

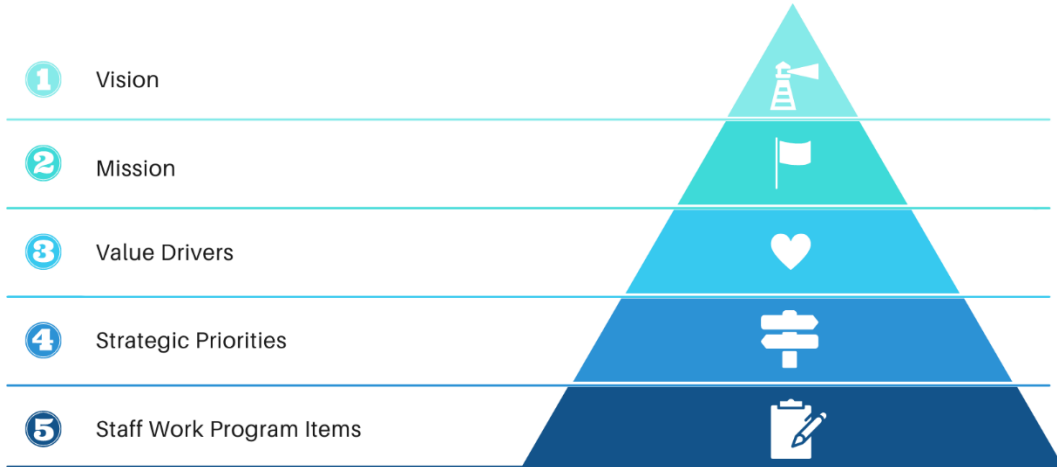
**CITY OF MONTEREY**

**Vision, Mission, Value Drivers,  
Strategic Priorities, and  
2024 City Staff Work Program**

**Monterey City Council  
January 24, 2024**



### City of Monterey Cascading Goals



#### **Vision Statement**

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

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#### **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**



*The Value Drivers are 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.

### **Quality of Life Strategic Priorities:**



Ensure the **health and wellness of the community** through emergency operations, clear communication with the public, issuing emergency orders as necessary, adopting eviction protections, hosting blood drives, and providing food security.

#### **Health & Wellness Strategic Priority - Staff Work Program Efforts:**

- Support food security by working with community partners to **provide meals to individuals and families** in Monterey during the holiday season.  
*The City of Monterey, led by our Monterey Recreation division, distributed over 2,000 meal kits (for 2-4 as well as 6-8 people) plus 750 sandwich meals between the two meal drives in November and December 2023. Staff also coordinated over 150 home deliveries with Monterey Fire and Police as well as Seaside and Marina Fire Departments. Overall, we served over 13,800 individuals at both food drives.*
- Provide important **nutritional services for Senior Citizens at Scholze Park Center**.  
*Ongoing programs include Meals on Wheels programs and a weekly Produce Pick Up. The City distributed 4,272 meals for seniors in 2023, this is a 37% increase since 2022. In partnership with the Food Bank for Monterey County, the City served 5,562 people through the walk-up produce distribution program at Scholze Park Center in 2023.*
- Support the **Meals on Wheels Program**.  
*The City's Community Development Block Grant Program provided \$80,000 in funding to support the Meals on Wheels Program in 2024.*
- Continue to offer **monthly blood drives** at Hilltop Park Center in partnership with the American Red Cross.  
*For 2023, the City offered 13 blood drives and helped collect 365 pints of blood in*

*partnership with the American Red Cross. The City of Monterey is a Premier Blood Partners of the American Red Cross, which is designed exclusively for the organization's highest contributing sponsors and blood drive partners.*

- Engage the public on a potential **ordinance restricting smoking in multi-family housing units**.  
*No progress - Policy issues may be scheduled in the future.*
- Track and **manage funds from the City's share of the nationwide opioid litigation settlement** of \$26 billion reached with the three largest pharmaceutical distributors and the parent corporation that manufactured and marketed opioids.  
*The City receives and tracks approximately \$35,900 per year, a total of roughly \$647,600 over 18 years –which the City can use to combat substance abuse and related issues. The City received confirmation that the DHCS (Department of Health Care Services) reviewed our Opioid Bankruptcy Expenditure Report (Mallinckrodt/NOAT II) and found no errors.*



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.

Public Safety Strategic Priority - Staff Work Program Efforts:

- Complete the **Standards of Coverage and Community Risk Assessment Study** and **explore opportunities to regionalize and improve fire services effectiveness**.  
*The study was completed and presented to the City Council in May 2022. Future discussions about regional fire services and coverage will continue with the community in 2023. The City of Monterey is discussing with the City of Carmel-by-the-Sea on potentially transitioning ambulance staff from Carmel to the City of Monterey, or exploring a regional joint powers authority model. Effective October 1, 2023, the City of Monterey entered into a new agreement with the Monterey Peninsula Airport District for the City to provide fire services to the Airport.*
- Implement the **new Police Records Management System (RMS)**.  
*Approved in 2021/22; this projected 18-month-long project was scheduled to go live in February 2023 but experienced delays due to a lack of vendor performance. After working through issues, the go-live is scheduled for February 2024. This effort will meet the needs of the Police Department and new State mandates and improve efficiency through modern technology.*
- Complete the **Central Public Safety Facility Study** to address the 1959-constructed, aging, and outdated infrastructure at the public safety campus, home to the Fire

Administration, Downtown Fire Station 11, Police Facility, and the Emergency Operations Center (EOC) Campus.

*Council approved funding the study in 2021, with additional funding allocated in 2022.*

*The study began in fall 2022 and will be completed in 2024. A check-in with the Council will take place in early 2024.*

- Develop a **Local Roadway Safety Plan**, a ‘crash data’ driven safety evaluation that develops and prioritizes systemic safety improvements.  
*The City was awarded grant funding from the Federal Highway Administration in 2023; the plan is in progress and should be completed by 2025.*
  
- Replace the **Fire Department fleet**.  
*Command vehicles were ordered and received in 2023. The City Council approved the purchase of a Pierce 107’ tractor-drawn aerial truck for \$1.7 million in October 2022 and it is expected to arrive at the end of 2025. The City Council approved the appropriation of funds and the purchase of an Urban Search and Rescue (USAR) response truck and trailer unit in September 2023. The order for the vehicle is expected to be finalized in the first quarter of 2024.*
  
- **Safely manage the multiple special** events held in Monterey.  
*In 2023 the Police Department managed sixteen special events spanning 29 days of special event staffing, These events, such as the Monterey Jazz Festival, 4<sup>th</sup> of July Parade, Monterey County Fair, Car Week, Monterey Bay Half Marathon, and California Roots Festival, are covered by Police Department staff working overtime outside of their normal assignments.*
  
- **Conduct an analysis of Fire Service Contracts** the City of Monterey provides to other agencies, including the cities of Carmel-by-the-Sea, Pacific Grove, and Sand City, as well as the U.S. Navy at La Mesa Village and the Monterey Peninsula Airport District to review the contract models’ cost recovery and fiscal viability for the City of Monterey.  
*Began analysis with consulting firm Baker Tilly in late 2022; analysis completed in April 2023. Taking the analysis into consideration, Monterey developed the cost proposal submitted to the Airport in response to their RFP incorporating one of the recommendations made in the study. Future cost projections will include the same recommendations.*



Prepare for **emergencies and support community resiliency**

Emergency Preparedness Strategic Priority - Staff Work Program Efforts:

