


City Council Priorities

GOAL #1



Growth & Infrastructure

Environmental
Utilities
Circulation & Maintenance
City Services
Land Use


GOAL #2



Business

Business Friendly
Training & Education
Economic Drivers/
Partnership & Collaboration


GOAL #3



Quality of Life

Recreation, Activities,
Events & Cultural
Opportunities
Homelessness

GOAL #4



Governance

Staff Education
Communication,
Information & Feedback
Transparency
Agency & Organizational
Collaboration

Council Adopted Mission:

Our mission is to enhance the lives of Visalians by providing services and solutions that create a vibrant and connected community.

A Solid Foundation



VISALIA
A BETTER WAY OF LIVING

Council Adopted Values:

Community: We care deeply for our community and strive to provide transparency and equitable services in an approachable and friendly way.

Opportunity: We are dedicated to enhancing Visalia by providing opportunities for economic and social development.

Vibrancy: We embrace unique perspectives and backgrounds to create a vibrant and welcoming city.

A Solid Foundation



VISALIA
A BETTER WAY OF LIVING

Council Adopted Budget Goals:



Economic Vitality

- Promote a vibrant economy that provides an equitable opportunity for all;
- Facilitate programs to develop, attract, and retain businesses;
- Foster economic development in both commercial and industrial.



Fiscal Strength

- Continue to maintain the City's good fiscal health and sustainability;
- Adopt a balanced budget;
- Continue to maintain the General Fund Emergency Reserve at 30% of operating expenditures.



Invest in Infrastructure & Growth

- Plan for the development of future infrastructure;
- Maintain, improve, and replace assets and infrastructure within the City;
- Ensure safe, reliable infrastructure that benefits the community;
- Seek grant funding to maintain and expand City infrastructure to meet the community's needs;
- Manage, maintain, and enhance the City's roadways to provide a safe and effective transportation system.



Organizational Excellence

- Provide excellent public service that is efficient, accessible, and responsive to all;
- Provide high-quality essential City services;
- Attract and retain a talented, diverse, and engaged workforce across the entire City organization;
- Utilize and add technology to increase efficiencies for City services;
- Continue to make improvements that equip the City to deliver excellent services to the community.



Quality of Life

- Maintain quality of life for the citizens of Visalia;
- Continue City efforts to reduce homelessness while collaborating and advocating regionally as appropriate;
- Provide diverse housing through a variety of programs and policies for all income levels;
- Provide diverse community experiences and personal enrichment for all ages;
- Continue to improve parks, recreational amenities, open space, and trailways for a connected community.

A Solid Foundation



VISALIA
A BETTER WAY OF LIVING

Growth and Infrastructure

Business

Quality of Life

Governance

2025 City Council Priorities



VISALIA
A BETTER WAY OF LIVING

2025 City Council Priorities

Growth and Infrastructure



Environmental

Utilities

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City Services

Land Use



2025 City Council Priorities

Business



Business Friendly

Training and Education

Economic Drivers/Partnership and

Collaboration



2025 City Council Priorities

Quality of Life



**Recreation, Activities, Events &
Cultural Opportunities**

Homelessness



2025 City Council Priorities

Governance



Staff Education

**Communication, Information & Feedback
Transparency**

Agency & Organizational Collaboration



Growth and Infrastructure

Overall Goal:

Support Visalia's long-term growth through thoughtful land use planning, sustainable infrastructure development, and enhanced public services that protect natural resources, ensure reliable utilities, improve transportation and circulation while maintaining a high quality of life for our citizens.

Council Key Points:

Environmental

- Practice good environmental stewardship.

Utilities

- Ensure quality City-provided utilities
- Collaborate with investor-owned utilities to meet current and future needs.

Circulation and Maintenance

- Prioritize proactive planning for road construction and ongoing maintenance.
- Address evolving neighborhood concerns appropriately.

City Services

- Deliver quality facilities and relevant programming.
- Maintain outstanding customer service to meet the diverse needs of the community.

Land Use

- Plan for responsible growth.
- Protect Visalia's central core and preserve the City's unique character.



Business

Overall Goal:

Support a thriving local economy by streamlining processes, strengthening partnerships, and enhancing key business, education, and tourism assets.

