



Council Agenda Report

FROM: Hans Uslar, City Manager
Prepared by: Nat Rojanasathira, Assistant City Manager

SUBJECT: Receive Update on the City's Strategic Initiatives and 2022 City Staff Work Program (Not a Project Under CEQA Article 20, Section 15378 and Under General Rule Article 5, Section 15061)

RECOMMENDATION:

That the City Council receive an update on the City's Strategic Initiatives and the 2022 City Staff Work Program.

POLICY IMPLICATIONS:

Receiving an update on the City's Strategic Initiatives and the 2022 City Staff Work Program supports the Council's value driver of "fostering a local government that is transparent and collaborative; and solicits, welcomes, and appreciates input from all."

FISCAL IMPLICATIONS:

None.

ENVIRONMENTAL DETERMINATION:

The City of Monterey determined that the proposed action is not a project as defined by the California Environmental Quality Act (CEQA)(CCR, Title 14, Chapter 3 ("CEQA Guidelines), Article 20, Section 15378). In addition, CEQA Guidelines Section 15061 includes the general rule that CEQA applies only to activities which have the potential for causing a significant effect on the environment. Where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment, the activity is not subject to CEQA. Because the proposed action and this matter have no potential to cause any effect on the environment, or because it falls within a category of activities excluded as projects pursuant to CEQA Guidelines section 15378, this matter is not a project. Because the matter does not cause a direct or any reasonably foreseeable indirect physical change on or in the environment, this matter is not a project. Any subsequent discretionary projects resulting from this action will be assessed for CEQA applicability.

ALTERNATIVES CONSIDERED:

The City Council could choose not to receive an update on the City's Strategic Initiatives and 2022 City Staff Work Program, however, this is not recommended.

DISCUSSION:

At the beginning of each calendar year, the City's executive team and staff refine its list of major initiatives and priorities. Short and long-term policies, programs, and projects that are not part of the City's routine service delivery are items that make up the City Staff Work Program. Each work program item falls into one of the City's Strategic Priorities. At a Study Session on

January 26, 2022, the City Council will receive an update on the 2022 City Staff Work Program and the City's Strategic Priorities (Attachment 1), and be asked to provide further input.

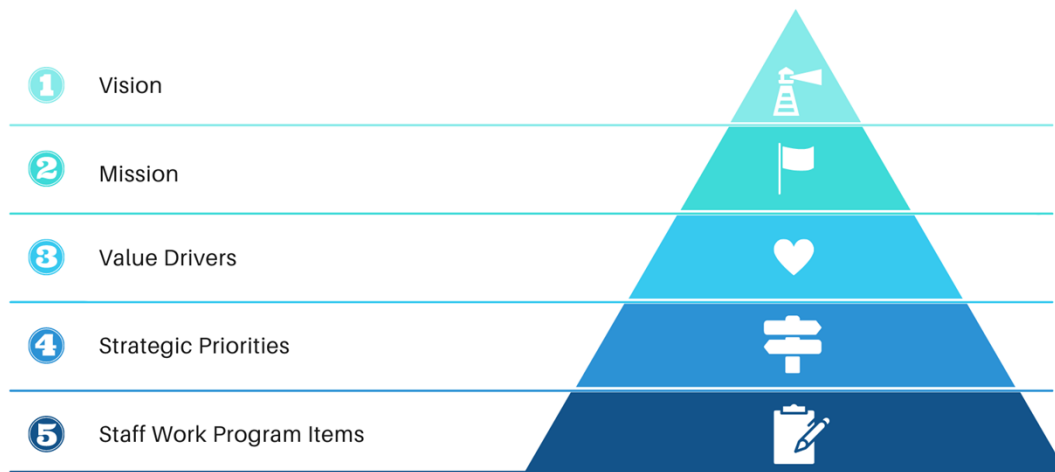
The discussion on January 26, 2022 is part of an annual effort of the Monterey City Council to review and discuss the City's priorities for the year. Review of the City's annual priorities have taken place at workshops in January 2020 and January 2021.

In September 2021, the City Council conducted two half-day workshops to focus on updating the City Council's Vision, Mission, and Value Drivers. In fall 2021, an ad-hoc committee consisting of the Mayor, Vice Mayor, City Manager, and Assistant City Manager refined the City's Value Drivers, and at its meeting on December 7, 2021, the City Council adopted a its new Vision, Mission, and Value Drivers.