- Offer ongoing **Community Emergency Response Team (CERT) training and support.**  
*Trained 36 new members in March and April 2023. New member classes are scheduled for October 2023. In 2023, CERT trained 78 new members. During the year, CERT teams logged over 5168 hours and 1050 member responses to training and activations. CERT had a total of 24 activations across geographical areas due to winter storms, power outages, welfare checks, and missing persons. In April 2024, staff is hosting a CERT class for new potential CERT members. CERT also continues to train monthly on deployment and operations, including winter storm preparedness/response, search and rescue, sandbag operations, traffic control, and firefighter rehabilitation.*
- Work with the California Department of Conservation to update **tsunami signage and education** to reflect the newly adopted Tsunami Inundation Maps  
*Tsunami signage provided by the California Governor's Office of Emergency Services (Cal OES) has been delivered and will be installed at all locations in 2024.*
- Update the **General Plan Safety Element.**  
*City Council allocated City funds on July 19, 2022, to start the Safety Element. The Safety Element has been drafted and will undergo environmental review and final adoption hearings in 2024 in conjunction with the Housing Element.*
- Due to increased shark activity in the area, **prepare signage and a Standard Operating Procedure for incidents involving sharks.**  
*Staff has researched information from the State and implemented signs for use during shark incidents on the Monterey Peninsula.*
- Continue to look for **grant funding to upgrade or repair existing infrastructure** and maintain resiliency.  
*Ongoing. Staff submitted an application for the PROTECT Grant for resiliency projects to include the tunnel and lake El Estero pumps and generators, staff is waiting for the results of the Grant Application. Staff is preparing to apply for the Active Transportation Program Grant for the construction phase of the Mark Thomas Drive Bike lane project. Staff is preparing to release a Request for Proposal for the Design of the Del Monte and Washington intersection improvements using Regional Surface Transportation Program*

*funds. In addition, staff continues to apply for grant funding for the North Fremont Gap Closure Project, including the State's Active Transportation Program Grant Program.*

- Continue **Fuel Reduction** efforts to remove invasive species and flammable understory in greenbelts within and adjacent to City neighborhoods.  
*Efforts will continue in 2023; so far, \$348,000 in work has been completed. In FY2022/23, NCIP funded \$330,000 for Fuel Reduction across the City, including in the Alta Mesa, Fishermen Flats, Monterey Vista, Old Town, and Skyline Neighborhoods. Additionally, NCIP funded \$275,000 for Fuel Reduction across the City, including the Old Capitol Site. NCIP recommended, and the Council has approved \$750,000 in funding for Fuel Reduction/Forest management in FY2023/24. In 2023, the City received \$800,000 in CAL FIRE Grant funding with \$150,000 in matching funds. Efforts for 2023 included the Skyline Greenbelt with the removal of dead trees and fuel reduction and Huckleberry Hill fuel reduction.*
- **Engage and collaborate with various local and federal partners to plan, prepare, and conduct exercises for emergency natural and man-made catastrophic incidents.**  
*The Monterey Police and Fire Departments consistently work with the Monterey County Department of Emergency Management to plan a response to incidents such as Car Week, potential and actual flooding, storms, and weather-related incidents. The Police and Fire Departments participated in active shooter training exercises with the Naval Postgraduate School, FBI, local and state law enforcement partners, the Monterey County Office of Education, the Monterey Peninsula Unified School District, U.S. Coast Guard Station Monterey, and the U.S. Army Garrison Presidio of Monterey.*
- Collaborate with the **U.S. Coast Guard on training exercises.**  
*On September 6th, 2023, the City of Monterey participated in a SAR Ex drill in which a simulated boat fire and multiple rescues were conducted along with a Level 2 Multi Casualty Incident (MCI) at the mile buoy. This multi-agency drill included deployment with our various partners, such as the U.S. Coast Guard Station Monterey, U.S. Naval Air Station Lemoore, CAL FIRE, Monterey County Drone Team, and other community partners at the Coast Guard Pier.  
 On September 17, 2023, the City of Monterey co-sponsored an educational and training event with the U.S. Coast Guard Station Monterey, U.S. Naval Air Station Lemoore, and other public safety community partners at San Carlos Beach Park. This was the second annual U.S. Coast Guard Missions Day.*
- Develop a **Community Wildfire Protection Plan.**  
*The final report was completed in December 2023 and is expected to be posted on the online storymap created through the project by the end of January 2024. Priority areas of concern were identified and will be assessed by the cities of Monterey, Carmel, and Pacific Grove for future projects.*



- Conduct a hotwash and **After Action Review following the 2023 Winter Storms and Pineapple Express EOC activations, and collaborate with PG&E and Verizon for electricity and mobile communications resiliency.**  
*Conducted the After Action Review in July 2023 with participation from the County of Monterey Department of Emergency Management. Continued preparedness and response planning efforts with PG&E and Verizon Wireless to improve resiliency.*
- **Manage efforts to prepare for, respond to, and recover from disasters** by managing an effective Emergency Operations Center, including coordination with FEMA, CalOES, Monterey County Department of Emergency Management, City departments, and community stakeholders.  
*Activated the EOC and responded effectively to the winter rain events in January and March 2023. Participated in Countywide Operational Area meetings and preparedness meetings in winter 2023/24.*



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.

Physical and Mental Activity Strategic Priority - Staff Work Program Efforts:

- Implement **New (or Reinstating/Reinventing) Programs and Services at Monterey Sports Center.**  
*As staff capacity and City resources allow, the Sports Center will investigate and analyze programs and services such as the Sports Cafe and Kids Zone services. Currently, staff is conducting research and outreach, as well as exploring different options (including those from the consultant) that will be cost-effective and revenue-generating. Additional progress planned for June 2024.*
- **Expand hours at the Monterey Sports Center.**  
*The Monterey Sports Center expanded hours on July 31, 2023. The newly expanded hours include extended evening hours 7 days a week, with the Sports Center open until 9:00 p.m. Monday through Friday and until 5:00 p.m. on Saturday and Sunday.*
- Organize **summer camps and programs** that provide opportunities for youth to stay active in City parks and facilities while also providing childcare for working parents.  
*Outdoor camp programs for 2023 included Beach Volleyball, Challenger International Soccer, Flag Football, Basketball, Track and Field, and Summer Fun Playground Program. In addition, 2023 was a record summer for Monterey Sports Center's Sports*

*Camp. One of the largest summers yet, with an attendance of over 100 campers each week for 10 weeks for a total of approximately 1,000 campers. The Recreation Division continued to rebuild traditional summer camp programs by offering six weeks of Camp Quien Sabe Youth Overnight Camp program at Toro Park and seven weeks of Whispering Pines Day Camp. Camp Quien Sabe celebrated 70 years this summer. These two camps completed the Summer 2023 season, serving approximately 60+ campers weekly 60+ campers each week. Total enrollment for all summer camps offered by the Parks & Recreation Department was approximately 2,426 campers.*

- **Serve individuals and families of all ages at the Sports Center and community (park) centers by offering **opportunities for both mental and physical activity.****  
*In 2023, continued restoration and expansion of programs at El Estero, Scholze, and Hilltop Park Centers, and for North Monterey, programs offered included preschool, ceramics, music instruction, fencing, gymnastics, dance classes, Pilates, chess and art classes, as well as specialty camps such as Tiny Tots Summer Camp, Lego Camp, and Woodworking Camp. Offered expanded programs for North Monterey based on staff capacity and program demand.*  
*Activities at Casanova Oak Knoll included neighborhood meetings, a holiday neighborhood party, community outreach meetings for Casanova and Laguna Grande, CERT and Monterey Police trainings, STEAM events and storytime activities for children in partnership with the Monterey Public Library. Opportunities for seniors to engage with others socially and physically with activities like Tai Chi, Chi Gong, Watercolor, Drawing and Painting, Bridge, Bingo, Ceramics, Walk the Bay Walking Group, and Line Dancing. The Sports Center continues to offer popular programs for youth, including basketball leagues and clinics, volleyball lessons, martial arts, swimming lessons, and more. Offered 350 programs with 31,229 participants in FY 2022/23 through the Recreation Division. For 2024, programs will be strategically expanded throughout Monterey Recreation indoor and outdoor facilities. New programs will include continued partnerships with the Blue Zones Project and the Monterey Public Library for North Monterey, including Casanova Oak Knoll Park Center, in addition to special programs and events for youth and families such as beach volleyball leagues for adults in Monterey Bay Park and more based on budgetary and staff capacity and program demand.*
- **Offered **special events that foster community.****  
*Events included the Bunny Hop Photo Op, STEAM in Montecito Park, Halloween Movie Night and Trunk and Treat, Pumpkin Plunge at the Sports Center, Horticulture Fair & Plant Exchange, and Monterey's Big 4th of July Celebration and Backyard Food Fest. Special events and programs for all ages are being offered and will be expanding in north Monterey for 2024 such as Saturday with Santa at Casanova Oak Knoll Park Center.*