Council Key Points:

Business Friendly

- Be responsive to current business needs.
- Anticipate future opportunities and challenges for business development.

Training and Education

- Foster workforce development through partnerships and expanded opportunities.

Economic Drivers/Partnership and Collaboration

- Develop strong, strategic relationships across key sectors:
 - Industry
 - Mooney Boulevard
 - Downtown
 - Health
 - Education
 - Hospitality

Collaborate effectively with stakeholders to drive economic vitality.



Quality of Life

Overall Goal:

Enhance quality of life through inclusive recreation, cultural opportunities, and coordinated efforts to support community well-being and implement effective practices regarding homelessness.

Council Key Points:

Recreation, Activities, Events & Cultural Opportunities

- Focus on providing diverse recreational programming and community events
- Emphasize free or low-cost, family-friendly activities that encourage engagement citywide.

Homelessness

- Work toward reducing homelessness and its impact on the community.
- Support safe, dignified, and long-term solutions.



Governance

Overall Goal:

Foster an organization that has the tools, skills and passion to provide a government that is responsive, principled, and aligned with the community's needs and values.

Council Key Points:

Staff Education

- Provide personal and professional growth opportunities throughout the organization.

Communication, Information & Feedback

- Strengthen engagement with citizens using inclusive outreach and multiple communication platforms.

Transparency

- Offer open access to information.
- Create opportunities for community input and oversight.

Agency & Organizational Collaboration

- Coordinate with community partners.
- Align goals, share resources, and collaborate effectively for greater impact.



Aggressive Capital Programs

ARPA Funding

2024-26 Capital
Improvement Program
Budget

2024-26 Measure N Budget



Revisit The Surplus Funds and One-Time Monies Policy

- Civic Center has been the focus for many years
- Previous policies have been more diverse and have resulted in the City's ability to deliver large projects
- Having a policy and process in place helps with long-term planning and can often provide matching funds for grants, etc



GOAL
#1



Growth &
Infrastructure

GOAL
#2



Business

GOAL
#3



Quality of Life

GOAL
#4



Governance

Growth and Infrastructure

Environmental

Year One Objectives:

- **Actively engage with the California Air Resources Board, the San Joaquin Valley Air Pollution Control District, the State Legislature and Cal Cities regarding realistic timelines for compliance with the zero-emission vehicle requirements.**
- **Pursue funding and initiate development of a hydrogen pilot project which could include production.**
- **Explore vehicle and fuel options for other alternative forms of transportation.**
- **Review the water conservation strategy through consultation with Cal Water, an evaluation of the conservation ordinance, and exploration of alternative strategies to comply with state mandated reductions in urban water use.**
- **Research and identify funding sources to support the ongoing costs of the state-mandated Groundwater Sustainability Agency (GSA) and implementation measures required to meet state standards.**
- **Participate in the Urban Plan being developed by the Mid-Kaweah GSA and, bring recommended action items to Council based on the Plan's goals.**
- **Review groundwater overdraft mitigation fee and process and return to Council with policy actions.**



Growth and Infrastructure

Environmental

Year Two Objectives:

- Complete the City's farmland assessment, evaluating optimal uses with respect to water use, air quality, and financial stewardship. Include the wastewater treatment plant and airport properties.
- Develop a plan to monitor and meter water in the stormwater recharge basins and inspect unmonitored structures.
- Develop a comprehensive evaluation and, as appropriate, plan for full recycled water use at Plaza Park, including rerouting of water lines and identifying optimal applications in and around the park.
- Develop a plan and timeline for implementation of the proposed hydrogen project if funding has been secured. If not, continue to pursue funding.

Year Three Objectives:

- Assess options for large scale solar and battery storage at City locations including the airport and the treatment plant.
- Develop a comprehensive urban greening strategy for the City that will help address the heat index and the visual environment in the community.
- Explore additional management and reuse options for biosolids produced at the treatment plant.



Growth and Infrastructure

Utilities

Year One Objectives:

- Complete the sewer master plan and fee study.

Year Two Objectives:

- Complete near-term projects at the wastewater treatment plant.
- Complete the storm water master plan and fee study.



