

Salinas VISTA Application Narrative Sections

1. *List the areas affected by your project. List ONLY cities/towns and/or counties and states if multiple. Please indicate if area(s) is rural or urban, if applicable.*

Alisal Neighborhood Revitalization Strategy (HUD designated NRSA), City of Salinas – Compact urban city surrounded by agriculture.

2. *If your organization was a former VISTA sponsor, indicate in the “Other” field the number of years and the number of members assigned to your organization in the past.*

1-1

3. *If your organization has received other resources from CNCS programs, such as AmeriCorps State, AmeriCorps National, Senior Corps, Social Innovation Fund, etc., describe these resources, including the number of members/participants supported by those resources, if applicable.*

N/A

Executive Summary

The City of Salinas’ mission is to create a safe, healthy, prosperous, vibrant, and equitable Salinas through targeted revitalization, sustainable policies, well-designed land uses, and an entitlement process that facilitates a high quality of life and encourages community growth and partnerships. The VISTA project that we propose includes a multifaceted strategy to alleviate poverty in Salinas’ Alisal neighborhood by focusing on the CNCS Priority Focus Areas of Economic Opportunity, Education, and Healthy Futures. This comprehensive proposal aligns with the City of Salinas’ citizen-driven Economic Development Element, which acts as a strategic planning document targeting long disregarded economic disparities in the City.

The Alisal Support Team VISTA project will actively tackle poverty factors in the neighborhood, such as unaffordable and overcrowded housing, the lack of access to capital and community resources, quality jobs, food security and access to healthcare, and significant educational attainment disparities. We are requesting five VISTAs to contribute to the goals of the project by performing activities that will include: assisting low-income small business entrepreneurs in obtaining access to capital and credit,

developing resource guides, training residents to survey and assess neighborhood housing, increasing access to healthy food and healthcare, recruiting and training of volunteers for education programs, and assisting with outreach for the Alisal Vibrancy Plan. Individual projects are designed for VISTAs to complete within a one-year service term. Through the Vibrancy Plan process, VISTAs will work with low-income target populations to guide the program and recommend implementation projects that can extend the Alisal Support Team program over multiple years.

Need

Describe community - Overall Data:

Salinas is an urban island in a sea of agriculture. Located in the Central Coast region of California, Salinas is the largest city in the County of Monterey and surrounded on all sides by some of the world's most productive crop fields. Its heritage as "The Salad Bowl of the World" indicates its chief economic driver and also frames its current physical and economic challenges. Salinas' population has doubled since 1980, growing from about 80,000 (US Census and American Community Survey 2010-2014 5-Year Estimates) to over 161,000 today (State of California Department of Finance E-1 Population Estimates for Cities, Counties and the State – January 1, 2016). The City is home to a diverse, majority-minority population that is over 75% Hispanic or Latino, about 15% White, 7% Asian and 1.5% African American. Despite its size and status as county seat, Salinas is poorer than other Monterey-area communities. Median household income in Salinas is \$49,728, compared to \$58,582 in Monterey County overall, and over 20 percent of its workers are employed in agriculture (2010-2014 American Community Survey Estimates). While Salinas has focused on diversifying its economy some in recent decades, the City realized it needed a plan to encourage future equitable and sustainable growth in all sectors and for all its residents.

In 2014, the City accepted a draft Economic Development Element (EDE) as a strategic planning document. Originally, the EDE was meant only to address economic conditions and policies, but as the planning process began, it soon became evident that residents wanted to address some of the

fundamental economic disparities in the City. As a result, the EDE became something more, a roadmap to create a more prosperous, healthy, and environmentally sustainable Salinas for all residents. This vision is summarized in the phrase Safety, Jobs and Health and is to be achieved through the EDE's recommended 17 goals, 8 strategies/topic areas, 97 policies and 337 actions based upon three strategic foci: (1) Workforce and Education, (2) Land Use and (3) Quality of Life and Public Services.

As the EDE planning process evolved, the community specifically understood the need to be more inclusive and commit additional resources in areas of historic disinvestment to ensure social equity. While the City had recently completed a plan for Downtown, little had been done for its most distressed area, the east side, commonly known as the Alisal. In recognition of this, the City Council prioritized the development of a comprehensive plan for the Alisal as a vibrant cultural district, including the redevelopment of the Alisal Marketplace and construction of a new community safety facility. The City kicked off the estimated two-year development of the Alisal Vibrancy Plan earlier this Fall and will focus the VISTA effort in ensuring that the plan empowers residents in its creation and implementation.