The City has established *cascading goals*, where the:

- Vision is a description of Monterey's "desired future,"
- Mission identifies the role of the City of Monterey in pursuing the City's Vision;
- Value Drivers identifies what is important to the community to support the City's Mission;
- Strategic Priorities describes how the City can advance its goals in support of the Value Drivers; and the
- City Staff Work Program is a set of specific program, policy, or projects that support the City's Strategic Priorities.

City of Monterey Cascading Goals



Attachment: 1. Vision, Mission, Value Drivers, Strategic Priorities, and 2022 City Staff Work Program

Writings distributed for discussion or consideration on this agenda item, pursuant to Government Code § 54957.5, are posted at <https://monterey.org/Submitted-Comments> within 72 hours of the meeting.

City of Monterey
Vision, Mission, Value Drivers, Strategic Priorities, and Staff Work Items

2022

Vision Statement

"Monterey: A beautiful, special place to live, work, and visit. Anda!"

Mission Statement

"In partnership with our entire community, the Monterey City Council provides visionary leadership ensuring a safe, healthy, historic, economically vibrant, and sustainable environment."

Value Drivers

(Numbered for reference only, not in order of importance)

Value Driver #1: In collaboration with our community partners, work to improve the quality of life of all of our community members by fostering diversity, equity, and inclusion; championing equitable access to affordable housing; and maintaining a safe environment.

The Council is committed to ensuring Monterey retains its special character, which derives from its heritage, size, and location. The Council also is committed to ensuring that Monterey is a safe, affordable, and inclusive place to live, work, and visit. Diversity, equity and inclusion, affordable housing, public safety, and community collaboration are cornerstones contributing to Monterey's quality of life.

Strategic Priorities + Staff Work Program Items:

- Ensure the **health and wellness of the community** including the COVID-19 pandemic response through emergency operations, clear communication with the public, delivering vaccinations, supporting testing efforts, issuing emergency orders, managing social distancing regulations, adopting eviction protections, hosting blood drives, and providing food security.

- Continue to offer **COVID-19 vaccine and booster clinics** to employees, seniors, students, vulnerable populations, and the general public.
Held 102 vaccine clinics and administered over 7,600 doses in 2021.
- Continue to conduct **vaccine clinics focused on unhoused populations**.
Two clinics and administered over 300 doses in 2021 with additional clinics scheduled for early 2022
- Support food security by working with community partners to provide **meals and fresh produce to individuals and families** in Monterey.
Distributed 39,558 meals and produce kits to families at food distribution programs and events throughout 2021.
- Continue to provide an annual **Healthy Eating Active Living (HEAL) Report**
Published the latest HEAL Report in April 2021 and the next report will be available in March/April 2022.
- Engage the public on a potential **ordinance restricting smoking in multi-family housing units**.
Policy issue put on hold due to the pandemic; may be scheduled for mid-2022.
- Adopt a potential **ordinance restricting the sale of flavored vaping products**.
May be scheduled for early 2022.
- Recognize that **public safety** is a priority to ensure that our City is safe and welcoming to all, contributing to our economic vitality as a destination City.
 - Complete the **Standards of Coverage and Community Risk Assessment Study**.
Study began in summer 2021 and is scheduled to be presented to Council in 2022.
 - Implement the **new Police Records Management System (RMS)** to be in compliance with State regulations.
Approved in 2021/22; anticipate 13 month implementation process for a go-live early 2023.
 - Complete the **Central Public Safety Facility Study** to address the 1959 constructed, aging infrastructure at the Fire Administration Headquarters, Downtown Fire Station 11, Police Facility and the Emergency Operations Center (EOC) Campus.
2021 Council approved funding the study, scheduled to be completed in fall 2022.
 - Develop a **Local Roadway Safety Plan**, a 'crash data' driven safety evaluation which develops and prioritizes systemic safety improvements.
Scheduled to start in 2022.
 - **Replace aging Fire Department fleet**.
Took delivery of two new Type 1 (structure) engines and one Type 3 (wildland) engine in 2021; additional vehicle scheduled for ordering in 2022 include ladder truck and command vehicles.