Growth and Infrastructure

Utilities

Year Three Plus Objectives:

- Continue near-term projects and transition to long-range projects at the wastewater treatment plant.
- Continue development of the Municipal Separate Storm Water (MS4) plan, required for implementation by 2030.
- Evaluate additional large-scale utility options that may benefit the community, including solar, hydrogen, microgrids, substations, and water delivery options alternatives.
- Conduct a comprehensive IT infrastructure evaluation and develop a long and short range plan.

On-going Objectives:

- Maintain ongoing coordination with local and state utility providers, including Southern California Edison, California Water Service, Southern California Gas Company and the various fiber and communication companies serving Visalia.



Growth and Infrastructure

Circulation and Maintenance

Year One Objectives:

- **Initiate the traffic impact fee study (TIF).**
- **Initiate Municipal Code update to redesignate Truck Routes and General Plan Amendment in the circulation Element to address AB98.**
- **Update the pavement management plan.**
- **Complete the Street Development Standard.**
- **Provide Council with a summary of projects needed to complete of the current Circulation Element.**
- **Follow-up with a Council item on Council's interest in advancing street construction.**
- **Develop a comprehensive list of railroad-related issues, including a prioritized action list and inventory of available resources to address them.**



Growth and Infrastructure

Circulation and Maintenance

Year Two Objectives:

- **Update the median design and development standards.**
- **Evaluate additional uses for the Traffic Management Center, including enhanced signal management and expanded public safety uses.**
- **Complete the update of the Active Transportation Plan.**
- **Launch an online payment system for all City services.**
- **Complete the on-line permitting system in Community Development.**



Growth and Infrastructure

Circulation and Maintenance

Year Three Plus Objectives:

- **Evaluate additional traffic enforcement technologies.**

On-going Objectives:

- **Continue collaboration with agencies on Highway 198 improvements, including the Shirk Interchange, development south of Highway 198, the 148 Interchange, and other large-scale highway and street projects.**



Growth and Infrastructure

City Services

Year One Objectives:

- **Bring forward a plan to begin the design of Phase III of the Civic Center and/or the Civic Center park.**
- **Develop a timeline and list of Council-priority projects that may qualify as future “shovel-ready” opportunities, including parks, recharge basins, a police training facility, downtown connectivity, and the industrial park transfer station.**
- **Improve internal processes including further automation of HR forms; assess purchasing procedures (RFP/RFB); adjust purchasing limits to current standards; and update p-card, travel, and signature routing policies.**
- **Initiate a comprehensive compensation and classification study to be completed by January 1, 2027.**
- **Launch the Visalia Connect micro-transit service.**



Growth and Infrastructure

City Services

- **Present Council with the proposed design of Station 51, and proceed with working drawings in order to break ground on the facility in 2026.**
- **Initiate the comprehensive Park Master Plan with significant public outreach included in the process.**
- **Develop a RFP for a facility maintenance planning system.**
- **Assess Public Safety response times and other data and report to the City Council.**
- **Increase options for higher adoption/return to owner rates with animal services, increase the foster care program by 100%, increase licensing revisit the feral cat program and work on additional spay and neutering program/options.**
- **Increase the education about and enforcement of the abandoned vehicle program, shopping cart pick up, and sign enforcement.**



Growth and Infrastructure

City Services

Year Two Objectives:

- **Implement an electronic document processing system.**
- **Develop a metric for additional staff i.e. per square foot of facility/mile/number of households/per acre, etc.**
- **Implement a Park and Recreation Impact Fee Study based on the Council outcomes from the Park and Recreation Master Plan.**
- **Conduct an assessment of City assets including buildings, parks, trails, roads and sidewalks and bring back proposed priorities as part of the 2026-28 CIP budgets.**
- **Set customer service standards and provide appropriate customer service training to match these standards.**
- **Complete Phase II of the Civic Center and prepare and implement a comprehensive activation plan for the facility.**



Growth and Infrastructure

City Services

- **Present a plan for uses of the Police district offices.**
- **Bring options to City Council for uses/disposal of the City Hall West site.**
- **Assess park maintenance and landscape maintenance contracts and options.**
- **Develop a plan for off-loading remanent land pieces.**
- **Complete the corporation yard master plan.**

Year Three Plus Objectives:

- **Development of the design for a police training facility as part of the Civic Center campus.**
- **Develop a plan for landscaping the appropriate medians that did not have landscaping included in construction.**



Growth and Infrastructure

Land Use

Year Two Objectives:

