarify Building Division standardized procedures.
- Evaluate permitting track software and develop an action plan for technology upgrades at the Permit Center.
- Produce monthly reports outlining Permit Center activity and distribute to City Council and senior management.
- Develop a training calendar for Permit Center staff through the Training Team with a focus on customer service.

*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.

## ***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  
(Departments: (Police, Fire, Administration)

*Objectives FY 2016-2017:*

Fire Department

- Work with Human Resources (HR) to ensure firefighter and paramedic recruitment lists are established and available as new positions/vacancies occur.
- Coordinate the next two (2) years of personnel needs with HR and Finance to develop timelines for recruitment and training of new personnel.
- Work with HR to encourage local and bilingual applicants to apply for forecasted new and replacement firefighter positions for the Department.

Police Department

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

- 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.

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

(Department: Police)

*Objectives FY 2016-2017:*

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

- Update Technology in Public Safety

(Departments: Police / Fire)

*Objectives FY 2016-2017:*

Fire Department

- Implement the new Staffing/Emergency Call-back Program.
- Implement three (3) new Fire Station Alerting Systems.
- Work with County Communications on implementing a new Computer Aided Dispatch (CAD) System for Police and Fire.
- Work with the County Emergency Medical Services Agency (EMS) Agency to implement a state mandated EMS QI Data System.
- Secure Assistance to Firefighters Grant (AFG) funding for new emergency portable radios.
- Place Mobile Data Computers (MDC) in Fire Administration, Fire Prevention and in new Staff vehicles.

Police Department

- Purchase, install and operationalize a new, state of the art Records Management System.
- Purchase mobile, technologically advanced surveillance cameras to monitor and record policing hot spots.
- Investigate the cost and efficacy of installing ShotSpotter ballistic detection net in neighborhoods at highest risk for firearms violence.

- Investigate the cost and efficacy of other technologies such as static license plate readers to support crime analysis and criminal investigations.
- Prepare and Present to the Public a Community Policing Plan that Includes Support and Involvement of Neighborhoods

(Department: Police)

*Objectives FY 2016-2017:*

Police Department

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

- Improve Code Enforcement in the City

(Department: Community Development)

*Objectives FY 2016-2017:*

- Re-organize Permit Center operations consistent with the 2015 Action Plan generated through the Kaizen Training.
  - Improve collaboration with the Planning and Building Divisions to cooperatively address code violations.
  - Collaborate with at least two neighborhood groups per year to educate residents about city ordinances and proactively address code violations.
  - Reduce the time it takes to respond to code complaints by 20%.
  - Reduce the time it takes to obtain compliance from violators by 20%.
  - Complete a report on the feasibility of implementing a rental registration and inspection program in Salinas.
  - Work with the Legal Department to increase the number of distressed and dangerous properties in receivership.
  - Coordinate with the Police Department to create a comprehensive program response to vehicle violations within the public rights of way.
  - Coordinate with Engineering and Planning departments to restructure the vendor permitting and enforcement program.
  - Produce monthly reports outlining code enforcement activity and distribute to City Council and senior management.

*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 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.
- Implement the Affordable Care Act (ACA) “Triple Aim” policies.
- Initiate a cost analysis of emergency ambulance transport services for the community.

### **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: 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.



- Review City Council's format and processes.

- Inventory and Determine Cost Effectiveness of Outside Consultants

(Department: Finance)

Objectives FY 2016-2017:

- 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.
- Continue citizen engagement to influence decisions about use of grant funds for neighborhood revitalization.
- Implement the updated 2016 Citizen Participation Plan for the CDBG Programs.

*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: Public Works)

*Objectives FY 2016-2017:*

- Complete five neighborhood sidewalk repair programs with a total value of \$1 million.
  - Complete road repairs with a total value of \$1 million.
  - Complete job order contracting process for Schedule A projects (building and construction improvements).
- Design and Seek Funding for the Laurel Extension Sidewalk

(Department: 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.
- Improve Fire Department Facilities and Equipment

(Department: Fire)

*Objectives FY 2016-2017:*

- Refurbish Fire Station No.3.
  - Begin planning and construction bid process for improving Fire Station 1 and 2.
  - Purchase one (1) new Fire Engine.
- Design/Build Police Department Building

(Departments: Public Works / Police)

*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.