- Continue providing **support services for seniors**.  
*Continue partnering with the Monterey Salinas Transit Taxi Voucher Program, AARP Smart Driver Course, Aspire Health and Alliance on Aging for Peer Counseling, Tax Prep, Ombudsman, California Connect, and other programs serving seniors 55 and older.*
- Begin long-term planning and community engagement efforts for the future of the **Old Capitol Site**.  
*The Old Capitol Site Master Plan was funded in the 2022/23 NCIP. City Council awarded additional NCIP funding in July 2023. The Master Plan will be developed with the help of BFS Landscape Architects to include community outreach sessions. The Master Plan efforts are underway, and a contract has been executed by BFS. The study is scheduled for completion by the end of 2024.*



Provide learning opportunities and foster community connection through the **Monterey Public Library**

Monterey Public Library Strategic Priority - Staff Work Program Efforts:

- 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. Programs have included Preschool Storytime, Before They Vanish Travelogue Series, Winter Service Project, Writing Workshops, Blue Zones Project Workshops, the Paws to Read Program, Health and End-of-Life Care Workshops, Kids Eat Right Programs, Button Making for Pride Month, Community Storytime and Craft Activities at Casanova Oak Knoll Park Center, Coloring for Relaxation, Watercolors, S.T.E.A.M. in the Park, Windsock Making, Sewing Programs, and Author Talk with Nidhi Chanani, and Monterey’s Magical History Tour, Anime Your Way, Mental Health Education with Ohana, and Where the Forest Meets the Sea (Bilingual Program).*
- Identify **funding sources for Library facility renovation** in conjunction with the Central Public Safety Facility Study.  
*Building Forward Infrastructure grant from California State Library has been identified as a potential source of critical infrastructure renovations. Application submitted to California State Library focusing on energy efficiency and sustainability upgrades for the current facility. California State Library did not award applications as they are focused on high poverty levels in the state. \$100 million dollars is projected to be allocated in the next three years for future projects.*

- Provide **bookmobile services to neighborhoods** to library services.  
*The new bookmobile is funded and arrived in January 2024. The Bookmobile stops include Casanova Oak Knoll, La Mesa, Hilltop Park, Montecito Park, Park Lane, and Merrill Gardens. The Bookmobile has extended stops to City Preschools at El Estero and Hilltop and pop-up outreach events at community functions and at Bay View Academy's Upper and Lower School campuses.*
- Work with local partner agencies to update the **Children's Reading and Learning Area** with dedicated funds raised through *the Monterey County Gives! Campaign*.  
*Monterey Public Library Friends & Foundation has raised \$53,710 in funding through Monterey County Gives. The library has met with community partners at Montage Health's Ohana and First 5 to discuss inclusive spaces and reached out to other agencies. The Library has received a Stronger Together Early Learning Hub grant for \$188,700 for the Children's Area. The library is currently and planning and procurement stage, with funds planned to be spent by June 2024.*
- Inspire learning through **Arts and Art programming**.  
*Muralists Natalia Corazza and Raven Cook have completed a Young Readers Mural at the Library Terrace. The Library Friends & Foundation have approved funding for new furniture for the terrace. The Library has allocated funding to move the glass barriers on the terrace to allow access to the garden on the Library terrace, near the mural.*
- Implement **facility enhancements**.  
*Façade improvements completed, including landscaping and sidewalk repairs. Additional upgrades include exterior paint and HVAC covers. Interior upgrades to install new lobby display equipment, upgrades to the Solarium Conference Room, lighting and carpet for the Community Room, and hanging art system for rotating art in the Community Room.*
- Implement furniture **enhancements**.  
*The Library Friends & Foundation has provided funding for new furniture for the Library terrace and public spaces in the library. California State Library grants will provide funding for additional furnishings within the library. Complete by early 2024.*
- Work with local partner agencies or **non-profit groups to reopen Etta's Café**.  
*Release an RFP for café operations with a nonprofit to provide services within the cafe space at the library.*
- **Expand Monday hours at the Monterey Public Library**.  
*The Library will restore limited-service hours on Mondays to enhance our service to the community in 2024.*
- Increase **Library and Museum programming in the Monterey Public Library and at Colton Hall**.

*Resume poetry, music, and art programs at our Library and Museum sites in 2023-24.*

- Expand access to Monterey Public Library through a **book vending kiosk**.  
*Add a self-service library book retrieval machine at another location in Monterey. This will be a self-contained unit at a partner location, allowing increased access to Library materials. Implement by 2024.*
- Increase **digital access to California History Room and museum materials**.  
*The Library has received California Revealed grants to digitize historic photographs and will digitize additional collections. The first collection of 1949 Rey Ruppel Monterey Centennial has been sent to California State Library for digitization and was completed in late 2023; the second round of Shades of Monterey photos was approved for 2024. The library has begun digitizing local VHS collections to add to streaming collections and added archive records to the Online Archive of California.*



Respond effectively to **neighborhood concerns**.

Neighborhood Concerns - Staff Work Program Efforts:

- Work with the Laguna Grande Regional Park Joint Powers Authority to adopt a **Laguna Grande Regional Park Trail Maintenance Strategy**.  
*During the summer of 2023, the Laguna Grande Regional Park Trail Maintenance Strategy was adopted by the Laguna Grande JPA, City of Monterey, the City of Seaside, and the Monterey Peninsula Regional Park District. The Mitigated Negative Declaration and Mitigated Monitoring and Reporting program was also adopted by all four legislative bodies. Agencies filed the Notice of Determination in the summer of 2023. The next step is to collaborate with all agencies to develop the scope of permit preparation, permit applications, etc., in 2024. Agencies are also collaborating on future programming for the park.*
- Conduct **tree mapping and inventory** to address the health of Monterey's forests and greenbelts.  
*Tree mapping began in 2021 and is ongoing.*
- Continue efforts on the **Small Cell Ordinance**.  
*The Planning Commission hosted five public hearings on the draft Small Cell Ordinance in 2022. The City Council received an update in January 2023, held public hearings for readings of the Ordinance in February and March 2023, and adopted the Ordinance in April 2023.*

- Continue the implementation of **North Fremont Corridor underground utility projects** utilizing Rule 20a funding.  
*Planning and coordination efforts will continue in FY 24/25 to ensure the City's Rule 20A work credits received will be fully utilized prior to the December 2033 sunset date of the Rule 20A program.*
- Work with Verizon Wireless to discuss **mobile phone and emergency calling reliability concerns due to events at the Monterey County Fairgrounds.**  
*Staff is working to address these concerns directly with Verizon Wireless. The company has committed to expanding service on Fairgrounds (State) property to increase service capacity during special events, thereby reducing impacts to surrounding neighborhoods.*



Fund projects for the betterment of Monterey's neighborhoods through the **Neighborhood and Community Improvement Program (NCIP).**

NCIP - Staff Work Program Efforts:

- Continue **funding the NCIP at appropriate levels.**  
*The NCIP is currently funded at 16% of Transient Occupancy Tax (TOT) Revenues. NCIP Committee meetings resumed in January 2022. City Staff across Public Works, Parks and Recreation, and Forestry completed 15 NCIP projects in 2023. The City Council funded 44 NCIP-recommended projects and four Cut-Off projects in October 2023. Currently, there are 73 active NCIP projects with a total budget of approximately \$12.7 million. These NCIP projects cover a wide spectrum, including traditional public works, streets, sidewalks/paths, parks and recreation facilities, forest management, utilities, historic preservation, storm drainage facilities, and more. Staff seeks to increase the number of contracts available to complete more NCIP projects in a timely manner.*



