

Monterey County Strategic Initiatives

POLICY AREA	STRATEGIC INITIATIVES
<p>Economic Development</p> <p><i>“Enhancing the well-being and prosperity of Monterey County Residents”</i></p>	<p>Through collaboration, strengthen economic development to ensure a diversified and healthy economy.</p>
<p>Administration</p> <p><i>“Efficient and Effective Government Operations”</i></p>	<p>Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.</p>
<p>Health and Human Services</p> <p><i>“Health and Wellness for Monterey County Residents”</i></p>	<p>Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.</p>
<p>Infrastructure</p> <p><i>“Meeting our Facilities, Water, Technology and Transportation Needs”</i></p>	<p>Plan and develop a sustainable, physical infrastructure that improves the quality of life for County resident and supports economic development results.</p>
<p>Public Safety</p> <p><i>“Creating Safe Communities”</i></p>	<p>Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.</p>

Economic Development Key Objective:

1. Create better paying jobs, reduce poverty and increase the revenue base through business expansion while adding to the economic vitality of the County.

Economic Development Milestones:

1. Develop a Countywide economic development strategy including specific action items for Monterey County to support and facilitate opportunity in the following economic pillars: Agriculture; Tourism; Research, Education and Technology; and Small Business.
 - o Lead: Economic Development
 - o Timeline: September 2014

- **FY 2014-15: Completed the SRI Strategic Plan, adopted by the BOS on August 25, 2015.**
- 2. Continue to support the workforce strategy that creates path of economic opportunity for residents.
 - Lead: Workforce Investment Board
 - Timeline: July 2014, 100% complete, and will continue to be on-going.
 - **FY 2014-15: The goal was to enroll 333 Adult participants. Of the 333, we served 260 or 78%.**
- 3. Align with strategic partners, public and private, in order to strengthen economic development efforts.
 - Lead: Economic Development
 - Timeline: January 2015, 100% complete
 - **FY 2014-15:**
 - **Aligned strategically with University and Community Colleges on workforce development grants and training;**
 - **Aligned strategically with Ag Industry and Wine Industry in support of hospitality and job placement; and**
 - **Aligned strategically with non-profit economic development organizations on small business entrepreneurship and financing, e.g. Cal Coastal lending, The Opportunity Fund lending, Monterey Bay Economic Partnership on entrepreneurship, and aligned with the Chambers of Commerce and Business Council on Business Retention and Expansion initiatives under the Strategic Plan.**
- 4. Evaluate return on investment of County funds expended on economic development efforts.
 - Lead: Economic Development
 - Timeline: January 2015
 - **FY 2014-15: This activity was not funded during the 2014-15 year but will start in FY 2015-16.**
- 5. Enter into a Memorandum of Understanding (MOU) between the County and Cities to partner with each City to allow the County to lead business retention, expansion and attraction.
 - Lead: Economic Development
 - Timeline: January 2015, 0% complete
 - **FY 2014-15: The MOU has been placed on hold while the Housing Partnership MOU is worked out among all cities under an AMBAG partnership, 50% completed. Once housing is completed then economic development may be added. Due in 2016.**
- 6. Develop in collaboration with Information Technology Department (ITD) and Resource Management Agency (RMA) Public Works, a Broadband Policy to expand conduit and fiber resources in the County.
 - Lead: ITD and RMA Public Works
 - Timeline: February 2015, revised to April 2015, revised to July 2015

- **FY14-15:**
 - **A private sector fiber build-out to expand fiber into North County through Salinas to Soledad has begun. Completion date is expected in spring 2017.**
 - **ITD successfully negotiated an agreement between CENIC and County Library to connect to their statewide educational, giga-bite network at no additional cost eliminating the library's slower speed connections.**
 - **Charter Cable has red-line Monterey County and will not be expanding service or upgrading the cable plant to fiber.**
 - **Economic Development is working with AMBAG on fiber policy.**
7. Develop and promote Monterey County as a destination for eco-recreation and wellness.
 - Lead: Health, Economic Development
 - Timeline: June 2014, 100% complete
 - **FY 2014-15: Economic Development is currently monitoring and measure California State University Monterey Bay in their development of an Eco-Hospitality program and monitoring the development of Eco-Tourism by the Monterey County Convention and Visitors Bureau. Eco-recreation has increased approximately 3% during the last year. We are 25% complete at this time. May take five years to complete 100%.**
 8. Develop an implementation plan for a multi-department County-wide economic development strategy.
 - Lead: Economic Development
 - Timeline: June 2017, 20% complete
 - **FY 2014-15: This has not been started pending the adoption of the SRI Strategic Plan by the Board of Supervisors. Work to start in January 2016 and to be completed in June of 2016.**
 9. Participate in the City of Salinas/Civic Center Downtown Revitalization Plan to monitor the City's activity and review opportunities for collaboration on providing parking and street improvements around the County Campus.
 - Lead: RMA
 - Timeline: On-going
 - **FY 2014-15: On August 25, 2015, the Board of Supervisors accepted the City of Salinas Vibrancy Plan.**
 10. Support a diversified collective impact study to work toward "cradle to career" model that is integrated into the Countywide development strategy.
 - Lead: Health
 - Timeline: On-going

- **FY 2014-15: Staff contributed throughout the year to the development of the Bright Futures initiative, including participating in development of a framework to successfully proceed with broad community support and key partner engagement in the Partnership that is convening local thought leaders, creating a hub of innovation, and a broker of a portfolio of solutions that improve local education outcomes.**
11. Support the Central Coast Broadband Consortium for broadband service throughout Monterey County in order to support business expansion and attraction.
- Lead: Information Technology
 - Timeline: On-going
 - **FY 14-15 Status**
 - **ITD continues to participate on CCBC in support of opportunities to bring broadband service to Monterey County of Monterey**
 - **A private sector fiber build-out to expand fiber into North County through Salinas to Soledad has begun. Completion date is expected in spring 2017.**
12. Provide agricultural research about the presence (or absence) and transmission of organisms affecting food safety and crop production, help growers comply with all regulatory laws, and prevent large-scale losses to production through disease, insects, pests, and other causes.
- Lead: Cooperative Extension
 - Timeline: On-going
 - **Status: No update at this time.**
13. Encourage and increase revenue generating events at County Parks.
- Lead: Parks
 - Timeline: On-going
 - **FY 2014-15: Through June 30, 2015, revenues from the North County day use parks increased \$144,839 or 15% over the prior fiscal year. The Parks Department plans to submit an updated fee structure and seek approval from the Board of Supervisors before December 2015.**