

STRATEGIC 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. (LBC, JL & NB)

Vice Mayor and Assistant CM testified at CARB Public Session.

Vice Mayor and CM spoke with State Representatives in Sacramento regarding concerns.

The most recent CARB Public Session appears to have provided a 3 year extension for the 50% ZEV "Model Year" requirement and extended the 100% requirement to 2030 and some other provisions, although the "guidance" regarding this action is still being developed to potentially include the "Milestones" Option. Staff is pursuing this with Cal Cities and our lobbyists.

Coordination meeting is being scheduled with CARB Advanced Clean Fleets (ACF) staff on CARB regulation flexibility.

- Pursue funding and initiate development of a hydrogen pilot project which could include production. (JL & NB)

Submitted DPF request for \$3 million to California Senators; Schiff submitted but was not supported in Senate Appropriations.

*Submitted project proposal to AUV CERF RII for ZEV and hydrogen production
Worked with TCAG to apply for FTA low or No Emission Grant (\$30 million) for ZEV infrastructure.*

Recent federal actions have led to many alternative fuel projects, including hydrogen projects, to be cancelled. This could well mean that securing funding may only be available through the State, which is also experiencing financial difficulties.

With TCAG's support, the SJVAPCD has committed to project funding match.

- Explore vehicle and fuel options for other alternative forms of transportation. (NB)

Completed Kaweah Health Parking Management Study

Staff actively assessing which vehicles can be replaced with alternative fuel vehicles (electric and hydrogen fuel cell). Staff has demoed several electric vehicles, including two different all-electric solid waste trucks. Staff is also evaluating performance, logistics (both operating and maintenance requirements), and lifetime costs of the alternative fuel vehicles currently available in the market.

City purchased an all-electric van for Traffic Safety and are considering other beneficial applications for similar vehicles that qualify for replacement.

- 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. (LBC & NB)

Staff has consulted with Cal Water regarding potential updates to the existing water conservation ordinance and received recommendations from Cal Water. City staff continue to request further input and participation from Cal Water on conservation enforcement and have requested more information on a plan that Cal Water has provided.

The City is continuing to work through the MKGSA and with Cal Water to develop the Urban Strategic Plan to identify required steps to achieve sustainability for water use within the urban context. 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. (AP, LBC, NB)

Staff has consulted with the City Attorney and Cal Water representatives to identify options to implement increases to rates charged for pumping within the City limits. Staff is working on a plan to bring forth funding options by the end of 2026.

Staff secured \$2 million in federal Community Project Funding (earmark) sponsored by Congressman Fong for groundwater basin recharge development.

- 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. (AP, LBC, NB)

Historical basin recharge data/records and reclaimed water production information has been compiled and provided to the MKGSA's consultant. Well pumping records have been obtained from Cal Water and also provided to the MKGSA's consultant for evaluation and inclusion into the development of the urban strategic plan. Follow up meeting was held November 17, 2025. Consultants are scheduling another meeting for March 2026.

- Review groundwater overdraft mitigation fee and process and return to Council with policy actions. (AP, LBC, NB)

Staff has consulted with the City Attorney and Cal Water representatives to identify options to implement increases to rates charged for pumping within the City limits. Staff will provide options by the end of 2026.

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. (NB)

Alternative land lease RFP's have been drafted and are pending publication. An energy assessment project has been proposed in the upcoming capital program to determine needs and possible solutions for additional generation to offset energy usage at the WRF and airport.

- Develop a plan to monitor and meter water in the stormwater recharge basins and inspect unmonitored structures. (NB)

The plan and approach is still under review and consideration. The implementation timeline may be limited or extended based on available funding.

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. (JG, JH)

Early stages have begun for concept planning. Staff is pulling archive plans for pipe locations and Plaza Park.

- Develop a plan and timeline for implementation of the proposed hydrogen project if funding has been secured. If not, continue to pursue funding. (JL & NB)

The specific scope and magnitude of a hydrogen pilot project is in development as funding options are determined.

Year Three Objectives:

- Assess options for large scale solar and battery storage at City locations including the airport and the treatment plant. (NB, JL, JG)

An energy assessment project has been proposed in the upcoming capital program to determine needs and possible solutions for additional generation to offset energy usage at the WRF and airport. The City is also pursuing input from an energy consultant to assess and advise on possible approach to energy generation and potential micro-grid.

Held virtual meeting with Oppenheimer re: Public/Private Partnerships: solar/microgrids consultant.

- Develop a comprehensive urban greening strategy for the City that will help address the heat index and the visual environment in the community. (JG, PB, JH)

This will look to start with hire of future NR Manager with analysis to begin in year 3.

- Explore additional management and reuse options for biosolids produced at the treatment plant. (NB)

An energy assessment project has been proposed in the upcoming capital program to determine needs and possible solutions for additional energy generation to offset power usage at the WRF, with one potential option of converting biosolids from a disposal liability to an asset that could fuel a power generation process.