**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.

**Protecting Our Environment - Strategic Priorities:**



**Protect the Monterey Bay National Marine Sanctuary** and our environmental assets from pollution.

**Monterey Bay National Marine Sanctuary - Staff Work Program Efforts:**

- Update the **Local Coastal Plan (LCP)**.  
*The Draft Coastal Land Use Plan is being prepared. The draft plan will be released for public review in 2024.*
- Implement **Stormwater/Water Quality Protection Regulatory Permit** activities as well as **Sanitary Sewer Collection System/Water Quality Protection Regulatory Permit** activities.  
*Ongoing in 2024.*
- Manage the **951 Del Monte Avenue Groundwater Remediation Project**, a City property at Window on the Bay Park, with legacy dry cleaning solvent contamination.  
*Ongoing in 2024*
- Continue ongoing **regional and stakeholder partnerships** to implement regionally-prioritized stormwater quality capture and treatment project opportunities involving City utility infrastructure, with the goal of better protecting the environment and water quality of local waterways, such as streams, lakes, and the Monterey Bay National Marine Sanctuary.  
*Ongoing in 2024*





Develop a long-term strategy for **Municipal Wharf No. 2 and a sustainable fishing industry.**

Sustainable Fishing and Municipal Wharf No. 2 - Staff Work Program Efforts:

- Support **sustainable fishing** activities  
*Provided an annual financial contribution to the Monterey Bay Fisheries Trust (MBFT). Continue dialogue with local fishermen and MBFT to find ways to support the industry through recent fishery closures.*
- Support efforts to **remove derelict and abandoned vessels in the Monterey Harbor area.**  
*Applied for and received grant funding from the California Department of Boating and Waterways for the removal of derelict and abandoned vessels. Retrieved a barge that detached from the Monterey Bay Aquarium during winter 2022/23 Storms. Continuing to work with the Monterey Bay National Marine Sanctuary (MBNMS) and local stakeholders on developing funding sources for abandoned vessels.*



Continue efforts to **reduce greenhouse gas emissions (GHG).**

Reduce Greenhouse Gas Emissions - Staff Work Program Efforts:

- Continue to implement **California's Short Lived Climate Pollutants (SB 1383) requirements.**  
*Efforts include outreach, education, monitoring, and enforcement tasks related to organic waste and edible food diversion from the landfill.*
- Build partnerships and **expand capacity in the Sustainability Office to monitor and track Citywide goals to reduce GHG.**  
*With funding from Central Coast Community Energy (3CE), AMBAG was able to complete several GHG updates to demonstrate that the City remained on track with the goals adopted in the 2016 Climate Action Plan (CAP). Although the 3CE funding ended with a 2020 GHG inventory, the City was able to work with a fellow from the Young Southeast Asian Leaders Initiative (YSEALI) program towards completion of a 2022 GHG inventory. The goal for 2024 is to update the 2016 CAP adopted by the City and*



*establish a new GHG inventory as well as revised short, medium and long term GHG reduction targets.*



Expand **access to electric vehicle infrastructure** and encourage sustainable transportation.

Electric Vehicle Infrastructure - Staff Work Program Efforts:

- Expand opportunities for **Electric Vehicle Charging Stations** in the Waterfront Lot, parking garages, and parking lots.  
*The City completed lease negotiations to increase EV charging stations in the waterfront lot in 2023. Construction is anticipated to start in 2024 for the waterfront charging stations. The City began upgrading EV charging stations to the ChargePoint network in fall 2022 for more efficient use of charging stations and cost recovery. The City has applied for grant funding to expand public EV charging stations throughout the City. Construction documents have been submitted for City review and comments for the Tesla Destination Charging project, which would provide 25 charging stations.*
  - Continue to integrate **low-emissions and electric vehicles into the City's fleet.**  
*The City plans to introduce at least six new EVs into the City's fleet in 2023/24. Limited supply of utility EVs, pricing, and heavy markups of electric vehicles limits the City's ability to transition to EV quickly. The City received a Plan Your Fleet grant from Central Coast Community Energy (3CE) to plan for the City's fleet and infrastructure needs. The City staff has formed an internal Vehicle and Infrastructure Electrification Committee. The City has developed 50% design plans for EV charging stations at the City's maintenance facility, and the City plans to have the design finalized in 2024.*
  - Implement a **City-wide Vehicle GPS/Telematics Program.**  
Development of the program is in its infancy, but necessary to meet new California Air Resources Board (CARB) regulations.
  - Apply for and collaborate with the **Association for Monterey Bay Area Governments (AMBAG) on Federal Grant for EV Charging Infrastructure.** *The City is one of several municipalities that submitted potential public EV charging sites as part of the AMBAG grant.*
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**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.

**Fiscal Stewardship - Strategic Priorities:**



**Carefully manage City revenues and expenditures** which support the delivery of City services.

**Manage City Revenues and Expenditures - Staff Work Program Efforts:**

- Codify **repayment plans for long-term interfund borrowing**. Implement the plans to ensure interfund debt is repaid. Address inconsistencies in reporting between all debt service.  
*Updated documentation of long-term interfund borrowing has been presented in the FY23-24 budget book, inclusive of balances and pay off dates. This presentation will continue in all future budget books. Completed*
- Review, clarify, update, and simplify the City’s **business license processes**, including timely collection.  
*Updates have been completed with revisions to be sent to the City Attorney’s Office for approval and changes to ordinance and city code where necessary. Expected to be brought to the City Council in February 2024.*
- Hire a Business License Inspector to implement updated processes and canvas locations to **ensure compliance and collection of all fees due to the City**.  
*Business License Inspector has scheduled meetings with all the business districts to introduce himself and update the districts on the current business license processes.*

*Completed in late 2023.*

- Review, improve, and implement updated **purchasing processes**, including monitoring outdated encumbrances.  
*Ongoing.*
- Review, improve, and **implement updated Purchasing Card processes**, including monitoring card limits and adherence to the purchasing authorization policy.  
*Established formal request form for requesting and increasing/decreasing spending limits in Fall of 2022. Continuing to refine process. Ongoing.*
- Explore existing **funding models for lifeguard services at beaches in Monterey**.  
*Began discussions in spring 2023 with California State Parks regarding the provision of lifeguard services and support at Municipal Beach, Del Monte Beach, Navy Beach, and Monterey State Beach. Resolution planned by mid-2024.*



Consider **appropriate revenue enhancements** to support City services and operations.

Revenue Enhancements - Staff Work Program Efforts:

- Continue the **Cannabis Retail Roadmap Implementation**.  
*In late 2023, the City Council adopted the Cannabis Retail Ordinance, and began accepting applications in January 2024. An update to the City Council will be provided in early 2024.*
- Implement a **Cannabis Business License Tax**.  
*Cannabis Business License Tax was approved by voters in November 2022. The tax could generate between \$604,000 to \$1.3 million in revenue annually based on a 2020 estimate. No updated projections will be available until after the ordinance has passed and the vendors have been selected.*
- **Implement Modest Fee Increases in Parks and Recreation**.  
*Reviewed the fee schedule for the Parks and Recreation Department in spring 2023 to ensure a balance of providing affordable Recreation programs and services that meet the needs of the community while accounting for the cost of providing the service, enrollment, and surveys of fees for similar services offered in other communities. Fee increases were approved by City Council and went into effect July 1, 2023. At current FY23 projections, 6-6.5% of total revenue would be approximately \$241,857 for FY24.*

- Contract with a service provider to perform **Transient Occupancy Tax (TOT) audits**. *Audits for 1<sup>st</sup> and 2<sup>nd</sup> phases have been completed. After adjustments to the billing, the City has collected in excess of \$683,000 to date of unpaid taxes. Phase 3 of the audit has released the results and billing to the individual hotels. Hotels are working with HdL to finalize any disputes. Phase 4 began in December 2023 and is currently underway. The final phase 5 is scheduled to begin in late January or early February 2024.*
- Develop a comprehensive **City-wide process for collection of fines and fees for issued citations**.  
*Ongoing.*



Restore and establish **City reserves** at levels that provide fiscal resiliency and the ability to address various economic and natural disasters.