The overarching objective of this VISTA program is to implement EDE and Alisal Vibrancy Plan action items focused on lifting Alisal residents out of poverty and to bring equity to this long-neglected portion of Salinas. Equity must be achieved through structural and systemic shifts and providing greater resources to compensate for exclusion. At a time with fluctuating City assets and a volatile political environment, it is more critical than ever that planning efforts are built upon a grassroots foundation that empowers community stakeholders and volunteers to facilitate poverty reduction, particularly in disadvantaged areas such as the Alisal. Therefore, the goal of this program is to create a VISTA Alisal Support Team, with members developing sustainable projects in the VISTA priority areas of Economic Opportunity, Education and Healthy Futures. These projects include: assessing housing conditions and connecting low-income individuals and families with housing resources, working with neighborhood businesses and entrepreneurs to facilitate growth and more employment opportunities through

increased access to capital, small business incubators and technical assistance, creating a health-speaker curriculum in local rec centers, and building up the capacity of our library's volunteering tutoring and educational programs. VISTAs will also have a role in engagement and train residents to navigate government systems in order to be long term advocates for the resources necessary to improve their lives and neighborhoods. As a whole, this program is a multi-faceted approach targeting poverty factors in the Alisal, such as high housing cost burdens, the lack of access to capital and community resources, quality jobs, food security and access to healthcare, and significant educational attainment disparities.

The Alisal is home to a dynamic community and culture, but it also faces significant challenges with poverty and poverty-related issues such as over-crowded and unaffordable housing, a lack of access to small business capital, high-wage jobs, and low educational attainment. By the time it was incorporated into Salinas in the 1960s, the Alisal was already overcrowded and suffered from a lack in early urban planning and quality infrastructure and services. In 1993, the City and U.S. Department of Housing and Urban Development first established the Alisal Neighborhood Revitalization Strategy Area (Alisal NRSA) to deliver focused revitalization activities through CDBG funds. With recently updated boundaries, the Alisal NRSA is about 2.6 square miles in size, encompassing approximately 11 percent of the City of Salinas. Five Census Tracts within the Alisal NRSA have poverty rates of 25 percent or higher, including two Tracts with poverty rates greater than 35 percent, according to the United States Department of Agriculture's (USDA) poverty mapping tool (American Community Survey 2008-2012 Five Year Estimates). The Alisal NRSA has the highest concentration of one race in the city, with 95 percent of its residents identifying as Hispanic or Latino.

The City of Salinas FY 2015 – FY 2019 Consolidated Plan documents additional disparities between the Alisal NRSA and Salinas as a whole. Nearly half of residents within the Alisal NRSA work in low-paying industries like agriculture and 33 percent of residents live in poverty compared to 21 percent of Salinas residents overall. Nineteen of Salinas' 22 public housing complexes owned by the Housing

Authority of the County of Monterey are in the Alisal, over three-quarters of the housing stock was built before 1979 and there is twice the level of housing overcrowding (One-plus occupants per room) in the NRSA at 36.6% than there is citywide at 17.5 percent. Given the age of the housing stock, rehabilitation needs in the Alisal are greater than citywide and can be expected to increase significantly in the upcoming decade. Despite relatively older units and significant overcrowding, Alisal households spend more of their income on housing than others in Salinas. Of all households (renter- and owner-occupied) in the Alisal, 30 percent spend between 30 to 50 percent of their income on housing, and 26.6 percent spend over 50 percent (ACS, 2009-2013 in the Consolidated Plan). Over the last two decades the amount of renter households in the U.S. paying more than 30 percent of their income for housing has risen to 54 percent, disproportionately effecting Hispanics and other minorities. This has particularly hurt the poor, as 52 percent of renter households below the poverty line dedicate at least half of their income to housing (Desmond, Matthew, "Unaffordable America: Poverty, housing, and eviction", *Fast Focus*, No.22, 2015, Pg. 1). The housing crisis seen in cities around the U.S. and especially in California is exacerbated here due to the unique physical constraints on land development and the prevalence of low-wage jobs in Salinas because of the agricultural nature of the community.