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. (NB)*

CEQA path/document is being reviewed now with Planning and City Attorney's office. Trunk line fee study will begin pending CEQA clearance. Sewer service rate study is underway.

Year Two Objectives:

- Complete near-term projects at the wastewater treatment plant. (NB)

The contract for the Solids Handling Improvement project at the WRF was awarded on 8/4/25, with construction began in the Fall of 2025, and completion expected in early 2027. A contract for the design of the new Digester 9 at the WRF was approved in the Fall of 2025, with construction of Digester 9 planned will begin in early 2027.

- Complete the storm water master plan and fee study. (NB)

Currently with Carrollo to review staff revised model and revised approach as directed by staff. Once complete enter into the CEQA phase, then fee phase. Carrollo deadline from recent council approved change order is the mid- 2026.

Year Three Plus Objectives:

- Continue near-term projects and transition to long-range projects at the wastewater treatment plant. (NB)

Contracts noted above will lead into the first long-range projects.

- Continue development of the Municipal Separate Storm Water (MS4) plan, required for implementation by 2030. (JH)

A multitude of options and impacts exist with this implementation. The current plan developed a general plan of action, resisted locking the City (and development projects) into excessive requirements, and was submitted to the Water Board for review in June 2025. Staff is currently working on comments received from the Water Board at the end of 2025 and will evaluate next steps and resubmit.

- Evaluate additional large-scale utility options that may benefit the community, including solar, hydrogen, microgrids, substations, and water delivery option alternatives. (PB JL, NB)

An energy assessment project has been proposed in the upcoming capital program to determine needs and possible solutions for additional energy generation to offset power usage at the WRF and airport. The City is also pursuing input from an energy consultant to assess and advise on possible approach to energy generation and potential micro-grid.

Solar options are being pursued for the airport.

- Conduct a comprehensive IT infrastructure evaluation and develop a long and short range plan. (RN)

The Cyber Security Assessment has been completed, and staff is waiting for the final report from the consultant. The Cyber Resilience Program and Implementation Plan will ensure the City is meeting due diligence in achieving regulatory compliance with

protecting confidentiality, privacy, integrity and availability of critical data and systems. Including the development of comprehensive security policies, identification of vulnerabilities and gaps, and alignment of industry controls and best practices. The IT infrastructure evaluation is scheduled in FY 28/29 to allow several projects to be completed before the study is conducted.

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.

Staff continues to meet regularly with utilities regarding current and future capacity and projects. Staff is looking to engage further with the California Public Utilities Commission to explore other methods for engaging with utilities in meaningful ways.

Staff coordinated a resolution to a right-of-way issue with Southern California Edison that enabled developers to proceed with new home development in three subdivisions.

The Vice Mayor is serving on an advisory committee with Southern California Edison

Staff has provided comments on a plan submitted by Southern California Gas Company on a proposed renewable natural gas pipeline pilot project and interconnection facility

Staff is engaged with Cal Water on transferring water conservation activities to the company since the State requires water purveyors to be responsible for actions to meet the State standards.

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). (JH)

Council approved contract in July; study slated to be completed by mid-2026. Consultant work continues now and on into the summer.

- Initiate Municipal Code update to redesignate Truck Routes and General Plan Amendment in the circulation Element to address AB98. (PB)

Staff is reviewing the clean-up language that the City actively advocated for and was recently passed. Only minor changes appear to be needed.

Based on updated language on AB 98 (SB 415), track route designation can be done via ordinance as no Circulation Element update required for this process. Truck route ordinance to proceed soon and use format for truck route designations in 2022.

- Update the pavement management plan. (NB)

A contract for an update pavement condition survey and update to the pavement management plan was approved by City Council on February 2, 2026 and is expected to be completed in Fall 2026.

- Complete the Street Development Standard. (JH)

TRC selected as the consultant to prepare a comprehensive standard detail update. Staff from Engineering, Urban Forestry, and Public Works have been solicited for comments and suggestions.

Consultant cost proposal far exceeded the budgeted amount, staff is pivoting to other on-call engineering services and will look to finalize project in the Fall of 2026. This project may be delayed as the division reallocates staffing resources based on recent staff departures.

- Provide Council with a summary of projects needed to complete of the current Circulation Element. (JH)

Partially covered in the Engineering update in November, 2025 but will more thoroughly covered during presentation to Council as part of the TIF update.

- Follow-up with a Council item on Council's interest in advancing street construction. (JH)

This topic will be thoroughly covered during presentation to Council as part of the TIF update in 2026. Develop a comprehensive list of railroad-related issues, including a prioritized action list and inventory of available resources to address them. (JH, JL, PB, LBC)

- Develop a comprehensive list of railroad-related issues, including a prioritized action list and inventory of available resources to address them (JG, JL, PB, LBC)

This is being addressed on several fronts. An internal team has been assembled with Chris Crawford heading it to develop a comprehensive list of issues.

Contacts have been made with Senator Grove and Congressman Fong because of their direct involvement with RR issues.

The contract was recently approved to develop options along the Goshen corridor for a more robust crossing there to alleviate traffic concerns.