City Reserves - Staff Work Program Efforts:

- Target to **increase the Economic Uncertainty Fund to at least 20%** of operating expenses by FY22/23 year-end.  
*At the June 6, 2023, council meeting, the Council formally adopted and/or updated reserve policies. The Fund for Economic Uncertainty was increased to 20% of general fund operating expenses. During the FY 2023-24 budget, an additional amount of \$2.2 million was allocated to bring the balance to 20% of the current adopted operating budget. Completed.*
- Establish a **Conference Center Facilities Reserve Fund**.  
*The Conference Center Facilities Reserve Fund was created and funded with \$750,000 in the FY 2021-22 Mid-Year budget. An additional contribution of \$250,000 was approved with the adopted FY 2023 budget. The fund target is to accumulate \$10M by the year 2030. At the June 6, 2023, council meeting, the Council formally adopted a reserve policy to fund the Conference Center Facilities Reserve fund at \$750,000 annually. The balance as of June 30, 2023 was \$1.75 million. Completed.*
- Establish a **Sports Center Facilities Reserve Fund**.  
*The Sports Center Facilities Reserve Fund was created and funded with \$750,000 in FY 2021-22 Mid-Year budget. An additional contribution of \$250,000 was approved with the adopted FY 2023 adopted budget. At the June 6, 2023 Council meeting, the Council formally adopted a reserve policy to fund the Sports Center Facilities Reserve fund at \$500,000 per year. The goal is to build and maintain an amount equal to 10% of the outstanding deferred facilities maintenance costs. The balance as of June 30, 2023 was \$1.8 million. Completed.*

- **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. In October 2022, adopted a pension reserve fund authorizing annual funding of \$1 million to \$2.5 million each year. An initial contribution of \$1 million was approved with the FY 2021-22 Mid-Year budget, an additional \$1 million allocation was included in the adopted FY 2022-23 budget. On March 21, 2023, Council approved an additional \$2 million to fund along with the establishment of the Section 115 Trust with initial funding of \$2 million. Completed.*
- **Establish a Sea Level Rise Contingency Fund (Tidelands).**  
*The establishment of a Sea Level Rise Contingency Fund within the Tidelands Fund was implemented in June 2022 with an initial contribution of \$250,000. An additional \$250,000 was approved in the FY2022-23 budget. At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the Sea Level Rise Contingency Fund within the Tidelands fund with funding of \$250,000 per year for FY24-FY28 with increasing amounts through year ten. Further, other sources of funding should be evaluated to increase annual contributions where feasible. Completed.*
- **City Facilities Reserve Policy.** *At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the City Facilities Reserve fund. An annual contribution of \$250,000 per year will be made until the goal of reaching 10% of the cost of the deferred facilities maintenance list is evaluated annually during the budget process. Completed.*
- **Parking Fund: Parking Garage Facilities Reserve Policy.** *At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the Parking Fund's Parking Garage Facilities Reserve fund to maintain a minimum balance of \$500,000 per year. At the adoption of the policy, an initial amount of \$1.5 million would be allocated to the reserve fund from the Parking Funds' available fund balance. Completed.*
- **Public Safety Facility & Maintenance Reserve Policy.** *At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the Public Safety Facility & Maintenance Reserve fund at \$250,000 per year. As one-time funds are identified, an increased amount will be brought back to the council to increase the amount to accumulate funds for the City's goal of \$10 million. Completed.*
- **Library Facility & Maintenance Reserve Policy.** *At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the Library Facility & Maintenance Reserve fund at \$250,000 per year. As one-time funds are identified, an increased amount will be brought back to the council to increase the amount to accumulate funds to the City's goal of \$10 million. Completed.*



Support **business retention and business attraction efforts** through partnerships with local business, business associations, and the chamber of commerce.

Business Retention & Attraction - Staff Work Program Efforts:

- Continue collaborative efforts with the **business community and business associations**.  
*Continue liaison roles and participation in regular business association meetings between City staff and the City's business associations: Old Monterey, North Fremont, New Monterey, Cannery Row, and Fisherman's Wharf.*
- Actively participate and **engage with business organizations** on a regular basis.  
*Continue participation in meetings with the Old Monterey Business Association, New Monterey Business Association, Fisherman's Wharf Association, North Fremont Business Association, Cannery Row Business Association, and Monterey Peninsula Chamber of Commerce.*



**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.

Support Military Installations - Staff Work Program Efforts:

- Provide **base operations support for the Presidio of Monterey** under an Intergovernmental Support Agreement.  
*Completed Intergovernmental Support Agreement (IGSA) renewal negotiations in March 2023 and have begun implementation of new IGSA requirements.*
- Complete the **Monterey Bay Military Communities Compatible Use Study** in collaboration with the Department of Defense, U.S. Navy, and U.S. Army.  
*Presented to Council in June 2023 and finalized.*
- Continue to support the **Monterey Bay Defense Alliance (MBDA)**.  
*Hosted a regional meeting in June 2023 with representatives from Naval Support Activity Monterey, DLIFLC, Presidio of Monterey, Fort Hunter Liggett, and other partners.*
- Continue collaboration on State-level advocacy through the **California Defense Communities Alliance (CDCA)**.

*Ongoing.*

- **Engage with Team Monterey partners to identify collaboration and potential federal funding sources.**

*Hosted a summit meeting in June 2023 with military partners from the Presidio of Monterey, Coast Guard Station Monterey, Naval Support Activity Monterey, Fort Hunter Liggett, and Fleet Numerical Meteorology and Oceanography Center leaders; and city leaders from Del Rey Oaks, Pacific Grove, and Seaside. Follow-up meetings regarding federal funding for local projects are planned. City successfully engaged State elected officials to support AB46 (taxation on military pay), and AB 444 (California Defense Communities Infrastructure Program).*



Identify and seek **grant funding** opportunities for City services and infrastructure, including parks, recreation, library, museums, public safety, fire prevention, and planning.

#### Grant Funding - Staff Work Program Efforts:

- **Seek, solicit, and manage federal, state, local, and nonprofit grants** Citywide through a coordinated effort.  
*Continued working with our grants consultant in 2023 to help identify, apply for grants, and manage grant efforts across the City organization. Since July 2022, the City has received \$5.66 million in grants focused on the City's funding priorities including housing, transportation, emergency management, and recreation.*
- **Conduct facility repairs at the Monterey Sports Center** utilizing California State Parks' Per Capita (Proposition 68) Grant Funds.  
*Application submitted in January 2022; Council approved revenue appropriation in December 2022. Projects made progress in January 2023. Studio II windows were replaced; Front doors were replaced with an automatic sliding door; over half of the exterior natatorium doors were replaced. The remaining exterior natatorium doors were installed in the fall of 2023. Staff is auditing remaining funds and will continue work as funding allows.*
- **Secure a California American Water grant for a water-conserving landscape project at San Carlos Beach Park.**  
*Council approved Grant Agreement in June 2023 for \$30,000, and project was completed in August 2023.*
- **Pursue U.S. Department of Agriculture (USDA) Urban and Community Forestry Grant.**



*Application submitted May 2023 and awaiting results from the grant application.*

- Pursue **California State Library grants**.  
*In 2022 multiple California State Library grants were received: Stronger Together grant \$152,087 approved to fund new Library Bookmobile. \$188,700 approved for Early Learning Hub. \$4,420 for Zip Books. The Library will continue to apply for grants that support library services, facilities, and operations. Grant funding for the Library totals \$430,425.*
- Pursue State and Federal **transportation, infrastructure, and safety grants**.  
*Staff will continue to prepare and submit applications in 2024. The Fire Department submitted for a California Office of Traffic Safety grant to replace/upgrade vehicle extrication equipment and was awarded \$50,257 in October 2023. Implement grant-funded quick build project at Larkin and Madison as part of our Safe Routes to School efforts. Staff will prepare a Reconnecting Communities: Highways to Boulevards grant application for the North Fremont Gap Closure Project.*
- Pursue **FEMA Grant funds** for Public Safety  
*Applied for an Assistance to Firefighters Grant (AFG) in February 2022 to replace the emergency alerting system in fire stations. The grant was not awarded. An Assistance to Firefighters Grant (AFG) application was submitted in February 2023 for replacement ladders and thermal imaging cameras. The grant was not awarded. AFG is expected to open up their application period at the end of January 2024. Staff will review the funding priorities and submit a new application in February 2024.*
- Received **Local Early Action Planning Grant (LEAP), Regional Early Action Planning Grant (REAP) and Permanent Local Housing Allocation (PLHA) Funds**.  
*Funding received in 2021 to Fund the Housing Element Update and other housing efforts due by 2023. The City Council authorized approximately \$56,000 in PLHA funds to MidPen Housing to cover pre-development costs for the 100% affordable housing project behind City Hall. Loan paperwork was finalized. The City Council also allocated LEAP and REAP funds in July 2022 to start the preparation of the Housing Element. Housing Element adoption hearings will occur in 2024.*
- Secure **Wet Utility (Storm & Sewer) Infrastructure Funding** opportunities.  
*Executed agreement with the SWRCB for the \$1 million State Budget Appropriation in support of on-going project development efforts with M1W and MPWMD for the El Estero Urban Diversion Project. In early 2024, Council to consider acceptance of a \$500,000 Proposition 1 IRWM Implementation Grant Award via MPWMD (from CA DWR) in support of ongoing project development of the Olivier Street Stormwater Urban Diversion Project (partners: MPWMD, IRWMP stakeholders, and M1W).*