Today almost 65 percent of Alisal residents over the age of 25 have less than a high school degree, and over half of residents self-reported that they speak English "less than very well" (ACS, 2009-2013 in the Consolidated Plan), making it even harder to obtain services and the limited higher wage jobs in the city. The language divide creates a barrier in many other aspects of life as well, such as receiving an optimal learning environment. The EDE sees quality education as crucial to a more vibrant economy and prepared workforce. Improving literacy, STEAM (science, technology, engineering, arts, and mathematics) and access to hands-on learning and internship opportunities is especially important to the Alisal's future, as nearly 36 percent of its residents are under 18 years of age (2010 Census). Many youth in the Alisal and in Salinas speak predominantly Spanish at home growing up and fall behind in an

English-taught classroom. According to 2016 California Assessment of Student Performance and Progress (CAASPP) test results, only 23 percent of Alisal Union School District Third through Sixth Grade Hispanic or Latino students met or exceeded English Language Arts/Literacy standards, and only 17 percent met or exceeded mathematics standards.

Alisal residents also need additional health resources. Because of low incomes and the undocumented status of many, Alisal residents have less access to healthcare services and nutritious food despite the abundance of local produce. In a recent New York Times article, 85 percent of Salinas farmworkers are overweight and many cannot afford the food they harvest (Fuller, Thomas, "In a California Valley, Healthy Food Everywhere but on the Table", *New York Times*, published Nov. 23, 2016). While not all farmworkers live in the Alisal, agriculture is by far the most dominant employment industry for the area. Agriculture accounts for 41.5 percent of employment in the Alisal NRSA, which is far greater than the next highest category of Educational Services and Health Care at 8.8 percent (ACS, 2009-2013 in the Consolidated Plan). Researchers Marcelli and Pastor estimate that up to 18 percent of East Salinas residents are undocumented and that 61 percent of working age (25-64) undocumented immigrants do not have health insurance (Marcelli, Enrico and Pastor, Manuel, "Unauthorized and Uninsured East Salinas and Monterey County"). Alisal residents also need better access to parks and recreation opportunities. Currently there are only about 2 park acres per 1,000 residents in the Alisal, and while there are several well used parks in the community, many facilities need maintenance and upgrades as well as additional programming.

Though the Alisal is economically distressed, there is a vibrant base of small and independently-owned businesses. The area is particularly known for its food markets, bakeries, restaurants, bridal shops and the many vendors that operate in swap-meet buildings and on the streets, providing a cornucopia of goods. While these businesses serve thousands of residents along the Alisal's commercial corridors, they often lack the training, support, and resources necessary to grow into larger spaces,

improve their current buildings, or scale up their operations to bring in new customers and employees. This is particularly true for the large sector of informal vendors, many operating their businesses from small pushcarts, selling food, flowers and other products. These entrepreneurs must be encouraged and helped with the tools needed to shift them to the formal sector.

The City's whole reason for creating the Alisal NRSA was to strengthen East Salinas and bring its residents out of poverty. Although the ANRSA was established more than 20 years ago as the Alisal Homeownership and Neighborhood Revitalization Strategy, the City lacked a comprehensive plan for the area. Recently, the City has listened to the needs of the Alisal's residents through the EDE and finally has the resources to create a comprehensive, community-generated plan that will be driven by resident ideas with equity at its core. While the VISTA Program will specifically be focused on projects within the Alisal that fight poverty and carry out neighborhood level actions that improves the life of residents it will also help the City reach out to underrepresented segments of the community and ensure that we advance levels of participation from just informing to empowering. The City's goal is to place the agency of the plan in the hands of the public and equip them with the resources to make informed decisions, to help implement what they envision, and to be successful advocates able to secure equitable government resources. Community organization and activism has been used to successfully fight poverty and gentrification in places like the Dudley Street Neighborhood in Boston. Dudley residents formed the Dudley Street Neighborhood Initiative (DSNI) in 1984, created a community plan and have protected affordability, prevented dumpings in vacant lots, and gained new infrastructure, businesses and community spaces from their activism (DSNI Organizational History, dsni.org/dsni-historic-timeline). Dudley has attracted non-profit and foundation engagement, federal funding, and other resources while maintaining a strong emphasis on local governance, none of which would be possible without the mobilization of residents. As part of this Alisal Vibrancy Plan, the VISTAs will assist the City in recruiting and training community leaders who will help mobilize neighborhoods, and facilitate community

conversations and implementation efforts. The VISTAs will also help the City organize community led data collection activities and establish topic related working groups that feed ideas into the content of the plan.

As the VISTAs help us build an organized system around the planning effort, they will also be creating a more advanced volunteer system to allow us to recruit and train local volunteers and connect them with opportunities that advance the VISTA focus projects and the policies and actions outlined in the EDE related to poverty reduction. More specifically, VISTAs will be focused on the topics of economic development, housing, health and education. VISTAs will work on developing resources, networks and systems that: will catalogue housing resources and connect residents with affordable housing opportunities, allow small businesses to grow and provide better jobs, improve access to health services, healthy local food, and healthy lifestyle opportunities, and strengthen literacy and STEAM performance among Alisal youth.