Staff has had open discussions with the RR representatives regarding crossing upgrades in the DT. While the RR seems open to further discussion, staff will follow up with legislative offices if ultimately this is not further supported by the RR.

Staff have had encouraging conversations with one of the local railroad operators who is actively working with staff on cleanup of grounds around the tracks.

Planning staff will be assisting in environmental review for potential at grade crossing at Goshen/Chinowth.

Additional work with the RR projects, including the new crossing in the NW area, will be delayed as the division reallocates staffing resources based on recent staff departures.

Year Two Objectives:

- Update the median design and development standards. (JH, JG)

With new staff now seated in Urban Forestry, this project will be initiated in the Spring of 2026.

- Evaluate additional uses for the Traffic Management Center, including enhanced signal management and expanded public safety uses. (JH, JS)

IT has provided a cost/ project estimate on what it would take to update the technology in the TMC to get it operational again.

Discussions have been had about the potential of expanding the use of the TMC into a Real Time Information Center) to enhance public safety response times, real-time response information, etc.

Federal funding earmarks are being discussed to fund and equip the RTIC and potential uses of Drone as First Responder). Would still need to evaluate how staffing can co-exist would need non public-safety personnel to update backgrounds, be CLETS trained or evaluate need to be in the center or operate elsewhere.

- Complete the update of the Active Transportation Plan. (JH)

Actively being worked on, the Consultant contract award was on the Oct. 6, 2025 agenda and is set for completion in 2026.

- Complete the on-line permitting system in Community Development. (JH, RN)

Cloud migration starting Sept 2025. This will also involve a complete change of digital plan review programs, leading in to a heavy configuration and implementation project. This project is anticipated to be completed by Fall 2026.

Year Three Plus Objectives:

Evaluate additional traffic enforcement technologies. (JH, JS, RN)

The PD Traffic Unit has implemented a Traffic Strategic Plan to enhance its enforcement efforts and identify other strategies to improve traffic safety within the city. One of those strategies would be the use of red-light cameras that would enhance our enforcement efforts at intersections with high rates of injury collisions related to red light violations. Other jurisdictions have utilized this technology successfully. A CIP has been introduced by the PD for this project in a planning year to give additional time to evaluate the comprehensive impacts of such an approach.

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. (JH, JL)

Have coordinated with TCAG and Caltrans to kickstart Shirk/Hwy 198 interchange improvement (beyond operational enhancement project).south of Hwy 198 alignment

and preliminary plans are in motion. Rd 148 south of Hwy 198 will begin in coming years.

*Secured appraisal for property on Mineral King that is needed for Road 148 interchange last week. Negotiations will proceed. This purchase will be funded through the City by TCAG.**

TCAG agree to pay \$500,000 (Measure R Regional) for Caltrans SR 198 corridor improvement project.

Staff worked with TCAG to secure \$1.3 million in an Earmark Repurposing for the Riggins Road project shortfall.

Staff secured \$250,000 in federal Community Project Funding (earmark) sponsored by Congressman Costa for Riggins Road project.

Applied for USDOT SS4A grant for Downtown multi-modal accessibility plan but were not successful. Intend to apply when the next cycle opens.

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. (LBC, JH)

Staff has begun re-evaluating the needs assessment and plans to bring a proposed contract for design of Phase III, including options including a Police training facility and clinic in the Spring of 2026

- 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. (Group)

Plans for 5 parks are underway (two already have grant funding), and the next two recharge basins on the east side, police training facility will be brought for design contract in Spring of 2026, options for the downtown connectivity project are being considered and may be proposed as a portion of the GP update, industrial park transfer station is being developed as part of the Cross Valley Corridor project that will be brought to Council before the end of the year, numerous Road 148 design projects are requested as part of the upcoming budget process to ensure projects are ready for construction when the Road 148/Hwy 198 interchange is planned for completion by Caltrans.

California Transportation Commission award \$36 million in ATP Grant funds for Goshen-Visalia Corridor Connection, including railroad crossing safety improvements

- 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. (RN, AS)

HR forms data migration is scheduled for April, with full process development and implementation to be completed by December 2026. Conducting Purchasing survey on other Cities to compare limits and policy requirements.

- Initiate a comprehensive compensation and classification study to be completed by January 1, 2027. (AS)

Comp and Class Study consultant approved by City Council February 2nd. Project timeline and next steps being developed. Project is on track for completion date.

- Launch the Visalia Connect micro-transit service. (JL)

Visalia Connect launched June 12, 2025. Initial results are positive, but will take several more months to have enough data to begin to assess the impacts and/or adaptations to provide input on the reimagining of the transit system as part of the short-term transit plan that TCAG is funding. Driver shortages have impacted on some of the initial months data.

- Present Council with the proposed design of Station 51, and proceed with working drawings in order to break ground on the facility in 2026. (JH, DG)

Presented to Council the proposed design of Fire Station 51 at the August 4, 2025 meeting. Working drawings are underway and it is anticipated that this project will go out to bid in 2026.