- Prepare for **emergencies and community resiliency**.
 - Offer ongoing **CERT training** to community members.
Delivered four (4) training sessions to an average of 50 CERT members in 2021. Trained 28 new community members in Basic CERT Classes
 - Adopt the **Multi-Jurisdictional Hazard Mitigation Plan** (MJHMP).
Drafted the MJHMP in 2021 in collaboration with the Monterey County Office of Emergency Services. Adoption scheduled for early 2022.
 - Work with the California Department of Conservation to update **tsunami signage and education** to reflect the newly-adopted Tsunami Inundation Maps
Staff began to work with the State in summer 2021; project scheduled for completion by summer 2022.
 - Update the General Plan **Safety Element**.
Scheduled to begin in mid-2022 and be completed in 2023.
 - Continue to look for **grant funding to upgrade or repair existing infrastructure** and maintain resiliency.

 - Continue **Fuel Reduction** efforts to remove invasive species and flammable understory in greenbelts within and adjacent to City neighborhoods.
In 2021, spent \$300,000 in completing fuel reduction work. Efforts will continue in 2022.

- Foster opportunities for the public to stay **physically and mentally active** through activities and services in our parks, trails, beaches, campgrounds, sports center, and community centers.
 - Install ADA improvements and provide access to **disc golf at Ryan Ranch Park** in partnership with the Stinging Jellies Disc Golf Club.
Agreement to be executed in January 2022; improvements to be completed by late spring 2022 with the disc golf course open in summer 2022.
 - **Resolve Pickleball discord and balance the needs of pickleball players, tennis players and neighbors.**
In 2021, the City promoted appropriate parking locations and quiet play, as well as initiated communication between pickleball players and neighbors; 2022 mediation is scheduled at the Mandell Gisnet Center for Conflict Management.
 - Offer **personal training at the Monterey Sports Center** at a 100% or better cost recovery rate.
Personal training sessions implemented in August 2021.
 - Return of Monterey Recreation Field Sports **outdoor youth and adult sports camps and leagues** beginning April 2021.
Revenue and attendance have exceeded pre-COVID-19 numbers.
 - Serve individuals and families of all ages at community (park) centers by offering **opportunities for both mental and physical activity**.
In 2021, began restoration of programs at El Estero, Scholze, and Hilltop Park Centers.

- Organize summer camps and programs that provide **opportunities for youth to get outdoors** and recreate in City parks while also providing childcare for working parents.
Camp programs for 2021 included Beach Volleyball, Flag Football, Basketball, Softball/Baseball, Play It Safe Summer Fun and British Soccer.
- Begin long-term planning and community engagement efforts for the **future of the Old Capitol Site**.
Parks and Recreation Commission held a site visit in February 2020; no additional progress has been made due to the pandemic (loss of funding resources and personnel).
- Provide learning opportunities and foster community connection through the **Monterey Public Library**.
 - Provide **programs for all ages** – that inform, inspire, build community engagement, promote reading, celebrate Monterey’s rich past, and support community priorities of economic, mental and physical health, and social justice.
Ongoing.
 - Identify **funding source for Library facility renovation** in conjunction with the Central Public Safety Facility Study.
 - Implemented a new **RFID inventory and borrowing system** using donated funds.
Launched the new system, with over 90,000 items tagged in summer 2021.
 - Provide **bookmobile services to neighborhoods with reduced access** to library services.
Resumed bookmobile services in August 2021. Begin in February 2022 options to replace the existing bookmobile with grant funding, and be completed by spring 2023.
 - Work with local partner agencies to deliver programs and resources that **support social and emotional learning skills** for parents, kids and teens with the \$58,000 dedicated funds raised through *Monterey County Gives*.
Programs to run through summer 2022.
- Respond effectively to **neighborhood concerns**.
 - Work with the Laguna Grande Regional Park Joint Powers Authority to adopt a **Laguna Grande Regional Park Trail Maintenance Strategy**.
Draft Strategy presented to the JPA in December 2021; scheduled for adoption by summer/fall 2022.
 - Conducting **tree mapping and inventory** to address the health of Monterey’s forests and greenbelts.
Tree mapping begun in 2021 and will continue in 2022.
 - Continue efforts on the **Small Cell Ordinance**.
Efforts will continue in 2022.
 - **Respond to concerns regarding the Monterey Regional Airport’s expansion efforts** and its impact on neighborhoods.