Through the development of the EDE, the community stated that a strong economy alone was not enough to create a prosperous city. Just as the EDE sees the nexus of Safety, Jobs, and Health as critical to achieving equity and prosperity, we believe that focusing on the above VISTA priority areas together will do more to combat poverty than focusing on one alone. As a municipal government we have the responsibility to respond to various causes of poverty and undertake multiple interventions, but no city can do this alone. The most effective and lasting interventions will be based on partnerships with residents and community partners. Through the Alisal Vibrancy Support Team, the VISTA members will help lift residents out poverty and develop a deep bench of engaged volunteers that have received the training necessary to navigate and steer government processes while also being able to work with other institutions and organizations to implement on-the-ground projects envisioned by their community.

Strengthening Communities

How VISTAs will be used and how many are requested

Describe how the project will be designed to build long-term sustainability in an organization or program to ensure it continues after VISTA resources end.

Discuss how this approach will change over time as the VISTAs implement the project and build capacity

The City of Salinas requests five VISTAs. VISTAs will undertake projects in housing, economic development, health, and education focusing on the Alisal NRSA. Below are examples of projects that the VISTAs will work on, with the understanding that as they engage with the community they may also work on emerging activities that reflect the new priorities of the residents while staying within our core scope. These projects are either action items directly from the EDE or are closely related to advancing a broader goal within the Element. The City plans to form a steering committee for the Alisal Vibrancy Plan in early 2017 comprised mainly of people who live in the Alisal. The VISTAs will work with this committee to identify immediately implementable projects and train and assist volunteers in their undertaking. They will also help manage working groups that correlate with the VISTA programming priorities of Economic Opportunity, Education, and Healthy Futures. The Community Development Department (CDD) will lead VISTA coordination, but it is anticipated that two will operate out of the Library and Community Services Department (LCSD) to work with building capacity for educational, health and mentoring programs supported by community volunteers and service learning partnerships.

The CDD VISTA working on affordable housing issues will connect low-income residents with appropriate housing resources. The primary deliverable for this will be a bi-lingual Housing Resources Guide, which will combine information on affordable housing, homeless services, discrimination prevention and other programs offered by the City and other service providers into one place for the first time in Salinas. The VISTA will also develop and plan distribution of marketing material for various resources. For example, the City is working on a new ordinance that will make it easier to legalize accessory dwelling units (ADU). These units could provide more affordable housing opportunities and a second source of income for Alisal residents. Once the new ordinance is passed the VISTA would work

on education materials that explains the new ADU regulations and helps Alisal homeowners navigate the application process. The VISTA will also train volunteers to complete a housing inventory documenting the approximate physical condition of every house in the Alisal to get a clear, data-backed picture of housing stock quality and needs in the area. This data will help identify candidates for owner-occupied and other forms of housing rehab and make the City competitive for additional resources to improve the quality of and quantity of affordable housing stock for Alisal residents.

One CDD focus will be on entrepreneurial and small business development, identifying opportunities for technical assistance and access to capital, and creating a Business Resource Directory. This will include research on the Neighborhood Development Center (NDC) model, popularized in Minnesota, and how it can be adapted to Salinas. The NDC is a scalable “hub and spoke” model for providing centralized business training and resources accessible to low-income and neighborhood entrepreneurs while connecting them with other community partners, such as lenders and other business owners (Concentrated Poverty Needs Concentrated Opportunity, Neighborhood Development Center, 2015). The VISTA will also work with Development staff to replicate existing capital sharing strategies, such as microloans for business expansion and façade improvements or tandas, a kind of rotating savings and credit association popular in Spanish speaking communities. Combining these programs into a Business Resource Directory will help the City connect entrepreneurs quickly with the right tools. In particular, these resources aim to move informal entrepreneurs in the Alisal formalize their businesses and take them the next level sustainably, be it in a licensed food truck or brick-and-mortar location.