- Initiate the comprehensive Park Master Plan with significant public outreach included in the process. (JG)

RFP process is completed and a recommendation to the Council will be forthcoming Oct 20 or Nov. 3, depending upon contract negotiations.

The Parks Master Plan and Needs Assessment, along with the Parks Impact Fee Study Project, officially commenced on February 10, 2026. The comprehensive planning process is expected to take approximately 18 months to complete.

- Develop a RFP for a facility maintenance planning system. (JG)

Staff is assessing the in-house facility management system, Lucidy. It appears it has the capability to perform this task. Staff have been coordinating with the Public Works team to further evaluate its functionality and ensure it meets the project requirements.

- Assess Public Safety response times and other data and report to the City Council. (JS, DG)

Presentations provided by Police and Fire Department in spring and summer of 2025.

- 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. (JG)

Staff has developed a new partnership with Tulare County to expand the Feral Cat Trap-Neuter-Return (TNR) program. As a result of this collaboration, they are now offering two additional TNR clinic dates each month, with 20 appointment slots provided by the County for each date. In addition, Staff is working to fully implement Stripe as a secure and convenient payment option for the public to adopt animals and pay licensing fees online in summer, 2026.

Staff has been actively meeting to evaluate our community's feral cat population and explore responsible, long-term management strategies. We anticipate bringing a formal proposal regarding feral cat policies and programs to City Council by the end of 2026 for consideration and direction.

- Increase the education about and enforcement of the abandoned vehicle program, shopping cart pick up, and sign enforcement. (PB)

Currently working on revising material to be posted on all City platforms informing public about these programs/requirements. Goal is to have this completed in the next and posted this fall and to include information on the soon-to-be launched website..

- Launch an online payment system for all City services. (RN)

Implemented Business License. Currently working on Fire Inspections and TOT with the HDL Software

Implemented VIA (Visalia Connect) Software. Still working out the on-line payment issues

IT is working on Accella upgrades which moves them to the Cloud. Once all bugs are worked out from the new Cloud platform, staff will implement the on-line payment portion for Building Permits, anticipated to be up in Fall 2026.

Working on Shelter Buddy for Animal Services. Staff anticipates to have the on-line payment portal available summer 2026.

Year Two Objectives:

- Implement an electronic document processing system. (RN)

This is a several year project that will be implemented by each process. HR is the first department that will be converted which will include CV9s, employee evaluations, direct deposit, employee information changes, etc. On boarding new employees has already been implemented.

- Develop a metric for additional staff i.e. per square foot of facility/mile/number of households/acre, etc. (Group)

PD has submitted a CIP project to conduct a comprehensive workload staffing study to evaluate current and future staffing needs (sworn and professional staff) based on comprehensive workload data and to evaluate proper sizing of specialty units.

- Implement a Park and Recreation Impact Fee Study based on the Council outcomes from the Park and Recreation Master Plan. (JG)

The Parks and Recreation Master Plan and Needs Assessment study is underway and will include the fee study.

- 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. (Group)

Council is currently reviewing the proposed CIP budgets that include a broad range of proposed project that are in keeping with the Council's goals and priorities.

- Set customer service standards and provide appropriate customer service training to match these standards. (LBC, AS)

Customer service standards are currently being developed. Research has been conducted to identify appropriate training options. Anticipated to be completed in fall of 2026.
- Complete Phase II of the Civic Center and prepare and implement a comprehensive activation plan for the facility. (JH, JG)

Construction began July, 2025 and is expected to be complete mid-2027.

Parks and Recreation staff, including the Facility Division Staff, has been meeting to evaluate operational needs at the Civic Center and is currently developing a maintenance and staffing plan for the facility. In addition, staff is coordinating with Public Works to implement an asset management program to ensure long-term sustainability and effective oversight of all city facilities.

An activation committee will be formed in summer, 2027 to coordinate the move and activation of the facility.
- Present a plan for uses of the Police district offices. (JS, LBC)

Some discussions have taken place about future uses of the districts. Focus has been on completion of the PSOB and Phase 3 of the Civic Center.

Options consist of remodel of the existing facilities to increase parking capacity, staff growth, and address functional uses of the existing facilities.
- Bring options to City Council for uses/disposal of the City Hall West site. (LBC)

Staff will bring options to the Council before the end of 2026.
- Assess park maintenance and landscape maintenance contracts and options. (JG)

This will be moved to year 3 to give new staff time to assess.
- Develop a plan for off-loading remanent land pieces. (LBC, RN)

Staff will be bringing back the Akers and Riggins property for Council consideration this summer, as well as the City Hall West campus.

Staff has the property on McAuliff, south of Houston for sale and has fielded several offers that did not meet the City's needs. Other properties, such as the former Cal Trans Yard and the property at Goshen and Ben Maddox, will be better suited for study following the completion of Phase II of the Civic Center.