- **Begin the 2030 General Plan (GP) process including issuing an RFP for a consultant, development of the GP committee.**
- **Issue an RFP for a comprehensive airport master plan.**
- **Consider options for Council consideration to promote infill**

On-going Objectives:

- **Seek site/options for southside regional park.**



BUSINESS

Business Friendly

Year One Objectives:

- Review traffic impact analysis requirements.
- Assess the infrastructure needed for the next wave of industrial projects to be included in the next capital improvement plan budget.
- Complete the massage ordinance update.
- Complete the retail cannabis ordinance.
- Present a proposal for the City to contract implementation of the Cross Valley Corridor project within the next five years, improving transportation along key corridors across two counties, including service additional service to the industrial park.



BUSINESS

Business Friendly

Year Two Objectives:

- Assess the site plan review process including the format for comments to applicants.

On-going Objectives:

- Continue to meet regularly with businesses in the industrial park, as well as the Chamber of Commerce, the Visalia Economic Development Corporation, the Downtown Visalians, the Downtown Property Owners Association, the Visalia Tourism Marketing District Board, the Visitors and Convention Center Board and other business-related entities and begin to hold annual meetings with the development community.



BUSINESS

Training and Education

Year One Objectives:

- Incorporate education and training for special trades as a “by right” use in the industrial park.
- Bring options to the Council to enhance Tulare County Office of Education’s offerings on south Mooney.

Year Two Objectives:

- Expand opportunities for training programs and collaboration through the exploration of how to convert the TCOE Doe campus into a comprehensive industrial park asset.

On-going Objectives:

- Continue to work closely with the College of the Sequoia’s training program and their University Campus, the Visalia Unified Pathways program, and the job training programs provided by local Community Based Organizations (C-set/Proteus).



BUSINESS

Economic Drivers/Partnership and Collaboration

- **Develop strong, strategic relationships across key sectors: Industry, Mooney Boulevard, Downtown, Health, Education, Hospitality**
- **Collaborate effectively with stakeholders to drive economic vitality.**

Year One Objectives:

- **Conduct outreach with the Mooney Merchants to assess needs and interest in on-going meeting/outreach.**
- **Further assess east downtown parking options.**
- **Evaluate options for revitalizing areas of Mooney that could make this regional corridor more cohesive.**
- **Establish relationships with all forms of education in Visalia including private, charter and alternative forms of education offered in the community.**

Year Two Objectives:

- **Assess the future use of the City Hall west campus that will best meeting the community's needs.**
- **Conduct a downtown connection study to develop a plan for connecting the Civic Center campus/east downtown properties with the existing downtown in a comprehensive and inviting manner.**
- **Begin a comprehensive plan study for the Convention Center campus including convention center remodel, future convention center expansion, at least one additional hotel in the downtown area and parking.**
- **Identify needs/wants in the community for additional retail, medical, educational and business options and focus efforts to attract those assets.**



BUSINESS

Economic Drivers/Partnership and Collaboration

On-going Objectives:

- Assist and advise with an industrial park district if desired.
- Assist with identifying sites and funding for educator housing if desired.
- Continue to have regular Council and/or Senior Staff meetings and participate with VUSD, COS, the County of Tulare, Kaweah Delta, Visalia Economic Development Corporation, Tulare County Economic Development Corporation, Family Health Care Network, C-set, Proteus, Tulare County Association of Governments, Cal Trans and other entities.
- Work with Visit Visalia on identifying and implementing attractive amenities that could enhance the experience for tourists and conventioners, including options for a signature festival.



QUALITY OF LIFE

Recreation, Activities, Events & Cultural Opportunities

Year One Objectives:

- Complete the citizen input phase and initial design of the next three neighborhood parks and develop a timeline for funding and construction.
- Ascertain the Council's interest in proceeding with a pool facility including the type of facility so staff can develop a plan and identify possible locations in the second year.
- Complete the refurbishing of the four community centers as outlined in the current CIP and assess additional improvements needed for the FY 26-28 CIP budget.
- Bring forth options for the Council to engage in specific charitable non-profit opportunities that could enhance tourism, economic development and historic preservation in the community.
- Focus on diversifying the recreation and special event offerings provided throughout the City organization with an emphasis on family friendly and free/low cost events, and on organizing the events to ensure activities available throughout the year. Bring a report within 3 months on events in the last 12 months, future events being held in 2025 and those being planned for 2026.
- Explore options for multi-use of facilities and collaborate with various agencies to make space available including green space at VUSD, more access at local County parks, night and weekend parking and other government or public/private ventures.