Successfully litigated case against the Monterey Peninsula Airport District in 2021/22. Will continue active monitoring and response.

- Continue the implementation of **North Fremont Corridor underground utility projects** utilizing Rule 20a funding.
Planning and coordination efforts will continue in 2022.
- Fund projects for the betterment of Monterey’s neighborhoods through the **Neighborhood and Community Improvement Program (NCIP)**.
 - Continue funding the **NCIP** at 16% of Transient Occupancy Tax (TOT) Revenues.
NCIP program slowed in 2020/21 due to the pandemic. NCIP Committee meetings will resume in Jan 2022 to start the process to present recommended NCIP projects to City Council for approval for 22/23 FY.

Value Driver #2: Protect and preserve our natural environment by addressing climate change through ecologically responsible and pragmatic solutions.

The City Council recognizes the necessity of bold, pragmatic, and thoughtful solutions to protect our natural environment for future generations. Community decisions on transportation, land use, sea level rise, coastal protection, forestry, and city government operations can have a positive impact on our environment locally, regionally, and globally.

Strategic Priorities:

- Protect the Monterey Bay National Marine Sanctuary and our **environmental assets** from pollution.
 - Update the **Local Coastal Plan** (LCP)
Launch efforts in early 2022.
 - **Storm Water Trash Capture Project**
Complete the project in 2022 in larger tributaries. Establish a priority method for complete capture and refine long-term maintenance strategies by Jan 2023.
- Develop a long-term strategy for **Municipal Wharf No. 2 and a sustainable fishing industry**.
 - Support **sustainable fishing** activities
Provided an annual financial contribution to the Monterey Bay Fisheries Trust.
- Continue efforts to reduce **greenhouse gas emissions** (GHG).
 - Support efforts to **expand existing solar energy arrays** on City buildings
In 2022, develop a concept for East and West Garage and the City Hall Parking Lot

- Expand **access to electric vehicle infrastructure** and encourage sustainable transportation.
 - Expand opportunities for **Electric Vehicle Charging Stations** in the Waterfront Lot, parking garages, and parking lots.
In 2022, signed an agreement with Tesla for a Supercharge station on the West Garage; expanding other EV charging locations elsewhere.
 - Continue to integrate **low-emissions and electric vehicles into the City's fleet.**
Continue efforts in 2022.
-

Value Driver #3: Serve as stewards of the City's financial resources through sound economic vitality efforts, streamlining operations, reasonable revenue enhancements, visionary long-term planning, fiscal transparency, and community partnerships.

The City Council is committed to balancing economic activity by supporting Monterey's economic drivers, including but not limited to hospitality, academia, health care, retail, military, and fisheries. The Council also recognizes that continued prudent fiscal discipline helps ensure the high quality of life and services for residents; strategies include appropriate service levels, optimizing City operations, driving innovation that leverages technology and business solutions, ensuring workforce compensation and benefit structures are both competitive and financially sustainable, ensuring appropriate municipal infrastructure needs are addressed, implementing appropriate revenue enhancement opportunities, providing reliable and timely fiscal reporting, and fostering community partnerships.

Strategic Priorities:

- **Carefully manage City revenues and expenditures** which support the delivery of City services.
 - Codify **repayment plans for long term interfund borrowing.** Implement the plans to ensure interfund debt is repaid.
Complete by June 2022
 - Review, clarify, update, and simplify our **business license processes** including timely collection
Complete by August 2022
 - Review, improve and implement updated **purchasing processes** including monitoring outdated encumbrances
Ongoing

- Consider **appropriate revenue enhancements** to support City services and operations.
 - Continue the **Cannabis Retail Roadmap Implementation**.
Environmental review planning underway in 2022; potential Cannabis Tax to be considered in November 2022
 - Contract with a service provider to perform **Transient Occupancy Tax (TOT) audits**.
Contract signed in 2021. Audits will begin in spring of 2022.
 - Develop a comprehensive **City-wide process for collection of fines and fees for issued citations**.
Complete research in spring 2022. Implement in July 2022.