Staff will develop a more comprehensive list of larger properties, and a list of smaller parcels that may be best suited to be sold or transferred to adjoining property owners before the end of the year.
- Complete the corporation yard master plan. (NB)

An RFP for a consultant to complete an evaluation/survey of the existing Corporation Yard, as well as operational and maintenance needs, and to develop a long-term Master Plan for the City's Corporation Yard has been developed and is awaiting publication.

Year Three Plus Objectives:

- Development of the design for a police training facility as part of the Civic Center campus. (JS, LBC, JH)

Will be presented to Council to be part of the Phase III design when brought to the Council in Spring of 2026

- Develop a plan for landscaping the appropriate medians that did not have landscaping included in construction. (JG, RN)

Have not started these conversations.

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. (PB)

ILIA was presented to Council in Feb. 2025.

- Complete and present the housing standards for Council consideration. (PB)

ODS adopted by Council in April, 2025

- Bring to Council a proposal to bring in the land designated as reserve in the General Plan. (PB)

QK Inc. is the selected consultant and awarded contract for Reserve Project. Internal Kick-off meeting held with project team Feb. 2026.

- 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. (DG)

The general site has been selected and will be proposed to the Council before the end of the year. Staff is awaiting some further information from the developer about how best to site the Station on the proposed site.

- Engage with cooperating agencies regarding land use including Tulare County, Goshen Community Services District, and the cities of Tulare and Farmersville. (LBC)

Goshen Community Services District revised contract is proceeding. Staff regularly now reviews agendas and attends as appropriate.

Matter has been raised with the new CM's of Exeter and Farmersville. While there is general understanding, it is not something they are ready to discuss, but would want to be engaged should further conversations develop that include Tulare County.

The City of Tulare responded to Visalia’s earlier question about considering a greenbelt between the communities. Community Development Staffs have been discussion interests. Discussions will continue.

Discussions continue with County staff and may become part of the discussion regarding development in general and continued efforts to redefine the work and emphasis of the Tulare County Economic Development Corporation. CEO has agreed to discuss an agreement regarding development, and City Staff has prepared an outline. He has asked to delay further discussions until after the first of the year. A meeting is being set up to renew the discussion.

Year Two Objectives:

- Begin the 2030 General Plan (GP) process including issuing an RFP for a consultant, development of the GP committee. (PB)

New Principal Planner hired to assist with workload. Will begin Oct. 6

Meeting to delegate RFB draft language review/initiation being held with Planning staff on 02/26/2026. Goal is to have a draft RFP for internal review by mid-March 2026.

- Issue an RFP for a comprehensive airport master plan. (JL)

The FAA approved the Airport Layout Plan in January 2026. Meeting is being scheduled with FAA District Office on either new Airport Master Plan or Airport Layout Plan Amendment for runway shift to southeast from State Routes 99/198.

- Consider options for Council consideration to promote infill (PB)

Missing Middle presentation provided on 08/19/2025 as one option to promote residential infill opportunities on by passed sites in Tier 1. Staff will look to bring a work session item with further detail on future considerations for missing middle housing based on comments received at the Joint Meeting between Council and Commission. This will be done in mid-2026 due to time commitments regarding other zoning ordinance updates to comply with Housing Element requirements.

Recent work on the rezoning of the property east of Ben Maddox is an example of staff and a developer working creatively to achieve a complicated infill project.

Discussion on streamlining subdivision ordinance going to Council work session on 03/02/2026 as part of reducing barriers/constraints to housing.

Further discussion on “missing middle housing” anticipated to be re-introduced in mid-spring/ summer.

On-going Objectives:

- Seek site/options for southside regional park. (JG)

Not started yet.

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.(JH)

Draft revisions to the TIA analysis are complete and have been circulated to stakeholders – Fall, 2025. Anticipating a Council presentation in Spring 2026 for comments and policy adoption.

- Assess the infrastructure needed for the next wave of industrial projects to be included in the next capital improvement plan budget. (PB, JH)

Ongoing, internal meeting scheduled for Feb. 25th to review infrastructure needs based on industrial projects approved, in process and land in Tier 3. This process now includes finalized sewer master plan adopted in December 2025.

- Complete the massage ordinance update. (PB)

Massage and Zoning Ordinance updates completed and adopted by Council. These updates go into effect on 09/03/2025.

- Complete the retail cannabis ordinance. (PB)

Cannabis ordinance details / requirements provided over two work sessions done May and July 2025. Based on directions received, ordinance details are being drafted with consultants.

Draft ordinance completed, review of cannabis ordinance language set for Council work session within the next 60 days.

- 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. (JL)

Initial proposal was presented to City Council and adopted. California Transportation Commission approval expected in March 2026 to advance State TIRCP grant funds for engineering/design.

Year Two Objectives:

- Assess the site plan review process including the format for comments to applicants. (PB, JH)

Ongoing, this will be part of the Accela migration that is currently underway.

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. (Group)

Regular contact is occurring with established organizations. There is City representation on all of the organizations listed, or staff regularly attend the meetings. As described later in this document, a Mooney Merchants group has been organized and held two meetings. The third meeting is slated for April.