The third CDD VISTA will focus on Healthy Futures and facilitate the provision of a range of services, including education and exposure about health care resources and healthy food and food entrepreneurship opportunities. This VISTA will work with partners such as the Monterey County Health Department and Alisal clinics to connect residents with appropriate healthcare and nutrition resources by developing a speaking curriculum for libraries and community centers. The VISTA will invite health

professionals to speak on a range of services targeted for the Alisal residents and develop marketing material for this campaign. This person will also work on turning the produce that surrounds Salinas into an affordable source of healthy food and an entrepreneurial opportunity. They will assist the El Pajaro Community Development Corporation in establishing an incubator kitchen and researching ways to remove barriers for home-based cottage food producers so people can use the cooking culture of the area as an upward economic path. El Pajaro CDC has helped 30 food startups and provides space and training to underserved entrepreneurs through its Kitchen Incubator program (Stoicheff, Lily, "Kitchen of Dreams: How the El Pajaro Kitchen Incubator is Helping Food Entrepreneurs", *Good Times*, 2016). This VISTA will also facilitate the temporary use of public and underutilized land to establish more community garden and farmer's market opportunities in the Alisal, using the local knowledge on growing to increase food security and access to healthy food.

Two LCSD VISTAs will provide additional help in putting into place the framework for greater volunteer, service learning and intern involvement in the department's programs that focus on increasing educational outcomes, offering mentoring for at-risk youth and providing programming and services as well as physical fitness and recreation opportunities. Increases in volunteer involvement and community engagement will ensure that programs and services are well-chosen, high quality and that more participants can be served. The programs described below will receive the strongest focus:

1. Adult Basic Literacy, High School Equivalency and ESL: The Library's adult literacy program serves adult learners who wish to increase their skills in order to pass a high school equivalence exam, speak English proficiently, or increase their workforce readiness by learning new technology skills. Programs are currently offered by library staff, with volunteer assistance at times; however waiting lists often exist for this programming and it could be expanded with additional volunteer assistance.

2. Homework centers for K-3 students: Assistance with homework, focusing on K-3 students is currently facilitated by library staff at the Cesar Chavez Library, as well as in several elementary schools within the Alisal. This programming is currently grant-funded, but as the funding stream comes to an end, finding ways to sustain programming using service learning and volunteer staff would extend this much needed programming used by children whose parents may have difficulty assisting them with their homework.
3. STEAM programming/youth mentoring opportunities: Both Library and Recreation Center staff are studying methods to implement additional arts and science/engineering programming at the Cesar Chavez Library, the Breadbox Recreation Center and the Hebbbron Family Center. Because of the citywide focus on the agriculture-technology industry, preparing K-12 students for careers in technology gives them access to higher paying jobs that will lift families from the cycle of poverty.
4. Read, Grow, PLAY programming for families with children aged 0 – 4: The Library currently partners with First Five to offer playgroups for families with children under the age of five at several sites, including the Cesar Chavez Library and the Hebbbron Family Center in the Alisal. These playgroup participants meet for ten weeks, twice a week in order to assist parents with building early literacy skills in their children to ensure kindergarten readiness. There is a continual waiting list for the current programming funded by First Five and the ability to increase the depth and breadth of this programming using greater volunteer and service learning participation would assist more families in gaining these skills, as well as continuing to keep participating families engaged in building early literacy skills and learning positive parenting behaviors.

All VISTA member projects across both departments are focused on creating systems and partnerships that will allow City staff, partner organizations and community volunteers to more

effectively combat poverty after the VISTAs' service ends. VISTA Alisal Vibrancy Support Team members will fight poverty through these projects while engaging and empowering residents, building their capacity to advocate for themselves and to create positive change in their neighborhoods.

Organizational Capability

What is your organization's experience operating anti-poverty programming in the identified areas of activity?

The Community Development Department and Library and Community Services Department both fund and implement a variety of anti-poverty programming. CDD for example manages the City's HUD Programs including the Community Development Block Grant (CDBG), HOME Investment Partnership, and Emergency Solution Grant distributing nearly \$3 million in funds each year. Last year, CDD funded 20 public service agencies providing services to 1,900 youth, seniors and homeless and secured additional homeless funding by administering the State Emergency Solutions Grants. LCSD conducts educational, recreation and civic engagement programming for Salinas, much of which is focused on families who may be living in poverty. Their programming includes STEAM tutoring for K-12 students, reading and financial literacy assistance, citizenship instruction, and more.

What community partners will be engaged with the project and what will be their roles?

VISTAs will have the opportunity to engage with community partners in each of their work areas. Some partners who may assist with the Alisal Engagement Support Team's efforts include: Building Healthy Communities, El Parajo Community Development Corporation, Fresno CDFI, the Housing Authority of the County of Monterey (HACM), the Monterey County Health Department, United Way of Monterey County, the Alisal Union School District, Hartnell College, and the Community Leadership Academy under the Community Alliance for Safety and Peace. These partners may provide technical assistance or the opportunity to work alongside staff and other volunteers in assignments related to the Alisal Support Team's goals.