- Restore and establish **City reserves** at levels that provide fiscal resiliency and ability to address various economic and natural disasters
 - Restore **Fund for Economic Uncertainty to 16.6%** of general fund operating expenses. Implement during FY21/22 Mid-Year Budget review (February 2022).
Target to increase the Economic Uncertainty Fund to 20% of operating expenses by FY22/23 year end.
 - Establish a **Conference Center Facilities Reserve Fund**.
Target is \$10M over next 8 years. Start with initial contribution of \$750,000. Implement by June 2022.
 - Establish a **Sports Center Facilities Reserve Fund**.
Create policy to fund 10% annually of outstanding deferred facilities maintenance cost. Start with initial contribution of \$750,000. Implement by June 2022.
 - Establish a **Pension Reserve Fund** to address the unfunded Pension Liability and Other Post Employment Benefit (OPEB) Liability.
Total Pension and OPEB Liability is at \$103,060,020 as of the last actuarial date of June 30, 2020. Start with initial contribution of \$1,000,000. Implement by June 2022. Continue to research current funding programs offered by CalPERS to determine ongoing funding solution. Complete research by March 2022.
 - Establish a **Sea Level Rise Contingency Fund (Tidelands)**.
Start with a Reserve level target of 25% of revenues collected. Implement by June 2022. Start with initial contribution of \$750,000. Will revisit amount annually at close of fiscal year and determine contribution level based on available fund balance.

- Support **business retention and business attraction efforts** through partnerships with local business, business associations, and the chamber of commerce.
 - Launch efforts to collaborate with the **business community on cleanup efforts** in partnership with the Old Monterey Business Association
Begin discussions with OMBA in 2022.

- Support our **military installations** (U.S. Army Garrison Presidio of Monterey, Naval Support Activity Monterey, and U.S. Coast Guard Station Monterey) as significant economic drivers in the region.
 - Provide **base operations support for the Presidio of Monterey 2022 – Complete Intergovernmental Support Agreement (IGSA) negotiations**
 - Complete the **Monterey Bay Military Communities Compatible Use Plan** in collaboration with the U.S. Navy and Army
CUP planning efforts began in early 2021; will conclude in 2022.
 - Continue to support the **Monterey Bay Defense Alliance (MBDA)**
Facilitate an updated Economic Impact Study in 2022.
 - Continue collaboration on State-level advocacy through the **California Defense Communities Alliance (CDCA)**.
Ongoing.

- Identify and seek **grant funding** opportunities for City services and infrastructure, including parks, recreation, library, museums, public safety, fire prevention, and planning.
 - Conduct **facility repairs at the Monterey Sports Center** utilizing California State Parks' Per Capita Grant Funds.
Application submitted in January 2022; project to begin in late 2022.
 - Pursue **California State Library grants**.
Applications submitted in 2021 and will continue in 2022.
 - Pursue State and Federal **transportation, infrastructure and safety grants**.
Applications will be prepared and submitted in 2022
 - Pursue **FEMA Grant funds** for Public Safety
Applied for and awarded an Assistance to Firefighters Grant (AFG) for paramedic training for fire personnel in 2021 to be implemented in 2022.
 - Utilize **Staffing for Adequate Fire and Emergency Response (SAFER) grant**
Continue to utilize funds received in 2019 to partially pay for 2 firefighters' salaries and benefits.
 - Received **Local Early Action Planning Grant (LEAP), Regional Early Action Planning Grant (REAP) and Permanent Local Housing Allocation (PHLA) Funds**.
Funding received in 2021 to Fund the Housing Element Update and other housing efforts due by 2023.

- Prioritize funding models and sources for **facility rehabilitation, repair, and replacement**.
 - Implement a new **Parks and Recreation Facility Fee**, diverting 5% of related fees to be used exclusively for facility repair and rehabilitation.
Adopted in December 2021; takes effect January 1, 2022
 - Establish a **Monterey Conference Center facility reserve**
Create a reserve as part of the FY 2022/23 budget proposal

- Track, monitor, and respond to ongoing **pension liability** costs.
 - Research options to address the **City's unfunded pension liability**.
Efforts will continue in 2022 and will be presented to Council in 2022.