- Explore opportunities to **receive donations and community support for museums and other community efforts typically provided by nonprofit organizations.**  
*Staff has been in discussions with the Community Foundation for Monterey County to establish 'Agency Stewardship Funds' that would receive donated funds for museums, sports center camperships, and other programs.*



Prioritize **funding models and sources for facility rehabilitation, repair, and replacement.**

Funding Models and Sources for Facility Needs - Staff Work Program Efforts:

- 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; took effect January 1, 2022. At the end of FY22 the accumulated balance was \$105K, the collected amount as of April 2023 for FY23 was \$169K, the projected amount to be collected for FY24 is \$255K. Completed.*
- Establish a **Monterey Conference Center facility reserve.**  
*Created a reserve as part of the FY 2021/22 Mid-Year adjusted budget. At the June 6, 2023 council meeting, Council formally adopted a reserve policy to fund the Conference Center Facilities Reserve fund at \$750,000 per year. The balance as of June 30, 2023, was \$1.75 million. Completed.*
- Funded **critical projects in the Monterey Sports Center.**  
*Funded key projects, including the dehumidifier, natatorium window tinting, water slide repairs, locker room floor rehabilitation, gymnasium floor resurfacing, etc. Water slide repairs are complete. Natatorium window tinting and Kids Zone window tinting are complete. Locker room floors have been rehabilitated, and floor resurfacing in Studios I and II and the Gymnasium are complete. Studio I Windows automation is complete. Pool covers have been replaced. The Exterior Paint project is now complete. Projects slated for 2024 include a weight room upgrade, dehumidifier replacement, pool replastering, natatorium rehabilitation, protective coating for gym and studio floors, etc. The design work for the dehumidifier is complete, has gone out to bid, and a contract will be awarded soon; and the project is expected to be completed by mid-2024. Design work for the pool re-plastering and natatorium upgrade is in design. The weight room upgrade is in progress and is scheduled to be completed by June 2024.*
- Perform a **Sanitary Sewer Rate Study.**  
*A draft of the Sewer Master Plan (SMP) project is currently being reviewed by staff. The SMP identifies sanitary sewer infrastructure needs that will inform the Sewer Rate Study*

*which is also in draft form. Both the Sewer Master Plan and Sewer Rate Study are expected to be brought forth to the Council for review and approval in the first half of 2024.*



Track, monitor, and respond to ongoing **pension liability** costs.

Pension Liability - Staff Work Program Efforts:

- Research options to address the **City's unfunded pension liability**. *Efforts will continue in 2022; Council reviewed policy considerations in early 2022, and policy discussions were brought back to the City Council in September 2022. Council adopted a funding policy, reviewed the merits of a Section 115 trust, and instructed staff to bring back options for firms to establish and manage the trust. On March 21, 2023, Council selected Public Agency Retirement Services (PARS) as the Section 115 Trust Administrator. Contracts have been executed. The authorized \$2 million initial funding is pending processing. Completed.*
- Conduct a Request for Proposals (RFP) for a **Section 115 Trust**, select a firm, and start funding the trust with funds set aside in the pension obligation reserve fund. *RFP is in process. In October 2022, Council adopted a pension reserve fund authorizing annual funding of \$1 million to \$2.5 million each year. An initial contribution of \$1 million was approved with the FY 2021-22 Mid-Year budget. An additional \$1 million allocation was included in the adopted FY 2022-23 budget. On March 21, 2023, Council selected Public Agency Retirement Services (PARS) as the Section 115 Trust Administrator and approved an additional \$2 million as the initial funding to establish the Section 115 Trust. Completed.*



Drive innovation through **technology and business solutions** that enhance productivity and effectiveness for staff, as well as customer service for the public.

Technology and Business Solutions - Staff Work Program Efforts:

- Provide user-friendly, 24/7 access to registration for recreation programs, facility reservations, and Monterey Sports Center memberships through **new recreation management software**. *Implemented SmartRec software in December 2022 for Sports Center and Recreation Division members and participants. Project completed*

- Complete the **cemetery mapping and software enhancements project**.  
*Project began in early 2021, with estimated completion in the second quarter 2025;*
- 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 functions, and provide more robust reporting.  
*Starting the RFP process for consultants in August 2023 to begin the selection process to be finalized and brought to Council in February 2024. Purchase and implementation commencing during the 2024 fiscal year.*
- Implementation of **new online permitting portal** for Community Development.  
*The project restarted in June 2023. Portal is in the testing phase and expected to go live with online payments in the first quarter of 2024 and building permits in the second quarter of 2024.*
- Implement **City of Monterey mobile application and Citizen request management solution** to centralize and organize citizen requests and reporting with a City branded solution. Citizens can upload pictures and easily report concerns.  
*Project started in November 2023 with planned completion in March 2024.*
- Purchase and implement a **new public computer time management, fee collection, and printing solution** at the Library.  
*Solution research and quotes are in progress, with an anticipated completion date in the second quarter of 2024.*
- Continue implementation of **new parking technology solutions** to include expansion of the Automatic License Plate Recognition (ALPR) system and introduce digital permits.  
*Projects began in 2021 and ongoing updates for parking technology enhancements will continue through 2024.*
- Continue the Citywide **transition from Google Workspace to Microsoft 365**.  
*Phase 1 completed in December 2021; Phase 2 completion began in fourth quarter 2022 and is scheduled for completion in early 2023. Project completed.*
- Update the **City Records Retention and Disposition Schedule**.  
*To be completed by year-end 2024.*
- **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. Project is to restart in the first quarter of 2024, with estimated completion in the fourth quarter of 2024.*

- Implementation of a new **contract management solution** in OnBase.  
*Project restarted in July 2023 with pilot testing starting in February 2024.*
- Purchase and implement new **mobile computers for end-of-life equipment in Fire Department vehicles**.  
*Funding allocated in FY23 budget; Units tested and purchased in December 2023. The arrival of equipment is estimated in early February 2024.*
- Implement new **network infrastructure equipment** to replace end-of-life equipment and allow for staff mobility and access to City resources.  
*Funding allocated in FY23 fiscal budget. The project started in July 2023 and is in progress for completion in March 2024. The total cost of this project is \$1.5 million.*
- Evaluate, purchase, and implement a new **efficient data storage and backup solution** to replace end-of-life hardware.  
*Funding was allocated in the FY23 fiscal budget and approved by the Council in July 2022. Project completed April 2023.*
- Continue implementation of a **mobile communications solution** allowing critical business telephone lines to extend outside of the City network.  
*Project started in 2021 with completion in early August 2023. The project is canceled due to the need to replace the end-of-life VOIP solution.*
- Update the **Police Department Body Worn Camera (BWC) and In-Car Camera** program to ensure contemporary technology.  
*Approved in 2021/22; BWCs were implemented in July 2022, remaining systems installed in June 2023. PD staff is currently moving older critical video to the new storage solution with an anticipated project completion date in the second quarter of 2024.*
- Implement **new police telephone call recording system** to replace end-of-life equipment.  
*Funding allocated in FY23 fiscal budget. Purchase and implementation are planned for the second quarter of 2024.*
- Implement **new fire inspection and pre-planning solution**.  
*The project started in the fourth quarter of 2021, with project completion planned in early 2023. The project was completed in July 2023.*
- Implement **new cybersecurity awareness training** for all employees.  
*The project started in the third quarter of 2022, with the project completed fourth quarter of 2022. Project completed.*