Describe current or past Americorps activities if applicable

In 2012, the Community Safety Division used a VISTA member provided through the Department of Justice's National Forum on Youth Violence Prevention. The member's primary project was to develop a Monterey County Youth Resource Guide and identify youth service organizations not participating in the Community Alliance for Safety and Peace.

How will you manage the project, and recruit and supervise VISTA members?

The Project Director will be the Senior Planner who heads the Plan & Project Implementation Division of CDD. This is the division formally responsible for the implementation of the EDE and the three CDD VISTAs will report to the Senior Planner. The two LCSD VISTAs will be supervised by that department's Neighborhood Services Coordinator. The Senior Planner and Neighborhood Services Coordinator will keep regular meeting times to track the progress of VISTA projects, ensure program goals are being met and work through any arising challenges.

These VISTA positions are tremendous opportunities to give local residents the chance to gain critical work experience while making a difference in their community. The City will work with local and nearby educational institutions such as Hartnell College and Cal State Monterey Bay to attract recent graduates with ties to Salinas and the Alisal. The City will also work with nonprofits that focus on youth development and community leadership to find local candidates. While our primary recruiting will focus in Salinas and the Salinas Valley area, the City is aware that the right VISTA fit may come from other cities or out-of-state. Whether they come from near or far the ideal candidates must be bilingual and multicultural to effectively operate in their roles.

How will other staff or volunteers be involved in the project?

VISTAs will work alongside other City staff and volunteers. Staff will support the development and implementation of each VISTAs' project to provide guidance and ensure successful end products.

VISTAs will work with existing volunteers to strengthen their respective programs and recruit new ones to build organizational and community capacity.

What resources including office supplies will you provide to the VISTA members?

VISTA members will have office resources similar to regular staff. This includes their own computers, email and cloud storage, access to shared print/copy machines, as well as basic office supplies like pens and paper. The City is also willing to provide cost-share for two of the five members.

Project Management

Describe your plan for providing daily supervision to the VISTA members assigned to the project. Include the following information:

- Name of the supervisor(s), indicating whether supervision will be a part- or full-time responsibility.*
- Strategies you aim to employ to ensure members are prepared for their assignments and the ongoing support you will provide*
- Plans for monitoring members' progress in meeting the duties listed in their VISTA Assignment Description (VAD) relative to the project plan*
- Describe how you will ensure that the low-income community has input into the project plan, execution of the project and ongoing support*
- Describe plans for assessing progress toward achieving your project's projected outputs and outcomes.*

CDD VISTA supervision will be a part-time responsibility of Senior Planner Lisa Brinton and Associate Planner Jonathan Moore. The supervisors will sit down with the three VISTAs to clarify expectations and create plans to meet project objectives. VISTAs will meet with the supervisors bi-weekly to outline goals and next steps, and will have the opportunity for daily check-ins. CDD VISTAs will complete weekly work logs tracking progress in VAD duties. This will include spreadsheets that mark progress towards meeting projected outputs and outcomes.

The two LCS VISTAs will work closely with their supervisor, Ana Ambriz, who is the Neighborhood Services Coordinator, as well as operations staff at the Cesar Chavez Library to accomplish volunteer recruitment and training activities. As with CDD, supervision of VISTAs will be a part-time responsibility. Both member placement site and the performance measure site will be by the Cesar Chavez Library. A bi-weekly meeting will be established with the Neighborhood Services

Coordinator, the Library's Community Education Manager and the two Senior Librarians charged with youth and adult educational programming to assess the progress of ongoing activities and chart progress on performance measures.

The Neighborhood Services Coordinator will work with the VISTA's to establish efficient means of tracking information related to volunteer recruitment, effectiveness and retention including: 1) volunteers recruited; 2) volunteer training hours; 3) volunteer service hours by established position description; 4) volunteer retention information; 5) volunteer exit information.

VISTAs will be attending and assisting with outreach events and Steering Committee meetings for the Alisal Vibrancy Plan. The engagement process for the plan will rely heavily on residents generating ideas for the plan, including improvement projects and implementation. The City has brought together a technical advisory committee of Alisal stakeholders to specifically guide citizen engagement and making sure the poor and other groups historically not always included in the planning process are brought to the table and heard. Through these interactions with the community, VISTAs and the City can tailor programs to best address their needs and ensure they have the opportunity to participate in its execution.