- Drive innovation through **technology and business solutions** that enhance productivity and effectiveness for staff, as well as customer service for the public.
 - Provide user-friendly, 24/7 access to registration for recreation programs, facility reservations, and Monterey Sports Center memberships through **new recreation management software**.
New software implementation to launch in February 2022.
 - Complete the **Cemetery Mapping and Software Enhancements Project**.
Project began in early 2021; slated for completion in 2022.
 - Purchase and implement a **new financial software (ERP) system**. The system will be able to improve and streamline processes, improve budgeting functions, integrate with human resource function, and provide more robust reporting.
Start the RFP process in Spring 2022. Purchase and implementation commencing during the 2023 fiscal year.
 - Implementation of **new online permitting portal** for Community Development.
Portal went online in early 2022 for pilot testing.
 - Implementation of **new online service request portal** and mobile friendly solution for reporting Citizen concerns.
Project completion expected end of first quarter 2022.
 - Purchase and implement a **new public computer time management, fee collection and printing solution** at the Library.
Donated funds received. Project to begin in 2022.
 - Continue implementation of **new Parking technology solutions**.
Projects began in 2021 and will continue through 2022.
 - Continue the Citywide **transition from Google Workspace to Microsoft 365**.
Phase 1 completed in December 2021; Phase 2 to continue in early 2022.
 - Overhaul the **City Records Retention Schedule**.
Project to begin in mid-2022.
 - **Digitization and online storage of documents and forms** in Finance, Human Resources, City Clerk, and Community Development Departments into the City's enterprise document management system (OnBase) and DocuSign.
Project started in late 2020 and will continue through 2023.
 - Creation and implementation of a new **contract management solution** in OnBase.
Solution available in January 2022.
 - Purchase and implement a new **event management solution** for the Conference Center.
Purchase and project to begin in early 2022.
 - Implement new **GIS aerial photos of the City** with flight occurring in March 2022.
Purchased in late 2021 through a collaborative purchase agreement with five local agencies.

- Purchase and implement new **mobile computers** for end of life equipment in Fire department vehicles.
Requesting funding in 2023 fiscal budget with implementation in 2023.
 - Purchase and implement new **office computers** for Police and Engineering to replace end of life equipment.
Requesting funding in 2023 fiscal budget with implementation in 2023.
 - Purchase and implement new **network infrastructure equipment** to replace end of life equipment, allow for staff mobility, and access to City resources.
Requesting funding in 2023 fiscal budget with implementation in 2023.
 - Continue implementation of a new **backup internet connection**.
Project started in 2021 with estimated completion in early 2022.
 - Evaluate, purchase, and implement a new **efficient data storage and backup solution** to replace end of life hardware.
Requesting funding in 2023 fiscal budget with implementation in 2023..
 - Continue implementation of **mobile communications solution** allowing critical business telephone lines to extend outside of the City network.
Project started in 2021 with estimated completion in early 2022.
 - Update the **Police Department Body Worn Camera and In-Car Camera** program to ensure contemporary technology.
Approved in 2021/22; anticipate cascading implementation for completion by Fall 2022.
-

Value Driver #4: Provide sufficient resources and support to develop, retain, and recruit a high quality city workforce.

The Council knows that the quality of city services correlates directly with the quality of city employees. For that reason, the Council is committed to supporting strategies that ensure Monterey can consistently attract, develop and retain employees capable of delivering services consistent with their vision for the future of the City including providing employees with the tools and resources they need to be successful in serving the public.

Strategic Priorities:

- Recognize that our workforce is our greatest resource for providing the service that our community deserves by **providing city staff with the tools, resources, coaching, and feedback** they need to perform well.
 - Revamp **employee performance, coaching, and feedback** for City employees through a new process and workflow system.
Project will begin in early 2022 and be implemented by fall 2022.

- Support the **City workforce through the COVID-19 pandemic** including the implementation of citywide staffing and operational retooling, return-to-work protocols, COVID-19 contact tracing and notifications, and phase-in of the Reopening and Rehiring Fund.
 - Carefully manage and implement sound, science-based **vaccine and face covering policies for City employees and visitors** to City facilities.
Revised policy for visitors took effect August 2021; employee safety protocols and policy took effect July 2020, updated October 2021, January 2022 and mandatory vaccination policy took effect September 2021.
 - Implement best practices in **Diversity, Equity and Inclusion (DEI)** through training, performance, hiring, and recruitment efforts.
 - Begin **DEI training for all City employees** using a reputable consulting firm.
Completed DEI training for City staff in January 2022; will begin second phase of DEI implementation by mid-2022.
 - Foster **employee safety and wellness**, including provision of a robust safety program, employee-centric and employee-led Safety Committee, frequent safety tailgate meetings, an efficient vehicle fleet management program, and other efforts.
 - Complete 12-month **employee safety training** calendar and finalize position specific training requirements index.
To complete in 2022.
 - Continue biennial **AB 1825 Harassment Prevention Training**.
To be completed by all employees, volunteers, boards and commission members and City Council by December 31, 2022.
 - Provide fair, competitive, and market-rate compensation and benefits to employees through effective **labor negotiations**.
 - Complete **labor negotiations** for the City's bargaining units that are fair, competitive, and market-driven.
Discussions began in 2021; slated for completion by June 2022.
-