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. (PB)

These updates were completed and adopted by Council.

- Bring options to the Council to enhance Tulare County Office of Education’s offerings on south Mooney. (PB)

Entitlement (GPA, SOI Update, CUP, Annexation) applications have been filed for their admin. site expansion request. This process will be ongoing as TCOE continues to work on their environmental process.

An appraisal on the multi-family land has been completed and discussion about if/when to proceed with the surplus land process is still being assessed.

TCOE project on S. Mooney Blvd. going to Planning Commission on 03/23/2016 and noticed for the April 6th City Council meeting.

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. (PB, JL)

This is ongoing and contingent on the TCOE project on S. Mooney Blvd. being approved. TCOE’s project is going to Planning Commission on March 23rd and City Council April 6th. Notices have been issued for this project.

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). (Group)

The Police Department is actively engaged with the Police Academy at the College of the Sequoias on a regular basis either sponsoring cadets or providing Recruit Training Officers at the academy.

The Police Department is also actively engaged in VUSD’s Pathways Programs. A Captain serves as a committee member for the First Responder Academy, we provide ride-a-long opportunities for students interested in a law enforcement career, scheduled site visits and unit demonstrations, and staff who present the classes on various topics.

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.
 - KDWCD Letter of Support for City federal CPF request (Fong) for Groundwater Recharge Basin (April 9, 2025)*

 - CalWater Letter of Support for City federal CPF request (Fong) for Groundwater Recharge Basin (April 15, 2025)*

 - MKGSA Letter of Support for City federal CPF request (Fong) for Groundwater Recharge Basin (April 23, 2025)*

 - SCE Letter of Support for City and National Park Service FTA Low or No Emission Grant – SEKI Battery-Electric Bus Conversion (July 9, 2025)*

 - Potential PBID concept has stalled in attempts to get buy in from owners. Items that need to be addressed going forward will be installation of infrastructure (sewer) in areas where sewer is not readily available.*

Year One Objectives:

- Conduct outreach with the Mooney Merchants to assess needs and interest in on-going meeting/outreach. (PB)
 - Mooney business meeting is being coordinated and will be held later in October.*
 - Two meetings have occurred with this group. Next meeting to be held April 8th.*

- Further assess east downtown parking options. (LBC)
 - Contract broker is continuing discussions with property owners in the area and possible lease options with parking owners in the east downtown for night/weekend use.*

- Evaluate options for revitalizing areas of Mooney that could make this regional corridor more cohesive. (PB, JL)
 - This has not started yet and in light of the General Plan and Reserve activities, may need to be moved to Year 3 or woven into the General Plan process.*

- Establish relationships with all forms of education in Visalia including private, charter and alternative forms of education offered in the community. (Group)

Discussions regularly occur with VUSD, TCOE, and COS. Discussions have also been held with CVC and Crescent Valley Public Charter, but other private and charter schools have not yet been tapped.

Year Two Objectives:

- Assess the future use of the City Hall west campus that will best meet the community's needs. (RN, LBC, PB)

Discussions will be brought to City Council summer, 2026. 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. (LBC, JL, PB, JH)

Planning staff will look to incorporate a downtown master plan as part of the GP update process by including this task as part of the GP update RFP.

Staff applied for USDOT SS4A grant for Downtown multi-modal accessibility plan but was not successful. Staff will reapply when the grant is open again.

- 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. (JL, PB)

No Update.

- Identify needs/wants in the community for additional retail, medical, educational and business options and focus efforts to attract those assets. (PB, JL)

No update.

On-going Objectives:

- Assist and advise with an industrial park district if desired. (PB, JL)

As previously noted, this project does not appear to have broad based support at this time.

- Assist with identifying sites and funding for educator housing if desired. (PB)

Staff continues to work with the Tulare County Office of Education on options for educator workforce housing.

- 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. (Group)

On-going

- 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. (JL, JG)

Staff has included Visit Visalia in our external focus group meeting for the Parks and Recreation Master Plan and Needs Assessment study.

Staff continues to be actively engaged with the Visalia Visitor and Convention Bureau and the Visalia Tourism Marketing District.

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. (JG)

The Elliott Property conceptual design was approved by Council on January 20, 2026. Wood Architecture has begun preparing the working drawings, which are anticipated to be completed within six months. We currently expect to break ground on the Elliott Property in October or November 2026.

The Pearlwood Property conceptual design is scheduled to return to Council in late spring for further consideration. Due to a current funding shortfall, the Victory Oaks Property has been deferred to the outer years of the Capital Improvement Program.

- 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. (LBC, JG)

Staff has completed two work session presentations regarding a potential aquatics facility. During the January 20, 2026 presentation, Council expressed support for a 50-meter competition pool concept complemented by a large recreation pool.

Earlier this year, Council directed staff to proceed with a feasibility study to evaluate a potential sales tax increase to help fund several underfunded potential park projects.

- 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. (JG, JH)

The Recreation Park Pickleball Courts are currently in the design phase and are anticipated to go out for RFP in spring 2026. Construction is expected to begin in late summer or early fall 2026.