Recruitment and Development

*In this narrative section, describe the following:
Your organization's methods for recruiting qualified candidates*

The Alisal is home to an active scene of strong non-profits, institutions and government agencies working to build resident capacity. Many of these groups, including as Building Healthy Communities (BHC), the Monterey County Health Department, Women in Action, Hartnell College, and more have programs dedicated to educating and training local leaders. The City has tapped these organizations to collaborate on the Alisal Vibrancy Plan's community engagement strategy through a technical advisory committee and the City will utilize their connections to find and recruit qualified VISTA candidates. One

of the benefits of this program and recruiting locally is the opportunity to give Alisal residents valuable job experience and training that can accelerate their own careers while they simultaneously help their neighborhoods. As a city, we also have a dedicated Human Resources division that can assist with outreach about these positions through its channels. We will also network with local and area community and four year colleges, such as Hartnell College, Cabrillo College, Cal State Monterey Bay, Gavilan College, Monterey Peninsula College, and the University of California, Santa Cruz, to advertise to students and recent graduates. The LCS Department currently employs many temporary/part-time staff members who are attending school and working part-time and have a strong interest in working with youth and/or in the field of education. The City will also advertise the VISTA recruitments with these staff members, as well as sharing the information with its partners in the local school districts and other nonprofit organizations.

The skills a VISTA should bring to the positions to have a successful year

Skills VISTAs should have for a successful year include: volunteer management, basic computer skills (familiarity with Microsoft Office, emailing and spreadsheets), the ability to work professionally with colleagues and residents from many backgrounds and levels of education and income, courteousness with the public, demonstrated leadership skills and the ability to manage volunteers, data collection and research, and strong written and verbal communication. Bilingual language skills, a multicultural background, and experience/education in project fields (entrepreneurship, housing, health, mentoring etc.) are highly desired. VISTA members that would be well-suited for the LCS positions should have a strong interest in education and/or working with youth, as well as the ability to inspire and motivate community volunteers.

How your organization would provide reasonable accommodations to VISTAs with disabilities

The City will use its Human Resource division to provide reasonable accommodations to VISTAs with disabilities. The City is versed in federal law, in compliance with the Americans with Disabilities Act, and will provide qualified disabled VISTAs with the reasonable accommodations they need for a successful year of service.

The service-related transportation needs of the position

Service related transportation – The three CDD VISTAs will work out of the Department's office in the Permit Center building and spend the majority of their time there. Permit Center VISTAs may make occasional, non-daily trips to locations in the Alisal for public meetings and other events. The two LCS VISTAs will work primarily out of the Cesar Chavez Library, but may travel frequently to programming sites such as the Breadbox Recreation Center and the Hebbbron Family Center to meet with staff or potential volunteers, as well as attending meetings with the Neighborhood Services Coordinator at her office in the downtown Recreation Center. Personal vehicles are preferred, but public transit bus service is available to and from the Alisal and the Permit and Recreation Centers are located just a couple of blocks from the main transit terminal in the city. VISTAs may also travel with supervisors and other staff between sites and to events.

Whether your organization has the capacity to provide additional incentives, such as housing assistance.

Unfortunately, the City is not in a place to offer housing assistance.

The plan for on-site orientation of VISTA members to your organization and the community within the first month of service

Initial VISTA orientation would start on their first day and comprise their first week of service. After finishing any necessary paperwork, staff would hold a joint session welcoming VISTAs to Salinas that would include presentations on the Alisal and projects centered in area. Staff will also take VISTAs on a driving tour of Salinas focusing on the Alisal. To finish the first day, VISTAs will go with their supervisors to their departments (CDD and LCSD) to acclimate to their work stations, receive computer

and software logins, and make introductions with other staff. Additional orientation beyond the first day will include introductions with stakeholders and representatives from partnering organizations and learning about the City of Salinas, Council priorities, and ongoing projects related to their work. VISTAs will also sit down with their supervisors during the first week to thoroughly review their VADs and develop a plan for accomplishing their goals. The City will support VISTAs in attending trainings and conferences that are open to staff as well as opportunities they may find related to their service. Examples of conferences and trainings held in the area include the Monterey Bay Economic Partnership Summit, Health in All Policies training, and others offered by local and state institutions. The LCS Department offers a variety of training and educational opportunities open to all VISTA members. The department's partnership with First Five offers high quality training programs for working in the field of early literacy for all library staff and VISTA members would be eligible to attend many of these programs. Through the Pacific Library Partnership, the Monterey Bay Library Consortium and the California State Library, additional in-person and webinar-based training programs are available on a variety of topics related to working with youth in educational and library settings, as well as volunteer recruitment and retention techniques and project management. Finally, the Salinas Public Library subscribes to Lynda.com and VISTA's would have the ability to take unlimited online technical and business development courses that would improve their professional skills and abilities.