Value Driver #5: Champion regional and local efforts to secure adequate, affordable, and sustainable water sources for the city, now and into the future.

The Council recognizes that access to a dependable supply of fresh water is a significant gating factor that impacts the City's ability to provide affordable housing and promote economic vitality consistent with the goals described in the City's General Plan.

Strategic Priorities:

- Continue to advocate and lobby on behalf of the City of Monterey's interests on **regional water issues**, with an emphasis on securing water for affordable housing projects.
 - Submit letters to **encourage the State Water Resources Control Board to open up water allocations** for affordable housing projects.
Letters sent in 2020 and 2021; ongoing.
 - Collaborate with the **California Department of Housing and Community Development (HCD)**
Develop strategies to establish the City's new Regional Housing Needs Allocation (RHNA) allocation
-

Value Driver #6: Support efforts and policies that provide equitable access to affordable housing in Monterey and the region.

The Council embraces efforts that provide equitable access to affordable housing, including balanced approaches to increase housing supply, rental resources and assistance, and housing rehabilitation grants to homeless, low-income, senior and disabled individuals.

Strategic Priorities:

- Support **affordable housing** through modern zoning policies/ordinances, ADU policies, housing grants, review of density requirements, and consideration of City-owned sites for affordable housing.
 - Approve **residential uses on mixed-use, ground-floor locations**.
Ordinance adopted in late 2021.
 - Complete **City-owned Potential Affordable Housing Sites Exclusive Negotiating Agreements**.
Scheduled to be awarded in early 2022.
 - Provide Council with the requested **update on rental units** in the City of Monterey
Update to be provided in early 2022.
- Address **homelessness** through programs and partnerships such as the Multidisciplinary Outreach Team (MDOT) and continued support of homeless service agencies through the City's Community Development Block Grant program such as but not limited to Gathering for Women and Community Human Services.
 - **Coordinate with homeless advocacy organizations** (e.g. Gathering for Women) to provide COVID-19 vaccines to unhoused population

- Seek and receive funding for provided via the **CDBG Public Service Grant** process.
Scheduled to be considered again in early 2022 and awarded in summer 2022.
 - The MPD's **Multi-Disciplinary Outreach Team (MDOT)** will continue to work side-by-side with various governmental and non-governmental organizations to offer, provide and find solutions for those who are unhoused.
In 2021, - the MPD and MDOT offered information on services in every contact they had with those who were unhoused, this resulted in services being provided by MDOT 293 times, in various ways.
-

Value Driver #7: Expand opportunities for people of all ages and abilities to bike and walk safely through active transportation, accessibility, and safety initiatives.

The Council is committed to developing policies and supporting plans that create an environment where people, bicycles, buses, trolleys, and motor vehicles can move through the community safely and efficiently. The City Council also prioritizes pedestrian and bicyclist safety and mobility over driver convenience, and continues to value “Vision Zero” strategies of education, equity, engineering, evaluation, and enforcement.

Strategic Priorities:

- **Maintain and repair core street, roadway, and storm drain infrastructure.**
 - Continue implementation of the **Traffic Signal Adaptive System** in order to have all arterials running on the SCOOT system which reduces greenhouse gas emissions and enhances quality of life.
Efforts will continue in 2022.
 - Seek grants to fund **safety enhancements** for pedestrians, bicyclists and motorists.
Efforts will continue in 2022
 - Launch the **Traffic Congestion Mitigation Program**.
Efforts will begin in 2022.
 - Continue implementation of **road rehabilitation, storm drain infrastructure, funded through SB 1, Measure P and S, and Measure X**.
For FY 20/21, the City received approximately \$1.1 M in funding through Fuel taxes/SB 1, \$8.7 M in funding from Measure P and S, and \$1.1 M in funding for Measure X.
- Provide and deploy effective **parking facilities, programs, and enforcement** tools that support resident, business, and visitor access to various business districts and neighborhoods.