All recreation facility painting projects are currently in the purchasing queue and are in the final stages of preparation. Staff anticipate issuing the Request for Proposals (RFP) in the near future to move these projects forward.

The ACC project has secured a design contract and is under design now, expected to be awarded in June for project completion at the end of July 2026.

An RFP for the design of the MHCC HVAC project was submitted to Purchasing on January 5, 2026. Based on design time, this project is likely to go to construction in early 2027.

The ACC gymnasium floor replacement project is being scoped by staff now and an RFB is anticipated to go to Purchasing in Spring 2026 and installation in August 2026.

- 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. (LBC)

A proposal for assisting with the preservation of a historical building that would include additional library resources will be brought back to the Council by mid-2026.

- 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. (JG, AS, Group)

Recreation staff, in collaboration with the Marketing team, developed a seasonal listing of community events featured in all editions of the Live and Play guide. Senior games have been expanded into the Visalia Games to welcome participants across a wider age range.

In early February, the City was awarded a \$2 million Cal VIP grant to support programming for impacted children and families in Visalia. Staff will begin meeting internally to develop and structure the program. Funding is anticipated to be available beginning July 1, 2026. A successful fishing derby was held in February, as well as the Father-Daughter Dance that included over 600 participants.

Staff will bring back a more comprehensive report before June, 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. (LBC, JG)

Staff have met with multiple organizations, including local churches, to explore opportunities for increasing access to green space for open play. Tulare County embraced the idea and is now operating fee-free, and making improvements so that field space is available for groups. The City will advertise this space.

The City is also promoting the options for space through the school district, both for rent and free open space availability.

More available space will also be on the agenda for the joint school district-community college meeting in April, 2026.

Year Two Objectives:

- Further focus on diversifying and increasing recreation and special event offerings in 2026 and planning for 2027. (JG)

Staff has begun discussions with the new ownership group of Visalia Rawhide regarding two large special events that they will host at the stadium, with the City serving as a partner: a concert planned for late September 2026 and a holiday-themed event scheduled for December 2026.

Additionally, under the amended agreement, the City is authorized to host up to five events annually at the stadium. Staff is currently evaluating event concepts throughout 2026, with the intent of formally launching and activating some City-hosted events beginning in 2027.

Staff is planning for the Independence Spectacular on July 3 with an emphasis on celebrating the 250th anniversary of the signing of the constitution.

Staff will also be assessing a focus on family events as part of the CalVip Grant planning process.

- 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. (AS, JG)

Assessing whether this can be provided through the new website or will look for other options for providing.

- Develop a newcomer program to acclimate people who are new to the community. (JG, AS)

Parks and Recreation held a three-part series of events in the fall to encourage new comers to be get acquainted with the community.

Additional planning will be forthcoming.

Homelessness

- Work toward reducing homelessness and its impact on the community. (LBC, RN, JS)
- Support safe, dignified, and long-term solutions (Group)

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. (LBC, RN, JS)

Staff recently held small roundtable sessions with Council Members, Code Enforcement, Police and other applicable staff members to present options and have frank, meaningful discussion. Follow up from these meetings will be brought to a work session later in spring, 2026.

- 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. (RN)

Two reports have been provided. They will be updated twice a year or on upon request.

- Assess options for obtaining and funding an overnight drop-in shelter including the costs and goals of such a center. (LBC, RN)

Funding for purchasing a shelter is feasible but given the potential changes in on-going funded being proposed at the Federal level, staff questions if it is viable without significant general fund contributions, and there is concern about finding funding for the current projects already operating.

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. (LBC, JS)

Expiring grant funding and operational changes with Tulare County Mental Health will result in the conclusion of the existing partnership that provides mental health workers working with the HOPE Team.

Crisis services have transitioned from Tulare County Mental Health to Kings View as a result of legislative changes related to crisis-related response services.

Staff will further assess the efficacy of the new program and ascertain whether additional resources should be sought.

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. (Group with AS development)

This will be tracked through the performance evaluation process, with the Group verifying at least one training per employee annually. AS will also conduct outreach to departments to share information on local and free training opportunities to consider.

- Provide better employee outreach regarding training opportunities through current consortium opportunities and local training. (AS)

Initial efforts with Leibert and Cassidy trainings. Goal is to have 15% of the Managers/Supervisors participate in one of these trainings. Promoted through emails and in-person Managers & Supervisors training.

- Initiate leadership and/or supervisor training program with the other program implemented in Year Two. (AS)

Initial training courses provided by HR staff in February and quarterly meetings with Managers/Supervisors are ongoing. Development of a more comprehensive program deferred until completion of the timekeeping migration project.