- Hire a vendor to conduct a **strategic plan and prioritized solution implementation for the City's Infor Enterprise Resource Planning (ERP) system.**  
*The project was completed in June 2023.*
- Implement a **strategic plan for the City's Infor Enterprise Resource Planning (ERP) system.**  
*The plan provides for automating services, mobility for field staff, more online services, and collaboration for improved operations. Funding allocated in the FY24 fiscal budget. Project started in July 2023 with estimated completion in June 2024.*
- Implement a **web-based dog license renewal solution.**  
*The project started in July 2023. The project was completed in October 2023.*
- Implement **emergency satellite communications** in the EOC and provide mobile Starlink broadband satellite internet systems for City emergencies when AT&T fiber is cut, or other cellular means of communication are unavailable.  
*The project was completed in July 2023.*
- Remove the end-of-life technology systems and implement **all new technology in the City Council Chambers.**  
*Funding allocated in the FY24 fiscal budget. RFP and purchase are planned for the first quarter of 2024, with implementation completed by June 2024.*
- Remove end-of-life systems and implement **new technology in the Emergency Operations Center.**  
*Funding allocated in FY24 fiscal budget. RFP is planned for the first quarter of 2024, with implementation completed by June 2024.*
- Evaluate existing communications infrastructure to identify opportunities to reduce costs, remove end-of-life hardware, and increase available services to **provide robust Citywide Voice Over IP (VOIP) communications.**  
*Funding allocated in the FY24 fiscal budget. Purchase planned in the first quarter of 2024, with implementation completed by June 2024.*
- Hire a vendor to **conduct cyber security network penetration testing** to confirm the City's network is protected from bad actors.  
*Funding allocated in the FY24 fiscal budget. Purchases and services to commence in the second quarter of 2024 (after all new networking equipment is in place).*
- **Replace end-of-life multifunction copiers/printers** and implement a solution to track printing costs to identify areas to reduce paper use.  
*Funding allocated in the FY24 fiscal budget. RFP will be completed with implementation*

*in the first quarter of 2024.*

- **Evaluate Microsoft Power Apps and Power BI** as possible solutions to increase collaboration, provide timely reporting, reduce costs, and increase data transparency. *Funding allocated in FY 2024. Technical staff started training in July 2023.*
  
  - Develop and implement an **open GIS data website** to provide transparent information to the public on all types of graphical information that is searchable, downloadable, and printable. *The project started in June 2022 and is being worked on as time permits. Estimated completion in August 2024.*
  
  - Develop and implement a **one-year strategic plan for the City's Hyland OnBase enterprise content management system** with Finance, Human Resources, City Manager, and City Attorney's departments to identify areas to automate processes, improve services, reduce costs, increase collaboration, increase online services, and digitize work processes to reduce paper consumption. *Funding allocated in the FY24 fiscal budget. The project kicked off in August 2023, with anticipated completion in December 2024.*
  
  - Implement **monterey.gov** for the City website and email to comply with the State government's requirement that local governments use a .gov domain. *The project started in June 2023. Approval received by the Federal government's .gov registry in November 2023. The estimated project completion date is the second quarter of 2024.*
  
  - Implement a **Rental Inventory** solution. *The City Council adopted the Rental Inventory Ordinance in 2023. Registrations are underway from January 1, 2024, to March 1, 2024.*
-



**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.

**Develop, Retain, and Recruit a High-Quality Workforce - 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.

**Tools, Resources, Coaching, and Feedback for Employees - Staff Work Program Efforts:**

- Revamp **employee performance, coaching, and feedback** for City employees through a new process and workflow system. *Mandatory evaluations of all city employees were implemented in October 2023. New software and workflow system will be implemented in 2024.*



Implement best practices in **Diversity, Equity and Inclusion (DEI)** through training, performance, hiring, and recruitment efforts.

**Diversity, Equity, and Inclusion - Staff Work Program Efforts:**

- Continue **DEI training for all City employees** using a reputable consulting firm. *Completed DEI training for City staff in January 2022. DEI Framework development began in the summer of 2022 in conjunction with an intern from California State University Monterey Bay, and concluded in 2023.*



Foster **employee safety and wellness**, including the 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.

Employee Safety and Wellness - Staff Work Program Efforts:

- Complete the **12-month employee safety training calendar and finalize the position-specific training requirements** index.  
*To continue in 2024.*
- Continue **biennial AB 1825 Harassment Prevention Training**.  
*Ongoing. The Human Resources Department tracks biennial harassment training required of all employees, volunteers, boards and commission members, and City Council.*



Provide fair, competitive, and market-rate compensation and benefits to employees through effective **labor negotiations**.

Labor Negotiations - Staff Work Program Efforts:

- Continue **labor negotiations** with the City's bargaining units that are fair, competitive, and market driven.  
*Ongoing.*
- Implement a **Total Compensation Study** to bring transparency to our compensation structure, analyze internal and external data regarding salary and benefit packages, assess the City's competitiveness in the labor market, provide insight on recruitment and retention, and identify the internal equity of the City's current compensation structure.  
*An RFP was issued, a consultant was selected in early 2023, and a total compensation study is expected to be completed by early 2024.*





**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.

**Secure Water Sources - 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.

Participate and collaborate in local and regional efforts to identify new water sources and increase local water supply capture opportunities.

- Continue collaborations with the Monterey Peninsula IRWMP and Pure Water Monterey partners to **increase capture of urban runoff with a diversion to the regional sanitary sewer collection system for treatment and water supply augmentation** that may, in the regional context, assist with future water supply discussions with the State.
  - *Lake El Estero Diversion to Sewer – In early 2024, the Council will consider an award of contract for engineering design services to continue this project's design refinement. CEQA review is also planned, along with the development of other applicable regulatory permit applications. City will additionally seek a water appropriation permit from the SWRCB for this water supply project, thereby the City taking its first step toward memorializing this project's proposed augmentation of regional water sources/supplies for future community benefit.*
  - *Olivier Storm Drain Diversion to Sewer - Second City effort to assist with securing additional water sources into the regional water supply portfolio. This project's design is also included in the scope of services/award of contract for consideration by the Council in early 2024. The resulting civil design products will form the basis of the subsequent project's CEQA review and identify any applicable project permits and approvals necessary before construction.*
- Continue potential **collaboration with Marina Coast Water District (MCWD) on additional water supply** for the former Fort Ord and other needs in the City of Monterey.

*On August 1, 2023, the City Council agreed to have staff continue working with MCWD on potential partnerships to secure additional water for Monterey. Staff are working with MCWD, Monterey Peninsula Water Management District (MPWMD), California American Water, and Monterey One Water to determine options, feasibility, costs, and next steps.*

Water & Housing - Staff Work Program Efforts:

- 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. The SWRCB responded in July 2022 that water allocations cannot be given until a replacement water supply is provided.*
  
  - Collaborate with the **California Department of Housing and Community Development (HCD)**.
    - *AMBAG adopted the new RHNA in early 2022, which served as the foundation of the Housing Element preparation in 2022-2023. The EIR Scoping Meeting and Draft Housing Element Open House were held on August 7, 2023, and the Notice of Preparation review period runs from August 2, 2023, through September 4, 2023. Final adoption hearings will occur in 2024.*
    - *Continue to develop and seek funding for City Water Supply-Related Projects and their implementation with regional partners and stakeholders.*
-



**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.

**Affordable Housing - 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.

**Affordable Housing - Staff Work Program Efforts:**

- **Approve residential uses on mixed-use, ground-floor locations.**  
*Ordinance adopted in late 2021.*
- **Complete City-owned Potential Affordable Housing Sites Exclusive Negotiating Agreements.**  
*Hosted two Council meetings on this topic. In July 2022, the Council ultimately directed staff to enter into an Exclusive Negotiating Agreement (ENA) with MidPen Housing for a potential affordable housing development behind City Hall. The ENA has been signed and MidPen Housing is preparing pre-development studies and site plans. Environmental review is starting*
- **Provide Council with the requested update on rental units in the City of Monterey.**  
*The City Council received a staff presentation in September 2021 that included an overview of the City's current housing program and general information regarding Rent Control and Rent Stabilization measures; February 2022 Council received a report on Rent Inventory Programs and directed staff to prepare a draft Ordinance; May 2023 City held a Rental Registry Town Hall. The Rental Inventory Ordinance was adopted on November 4, 2023. Registrations are now underway.*



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.