VISTA Assignment

Provide a summary of the key objectives of the VISTA assignment and the activities the full-time VISTAs will perform to implement the proposed project.

The goal of the VISTA assignment is to lift Alisal residents out of poverty through the implementation of EDE projects around housing, small business development, healthy living, education, and community-driven planning. CDD will work on organizing, developing and marketing resources for low-income residents that need housing assistance, want to start or expand a small business, or want to

improve the health of themselves and their families. CDD VISTAs will work closely with their supervisors and other staff to complete the following activities:

1. Create a bi-lingual housing resources guide to help residents secure fair and affordable quality housing.
2. Train resident volunteers to complete an exterior housing inventory of the Alisal, so the community and City know where and how to better target resources and will be more competitive for federal, state and other funding opportunities.
3. Develop educational workshops and marketing materials about accessory dwelling units, inclusionary housing, and home rehabilitation programs.
4. Create a business resource directory and identifying technical assistance and capital access opportunities for informal and small businesses.
5. Develop new economic development programs targeted in the Alisal such as micro-loan assistance and façade improvements.
6. Organize a speaking curriculum on healthcare and nutrition resources, working with LCSD to bring experts to residents at community centers and libraries.
7. Research strategies residents can use to leverage the produce that surrounds the Alisal into food and entrepreneurial opportunities.
8. Support the creation of a non-profit community commercial kitchen where residents can start food businesses in a legal and sanitary manner.
9. Review current policies and report based on best practices what changes should be made in support of cottage food industries, community gardens and farmer's markets.

The primary focus for the two LCSD VISTAs will be to assist in constructing a framework for greater volunteer, service learning and intern involvement in the department's programs that focus on increasing educational outcomes, offering mentoring for at-risk youth and providing programming and

services and connect residents with appropriate healthcare, nutritious food resources, as well as physical fitness and recreation opportunities. Increases in volunteer involvement and community engagement will ensure that programs and services are well-chosen, high quality and that more participants can be served. The programs listed below will receive the strongest focus:

1. Adult Basic Literacy, High School Equivalency and ESL.
2. *Homework centers for K-3 students.*
3. *STEAM programming/youth mentoring opportunities.*
4. *Healthy Families Programming*
5. *Read, Grow, PLAY programming for families with children aged 0-4.*

The main member placement site for the two LCS Department VISTA's will be the Cesar Chavez Library, a one of the three libraries of the Salinas Public Library system. The Cesar Chavez Library (CCL) was renovated and enlarged approximately five years ago and, with a location close to numerous Alisal Union School District schools, has become a community hub for families with young children. It also serves as a safe place afterschool for numerous children of working families. CCL hosts numerous educational and family literacy activities, for all ages including playgroups and storytimes, an afterschool Homework Center, STEAM programming for elementary school and junior high aged youth, and ESL, GED and computer literacy programming for adults.

CCL programs are often at capacity and waiting lists exist for popular programming. Because of the high activity levels in this facility, staff are challenged to provide enough programming to meet demand, so engaging additional community volunteers and service learners to assist with programming needs will extend the department's capacity to serve the community. Duplicating programming originating at CCL at the recreation centers in the Alisal such as the Breadbox Recreation Center and the Hebborn Family Center would also assist in reaching additional participants.

The assigned VISTA's will work closely with the Neighborhood Service Coordinator and with other Library and Community Services Department staff in furthering the following activities:

- Activity #1: Assess the current use of volunteers in the educational and mentoring programs offered through the LCS department and make recommendations regarding the best use of community volunteers and service learners/interns in these programs. In coordination with department staff, priorities for recruitment will be established.
- Activity #2: Create job descriptions, recruiting/marketing methods and training/orientation plans for the volunteer positions identified in Activity #1. Work with LCS department staff to implement recruitment activities, bring new volunteers on board and implement training/orientation plans.
- Activity #3: Identify, create and nurture relationships with community partners who could assist in providing educational programming and/or health literacy programming in the department's libraries and recreations centers or who might have the capability of referring service learners or interns to enhance and extend LCS programming.