- Update Housing Element

(Department: Community Development)

*Objectives FY 2016-2017:*

- Update and adopt a new Inclusionary Housing (or Housing Fee) Ordinance to support affordable housing.
- Collaborate with various partners to establish a Housing Trust Fund for the Region.
- Initiate and complete a comprehensive Farmworker Housing Study. (June 2017)
- Complete a targeted Housing Market Study for the downtown. (September 2016)
- Continue to implement a housing rehabilitation program with funding through Community Development Block Grant (CDBG).
- 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).
- Identify regulatory barriers to housing production and begin a community dialog about possible solutions.

- Engage Deep Water Desalination

(Departments: Public Works / Administration)

*Objectives FY 2016-2017:*

- Determine viability of becoming a City-Owned Utility.

- Begin installation of Dark Fiber

(Department: Public Works)

*Objectives FY 2016-2017:*

- Complete proposal process and select service provider for installation of Dark Fiber.
  - Contract with service provider to begin installation of citywide Dark Fiber Network.
- Update the General Plan  
(Department: Community Development)

*Objectives FY 2016-2017:*

- Coordinate with existing EIR processes to ensure that data can be utilized for the General Plan Update process.
- Revise the Subdivision Ordinance. (September 2016)
- Coordinate with Public Works on traffic model and new Traffic Fee Ordinance to ensure alignment with the General Plan Update process.
- Coordinate with Public Works on initiation of Climate Action Plan.
- Initiate preliminary community dialog on city priorities related to the General Plan. (October 2016)
- Commence the General Plan Update. (January 2017)

*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

(Departments: Public Works / Administration)

*Objectives FY 2016-2017:*

- Join with Big Sur Land Trust to engage community about potential design and uses of Carr Lake.
- Support conversation with additional property owners.
- Include Carr Lake in Storm water development plans.
- Apply for grant to plan detailed use of Carr Lake.
- Undertake a visioning process which actively engages the Carr Lake landowners, community, and other stakeholders including federal, state, and regional agencies.

- Expand El Gabilan Library

(Department: Library & Community Services)

*Objectives FY 2016-2017:*

- Issue RFQ for Architectural/Engineering (A/E) Services. (April 2016)
- Review RFQ responses and award contract for A/E Services. (June 2016)
- Conduct community visioning process for library expansion resulting in conceptual design completion. (July 2016 – December 2016)
- Complete schematic design & design development phases for the new library building. (December 2016– June 2017)
- Finalize construction documents, review costs and issue requests for bid (dependent on construction process chosen. (June - July 2017)
- Break ground on new library building. (August 2017)

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

(Department: Library & Community Services)

*Objectives FY 2016-2017:*

- Issue RFQ for master planning services for parks, open spaces and recreational/library facilities. (May 2016)
- Review RFQ responses and award contract for master planning services. (July 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. (August 2016 – December 2016)
- 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. (August 2016 – December 2016)
- Master plan committee reviews visioning responses and assessment data and completes first draft of the plan for public review. (January 2017 – May 2017)
- Master planning committee convenes public input for master plan draft and revises as needed to produce final draft. (May 2016 – July 2017)
- Final plan presented to City Council. (August 2017)

- Upgrade Community and Recreational Centers

(Departments: 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.
- Complete orientation and training for staff added in FY 2015-16. (May – June 2016)
- Review existing programming conducted in recreation centers and identify opportunities for expansion. (July – August 2016)
- 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)
- Present proposals for expansion and revision of recreation and community center programming to Library and Community Services (LCS) Commission. (November/December 2016)

- 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

(Departments: Public Works / Administration / Community Development)

Objectives FY 2016-2017:

- Develop collaborative work team approach to addressing homelessness citywide and Chinatown.
- Cooperate with partners to maximize the potential for all forms of supportive housing.
- Partner with Public Health to increase the availability of case management.
- Administer the City's Emergency Solution Grant funding with a focus on rapid-rehousing.
- Administer new Emergency Solution Grant for San Benito and Monterey Counties to better address homelessness at a regional level.
- Work with the homeless service providers and the County to develop a plan to better utilize housing voucher programs to assist 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 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.