Homelessness - Staff Work Program Efforts:

- 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 2023, the MPD and MDOT offered information on services in every contact they had with those who were unhoused. Council approved a "Homeless Navigator position" to be added to the MPD MDOT team during the FY23-24 budget and a homeless navigator started with the MPD in December 2023. The MPD also opened the MPD Outreach Center at the Old French Consulate building adjacent to Lake El Estero in 2023 in a waterfront location to better serve the public and the unhoused.*
  - **Research the creation of a warming shelter and navigation center** for the unhoused in the City of Monterey.  
*The City Manager's Office will coordinate the efforts of various City Departments and non-governmental agencies to explore and offer suggested alternatives to create a navigation center in Monterey potentially.*
-



**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.

**Active Mobility - Strategic Priorities:**



**Maintain and repair core street, roadway, and storm drain infrastructure.**

**Street, Roadway, and Storm Drain Infrastructure - Staff Work Program Efforts:**

- 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.  
*The Franklin Corridor, the final arterial corridor, will be added to the traffic signal adaptive system by late 2024.*
- Seek **grants to fund safety enhancements for pedestrians, bicyclists, and motorists.**  
*Efforts will continue in 2024. Active Transportation Program, Highway Safety Improvements Program, and Reconnecting Communities grant applications will be submitted in 2024. In 2023, the City was awarded \$200,000 in Safe Streets for All Grant Funding to develop a Local Road Safety Plan (LRSP) with \$50,000 in Measure X funding; this project is anticipated to be completed in summer 2025.*
- Continue **implementation of road rehabilitation and storm drain infrastructure**, funded through SB 1, Measure P and S, and Measure X.  
*In FY 23/24, the City received approximately \$1.1M in funding through Fuel taxes/SB 1, \$14.7 M in funding from Measure P and S, and \$1.6 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.

Parking - Staff Work Program Efforts:

- Utilize **technology and modern parking tools** to digitize the on-street residential parking program to manage and improve on-street residential permit management. *Upgraded to ALPR Enforcement in 2022.*
- Complete **Waterfront Parking Expansion Project and lot conversion to “pay by plate.”** *Phase 2 is completed in 2023, and Phase 3 will be scheduled at a later date.*



Continue supporting planning and construction efforts for **regional trail networks**.

Regional Trail Networks - Staff Work Program Efforts:

- Support 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. FORTAG Project is currently out to bid for Phase I.*
- Seek grant funding and finalize the design for the **North Fremont “Gap” Project** that connects the City’s bike and pedestrian network to FORTAG. *Staff will continue to apply for grants in 2024.*



Continue to enhance **mobility for people of all ages and abilities**.

Mobility for All Ages and Abilities - Staff Work Program Efforts:

- Complete an update to the **City’s ADA Transition Plan**. *ADA Transition Plan work began in 2022 and is expected to conclude in 2024 following a public engagement process.*

- Continue the implementation of **ADA-compliant curb ramps** funded by Measure P/S.  
*Ongoing.*
  
  - Continue to implement **APS (Audible Pedestrian Signal) installation** at signalized intersections.  
*Ongoing.*
  
  - Continue to look for opportunities to **enhance the transportation network** to include pedestrian and bike facilities  
*Ongoing*
  
  - 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.**  
*Ongoing*
  
  - Implement seasonal **ADA-accessible beach mats** at feasible locations in Monterey.  
*Utilizing NCIP funding, installed approximately 200 feet of accessible beach mat at Municipal Beach from the Recreation Trail to the High Water Line adjacent to Wharf No. 2 in June 2023. Exploring other locations as conditions permit.*
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**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 supporting 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.

**Historic Preservation & Diversity - Strategic Priorities:**



Ensure that the community’s **history is interpreted and presented from a social justice lens.**

**Interpretation of History from Social Justice Lens - Staff Work Program Efforts:**

- Develop a **social justice and equity framework for the City’s Museums Division** in collaboration with the Museums & Cultural Arts Commission.  
*Draft Social Justice and Equity template has been developed for the Expanded Path of History regarding Museum programs. Consider integrating into City-wide Diversity, Equity, and Inclusion framework.*
- 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 awarded in summer 2022; Public Meetings being held in August of 2023; draft Expanded Path of History Plan to be adopted in 2024.*



Preserve and **protect Monterey’s maritime history.**

**Maritime History - Staff Work Program Efforts:**

- 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; Western Flyer arrived in Monterey at*



the end of 2023 for one week. City staff is working on retrofitting the California Dock for the Western Flyer.



**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.

**Transparent and Inclusive Government - 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.**

**Digital, Media, and In-Person Engagement - Staff Work Program Efforts:**

- **Revise the City's Conflict of Interest Code.**  
*This is a scheduled update to ensure that appropriate City officials are identified and included in the filing requirement for the Statement of Economic Interests (Form 700).*
- **Conduct a robust and transparent candidate nomination period** and complete the transition of the City from at-large elections to district-based elections for City council members in compliance with the California Voting Rights Act (CVRA).  
*Adoption of Council districts and the first district-based election for Council Districts 1 and 2 took place in 2022. The first district-based election for Council Districts 3 and 4 will be held in November 2024, along with the election for the at-large Mayor.*
- Continue to use **online engagement tools such as Have Your Say Monterey** on relevant topics and emerging issues.  
*Recent engagement project pages include Automated License Plate Reader (ALPR) Technology, the ADA Transition Plan, the Community Wildfire Protection Plan, the 2031 General Plan Update, Retail Cannabis, the Monterey Public Library Operations Survey, and the Laguna Grande Regional Park Plan.*

- Provide **relevant, timely, and accurate information on City affairs, emergency incidents, and policy issues.**

*Successfully used social media, Nextdoor, and the City's email newsletter to communicate to the public, including during the January and March 2023 Storms. Expanded community partnerships to enhance outreach. Obtained access to PG&E's data portal for information during emergencies.*

- Incorporated the new **Threads social media platform** into the City's social channels as a potential alternative to X, formerly known as Twitter.

*Incorporated Threads in mid-July 2023 and continuing to evaluate social media mix.*



Provide information and access to tools and resources through the **City's website.**

City Website - Staff Work Program Efforts:

- **Launch new City website** and Content Management System (CMS).  
*New website launched in summer 2021; new features to be added through 2023. Incorporated the new Google Analytics 4 into the website and newsletter platform to monitor the City's reach.*



Understand City leaders' values and priorities by facilitating annual discussions about the **City Council's Value Drivers and Strategic Priorities.**

City Council Value Drivers and Strategic Priorities - Staff Work Program Efforts:

- Council to **update Value Drivers and Strategic Priorities, and review City Staff Work Plan.**

*New vision, mission, and value drivers adopted in December 2021; Staff Work Plan updated in January 2022 and August 2022; revisited in January 2023, August 2023 and January 2024.*



Recognize that the City government's role is to provide core services to the public, and partnerships with nonprofits, the military, businesses, and other government agencies can be an effective means of supporting the public good.

Community Partnerships - Staff Work Program Efforts:

- Continue **ongoing positive working relationships** with Montage Health, Middlebury Institute of International Studies, Monterey Peninsula College, Naval Support Activity Monterey, U.S. Army Garrison Presidio of Monterey, Coast Guard Station Monterey, Monterey Bay Aquarium, Monterey Peninsula Unified School District, and other stakeholders.  
*Ongoing.*
  
  - Continue **regional partnership efforts such as the Monterey Regional Storm Water Management Program** that offer regular public meetings with opportunities for community input and engagement in the stewardship of local waterways, environmental protection, volunteer opportunities, and engagement from other governmental agencies, military, schools (K-12, graduate, and post-graduate), nonprofits, and private entities.  
*Ongoing.*
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