

2025 CITY COUNCIL PRIORITIES AND GOALS

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.

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.

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.

Utilities

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

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.

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.

Circulation and Maintenance

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

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.

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.

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.

City Services

- Deliver quality facilities and relevant programming.

- Maintain outstanding customer service to meet the diverse needs of the community.

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.
- 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.

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.
- 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.

Land Use

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

Year One Objectives:

- Complete and present the industrial land inventory survey.
- Complete and present the housing standards for Council consideration.
- Bring to Council a proposal to bring in the land designated as reserve in the General Plan.
- Bring a future fire station site to Council for consideration, along with the metrics for assessing when future stations should be planned for and implemented.
- Engage with cooperating agencies regarding land use including Tulare County, Goshen Community Services District, and the cities of Tulare and Farmersville.

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

Overall Goal:

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

Business Friendly

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

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.

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.

Training and Education

- Foster workforce development through partnerships and expanded opportunities.

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).

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.

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

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.

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.

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.

Homelessness

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

Year One Objectives:

- Provide at least six case studies to the City Council on programs that other cities/entities are using to address people without housing.
- 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

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.

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.
- 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.

Communication, Information & Feedback

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

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.

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.

Transparency

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

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.

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.

DRAFT