- Complete **Waterfront Parking Expansion Project**.
Phase 2 scheduled for completion in 2022 and Phase 3 at a later date.
 - Continue supporting planning and construction efforts for **regional trail networks**.
 - Support efforts for the **Fort Ord Regional Trail and Greenway (FORTAG)**.
Staff continues to seek grant opportunities for projects that connect to FORTAG within the City of Monterey, along North Fremont Street and Laguna Grande Regional Park.
 - Seek grant funding and finalize design for the **North Fremont “Gap” Project** that connects the City’s bike and pedestrian network to FORTAG.
Explore grant opportunities in 2022.
 - Continue to enhance **mobility for people of all ages and abilities**.
 - Complete an update to the **City’s ADA Transition Plan**.
Scheduled completion by late 2022.
 - Continue to look for opportunities to **enhance the transportation network to include pedestrian and bike facilities**.
Efforts will continue through 2022
 - Continue to procure grants in order to **provide safety education and encourage programs** such as Safe Routes to School to encourage more walking and biking.
Efforts will continue in 2022.
-

Value Driver #8: Preserve, promote, and maintain our City’s historic and cultural resources through responsible stewardship and historic preservation that highlights the contributions and perspectives of all people who are a part of Monterey’s diverse history.

The City Council is committed to support policies and plans that ensure the protection, appropriate development, and use of the City’s historic and cultural assets. The City Council also recognizes the importance of sharing the City’s diverse history through the lens of the Native Americans, Latinx, Euro-Americans, African Americans, and Asian American/Pacific Islander communities who have contributed to the Monterey community.

Strategic Priorities:

- Ensure that the community’s **history is interpreted and presented from a social justice lens**.
 - Develop a **social justice and equity framework for the City’s Museums Division** in collaboration with the Museums & Cultural Arts Commission.
Project not yet started; scheduled for 2022.
 - Seek grant funds to pilot historic walks outlined in the draft **Path of History Master Plan** that tell our history from the perspective of first peoples and diverse ethnic

groups that shaped Monterey's past and present.

Grant funds to be sought in 2022; draft Master Plan to be adopted in 2022.

- Preserve and **protect Monterey's maritime history**.
 - **Work with the U.S. Coast Guard, Breakwater Cove, and Western Flyer Foundation to bring the restored Western Flyer fishing boat chartered by John Steinbeck to Monterey.**
Discussions with the Western Flyer began in 2019; expected to arrive in late 2022.
-

Value Driver #9: Foster a local government that is transparent and collaborative; and solicits, welcomes and appreciates input from all.

The City Council is committed to transparency, collaboration, and engagement with all of our residents, neighborhoods, businesses, and community partners through robust channels of communication including in-person, technology-based, and media outreach efforts. The City Council is also committed to providing core services to the community, and partnering with business, nonprofit, military, and government partners where appropriate.

Strategic Priorities:

- Maintain and expand methods for the public to engage and interact with their city government using a **variety of engagement tools including media outreach, digital communications, and in-person engagement**.
 - Transition the City from **at-large elections to district-based elections for City councilmembers**, in compliance with the California Voting Rights Act (CVRA).
Demand letter received in October 2021; Council to adopt maps and election sequencing in February 2022.
- Provide information and access to tools and resources through the **City's website**.
 - Launch **new City website** and Content Management System (CMS).
New website launched in summer 2021; new features to be added through 2022.
- Understand City leaders' values and priorities by facilitating annual discussions about the **City Council's Value Drivers and Strategic Priorities**.
 - Council to update Value Drivers and Strategic Priorities; and review **City Staff Work Plan**.
New vision, mission, and value drivers adopted in December 2021; to review Staff Work Plan in January 2022.

- Recognize that City government’s role is to provide core services to the public, and **partnerships** with nonprofit, military, business, and other government agencies can be an effective means of supporting the public good.
 - Research **Public Banking** as a potential regional policy issue.
Staff is conducting research and will present an analysis in March 2022.
-