- Diversify safety training for all employees by: (AS)
 - The monthly safety training provided in at least 3 different mediums throughout the year.
This has been added to the Risk Manager's task list
 - Develop at least 3 trainings that are designed based on risk assessments, data, trends or needs in specific divisions or job categories.
Free trainings have been located for DOT drivers through CHP and through Prism. Safety Officer to coordinate targeted training using these as potential platforms.
- 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). (AS)
No update.
- Provide at least 3 opportunities for employees to obtain information on a specific subject matter. (AS)
Three opportunities have been identified and will be implemented over the next six months.
- Ensure every new employee attends the in-person new employee orientation (Group)
An 87% attendance rate was achieved across the last two orientation sessions. HR tracks missed sessions and carries forward, reserving seats in future orientations to support full participation and goal of 100% participation. HR to continue to monitor the data and communicate with departments with employees who miss orientation with advanced notification.

Year Two Objectives:

- Revise Education Reimbursement program to better fit today's adult education opportunities. (AS)
Researching ways to enhance the education program.
- Implement a career development program that provides employees with pathways for staff development beyond their current role within the organization. (AS)
Research is being conducted to develop a program. Full implementation is likely to be in year 3.
- Revitalize the mock interview program. (AS)
This program will be revitalized later this year.

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. (AS, RN)

Website contract awarded to Civic Plus and is anticipated to go live March 17, 2026.

Communications/IT went to CAC Aug 13, 2025 to get feedback on what they would like to see on website and Communications is outreach and a community survey to solicit public input. Feedback sessions were held and survey conducted. The new site is under CAC member sub-committee's review which commenced February 23rd.

- Select a new digital customer service module that will provide an easier way for citizens to report and track service requests and/or concerns. (RN, AS)

The SeeClickFix module is part of the new website software and will replace Visalia Works and is scheduled to go live mid-March.

- 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. (LBC, RN)

Survey was conducted by FM3 and was presented to Council November 2025.

- Provide at least ten additional community outreach endeavors throughout the year. (Group with AS leading)

This goal has been exceeded through the efforts of the entire organization including a website survey and two outreach meetings, nine park development community meetings, three highway 148 meetings, several meetings with residents along Riggin and others.

- 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. (LBC, AS)

New website will include a toggle option to select language including Spanish.

The Chief Deputy City Clerk is researching translation services for languages other than Spanish.

Year Two Objectives:

- Assess whether a Citywide app may be an effective tool for citizen communication. (AS, RN)

The IT division currently does not recommend an app because the new website is mobile friendly. However Citizens will have the ability to report concerns by an app and utilizing the website which will be live March 17, 2026.

- 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. (AS, RN, LBC)

No update.

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. (LBC)

Chief Deputy City Clerk has provided Departments with training on procedures and the new system that will be part of the website which will enable all requests to be tracked.

Chief Deputy City Clerk is conducting a training on public records protocols and regulations.

The new website will include the public records request module for people to request public records in an efficient and effective manner.

- Provide additional training on public writing in order to provide clear and concise staff reports, letters, forms and other documents to the public. (AS)

Training option provided through an on-line class. Other options are being explored.

- Provide a link on the City website where people can make requests for additional information they are seeking/would like to have available. (AS, RN)

This link would be part of the of the new website which will consist of updated contact information, forms, and the ability to submit requests and concerns.

This option is also available with the Business License/TOT software that is live. This option is available to businesses that utilize the software.

- Use the new City website input process to solicit input on information and documents citizens want access to and in what formats. (AS, RN)

Also part of the website. There is a records request system in the new website which will be handled by the City Clerk's office. This will be used to help assess what additional information may warrant being added to the website.

Year Two Objectives:

- Conduct an assessment of at least 20 of the City's forms, policies and processes for better clarity. (Group)

Implemented new Business License software that allows for you to start, stop, and make changes to your business license information on-line. Also implemented features that allow customer to pay on-line. This feature went live in May 2025.

All Business License Forms & Letters (at least 15) have been revised for better clarity. Working with HDL to upload these to the system.

Implemented new TOT software that allows businesses to start, stop, and make changes to TOT account on-line. Also implemented features that allow customer to pay on-line. This feature went live first week of August 2025.

All TOT Forms & Letters (at least 5) have been revised for better clarity, including delinquency process.

Implemented new STR Permit process that ties to Business license and TOT. Created a system workflow that allows Planning to review, approve, or deny STRs. This process went live in June 2025.

Created new letters for information, delinquency, out of compliance, etc. Currently working on letters to charge fines for continued out of compliance.

Created process for how to create a contract and will present to DH Aug 26 at DH meeting

Updated pack-out process with Utility billing staff and Operations, updated letters/forms.

Updated process for starting accounts that do not call in. These are captured by comparing Calwater starts. Currently working on 4 new letters to go with this process.

- Assess what additional public records can and should be provided on the new City website. (Group with AS leading)

Will be assessed after the launch of the new website based on citizen inquiries and input.

Agency & Organizational Collaboration

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

On-going

ON DECK

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

- Ambulance and paramedicine.

Fire is working with the COS paramedic program by providing paramedic precepting for one student

Fire continues to work cooperatively with COS. No current preceptors from COS at the VFD. DSG 2/19/2026

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

This is a future item that may occur after the 3-year time frame of this work program period.