QUALITY OF LIFE

Recreation, Activities, Events & Cultural Opportunities

Year Two Objectives:

- Further focus on diversifying and increasing recreation and special event offerings in 2026 and planning for 2027.
- Implement a community-wide calendar program that will make it easier for all types of community events to be listed and promoted to the community.
- Develop a newcomer program to acclimate people who are new to the community.



QUALITY OF LIFE

Homelessness

Year One Objectives:

- Provide at least six case studies to the City Council on programs that other cities/entities are using to address people experiencing homelessness.
- Provide updates on the programs/housing to either prevent homelessness or address homelessness within the City including The Lofts, Sequoia Lodge, the Navigation Center, Eden House, the Majestic, Family Services, Self Help Enterprises and others.
- Assess options for obtaining and funding an overnight drop-in shelter including the costs and goals of such a center.

Year Two Objectives:

- Assess options for further direct mental health and/or case management workers to work closely with law enforcement, code enforcement and other city employees that come in contact with people experiencing homelessness and having negative impacts on the community.



GOVERNANCE

Staff Education

Year One Objectives:

- Encourage every employee to take at least one class/training every year for their personal or professional development.
- Provide better employee outreach regarding training opportunities through current consortium opportunities and local training.
- Initiate leadership and/or supervisor training program with the other program implemented in Year Two.
- Diversify safety training for all employees by:
 - The monthly safety training provided in at least 3 different mediums throughout the year.
 - Develop at least 3 trainings that are designed based on risk assessments, data, trends or needs in specific divisions or job categories.



GOVERNANCE

Staff Education

Year One Objectives Continued:

- Implement an internal recruitment program that encourages and provides current employees the opportunity to shadow another position in the City for a day, meet with a senior staff member about the position(s) and be provided with the requirements and available resources to be eligible for that job(s).
- Provide at least 3 opportunities for employees to obtain information on a specific subject matter.
- Ensure every new employee attends the in-person new employee orientation

Year Two Objectives:

- Revise Education Reimbursement program to better fit today's adult education opportunities.
- Implement a career development program that provides employees with pathways for staff development beyond their current role within the organization.
- Revitalize the mock interview program.



GOVERNANCE

Communication, Information & Feedback

Year One Objectives:

- **Select a new website system and begin the transition of the website to be completed by April 2026. This process will include community-outreach.**
- **Select a new digital customer service module that will provide an easier way for citizens to report and track service requests and/or concerns.**
- **Complete and report-out on the City's first comprehensive third-party City survey. Use the data from this statistically valid survey to assist with budget priorities and projects.**
- **Provide at least ten additional community outreach endeavors throughout the year.**
- **Develop a plan for more consistent and intentional communication with people who may communicate more effectively in other languages, with an initial emphasis on Spanish.**



GOVERNANCE

Communication, Information & Feedback

Year Two Objectives:

- Assess whether a Citywide app may be an effective tool for citizen communication.
- Develop a survey system to assess satisfaction with the customer service provided to our citizens and customers as well as a system to assess, track and develop training and policies to affect better customer satisfaction.



GOVERNANCE

Transparency

Year One Objectives:

- Provide employee training on how to effectively and efficiently provide responses to public records requests.
- Provide additional training on public writing in order to provide clear and concise staff reports, letters, forms and other documents to the public.
- Provide a link on the City website where people can make requests for additional information they are seeking/would like to have available.
- Use the new City website input process to solicit input on information and documents citizens want access to and in what formats.

Year Two Objectives:

- Conduct an assessment of at least 20 of the City's forms, policies and processes for better clarity.
- Assess what additional public records can and should be provided on the new City website.



GOVERNANCE

Agency & Organizational Collaboration

- Coordinate with community partners.
- Align goals, share resources, and collaborate effectively for greater impact.

ON DECK

Goal: Plan for emerging priorities to support continuous improvement and future service needs.

- Ambulance and paramedicine.
- Assessment of the best on-going use of the current training facility for police.

