

## FISCAL 2025/2025 CITY COUNCIL GOALS AND PRIORITIES

<b>FISCAL STABILITY</b>	<b>Ensure the City's long term financial health to maintain services and ongoing operations</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Fiscal Stability Plan - provide a plan to the Budget Subcommittee for feedback and council direction	3 Months	Fin, CM
	Complete CFD update for new service area annexations	6 Months	Fin, Dev Svcs, CM
	Review fees for services, including application fees	6 Months	Dev Svcs, Fin, CM, MPD, MFD
	Identify options for cost recovery or recovering lost revenue - Business License, TOT audits	Year	Fin, MPD, MFD
	Consider options to add new revenue sources - cost recovery strategies	Year	Fin, CM, CA
	Review and implement city utility rate studies	Year	Fin, PW, CM
	Identify options for one-time revenue gains - property and surplus equipment	Year	All Depts
<b>PUBLIC SAFETY</b>	<b>Strengthen community safety through responsive emergency services, integrated community policing, fire and building safety, and active engagement.</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Identify site and financing options for Police and Fire facilities, apparatus, and equipment	3 Months	MFD, MPD, CM
	Explore contract services with PBID for Downtown Merced services	6 Months	MPD, CM
	Expand contract services with the school district for school resource officers	6 Months	MPD, CM
	Plan and create a strategy for services post-expiration of the FEMA - SAFER Grant	Year	MFD, CM, Fin

	Completion of the Hawk – Regional Training Center	Year	MFD, Eng
	Maintain ALS Services Rollout – one squad per year	Year	MFD
	Proactive Community Policing to reduce crime and improve the quality of life	Year	MPD
	Community Relations – continue community outreach programs and employee recognition	Year	MPD, FDP
	Emergency Management – continue internal training and partner agency cooperation for preparedness	Year	FDP, MPD, PW, CM
<b>FUTURE PLANNING</b>	<b>Plan for the city’s future growth and infrastructure needs, and provide support for new development.</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Complete Housing Element and SB 244 Analysis	Three Months	Plnng, CA, CM
	Seek State “Pro Housing” designation	Six Months	Plnng, CM
	Amend zoning and municipal code to support housing/business investment	Year	Dev Svcs, CA, CM
	Process annexation and development applications	Year	Dev Svcs, CA, CM
	Consider county island annexations	Year	Dev Svcs, CA, CM
	Coordinate advocacy efforts with community partners on the HSR project	Year	
	Update AB 1600 due to new annexations	Year	Plnng, Eng, CM, CA
	Continue General Plan Update – HSR Station Area Plan	Two Years	Dev Svcs
<b>ECONOMIC DEVELOPMENT</b>	<b>Promote Job Creation Centers and Business Clusters, and support private business and residential investment in the city to generate additional revenues for city operations and other needs.</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>

	Maintain a digital presence by identifying city branding and promotional opportunities to improve online and social media presence through an RFP for services – promoting investment opportunities, business climate, and high quality of life	Six Months	EcDev, CM
	Complete Merced Airport Terminal Project	Six Months	EcDev, CM, Eng, PW
	Facilitate Economic Roundtable/Investment Event with community partners	Year	EcDev, CM
	Strengthen UC Merced & Merced College partnerships – prioritize business hub attraction	Year	EcDev
	Explore Family Entertainment Zone (FEZ) and tourism opportunities – support CP42	Two Years	EcDev, Plnng, CM
	Support a grocery store in South Merced (District 2) – Childs & Canal roadway and sidewalk improvements	Two Years	EcDev, Eng, Dev Svcs, CM
<b>PEDESTRIAN SAFETY</b>	<b>Improve pedestrian safety and infrastructure</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Complete project design for shovel-ready projects	Year	
	Identify project stages to determine project viability and public input	Year	
	Utilize the speed survey to identify future project needs	Year	
<b>AFFORDABLE HOUSING</b>	<b>Continue to invest in the production of affordable housing throughout the city</b>		
	Support current housing projects to bring units online	Year	Hsg, Plnng, CM
	Seek state and federal grants and earmarks	Year	Hsg, Plnng, CM

	Maintain Infill Incentive Area and Affordable by Design programs	Year	Dev Svcs, CM
	Maintain “off-the-shelf” ADU, Duplex, and Triplex plans	Year	Dev Svcs, CM
	Support the Continuum of Care (CoC)	Year	Hsg, CM
<b>CAPITAL PROJECTS</b>	<b>Strategically invest in community development and CIPs to enhance Merced’s quality of life, support economic development, public safety, and a high quality of life.</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Pavement Management System – update road priority list and align funding with project readiness	Two Years	Eng, Fin, PW, CM
	Finalize Bear Creek Restoration design, permitting, and environmental review	Year	Eng, PW, CM, CA
	Update City Engineering Standards	Year	Eng, PW
	Complete Quiet Zone planning and permitting	Year	Eng
	Complete Wastewater Master Plan environmental review	Year	PW, Plnng, CM, CA
<b>GOVERNANCE</b>	<b>Foster community well-being, inclusive services, and enhanced quality of life</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Launch Public Access Portal for resolutions and contracts	Three Months	CLK, IT
	Launch new website and Merced Connect App	Three Months	IT, All Depts
	Establish City Council Code of Conduct	Year	CM, Council
	Reevaluate Goals/Priorities process and Budget Cycle	Year	Fin, CM, Council
	Expand staffing and expertise across departments – add internal capacity	Year	CM, CA, Eng, Plnng, EcDev
	Reevaluate technical studies and guidance documents for ongoing scheduled updates	Year	All Depts

	Update City Purchasing Policies	Year	All Depts
	Maintain Grant Writing Service and internal workgroup	Year	CM
<b>PARKS &amp; COMMUNITY SERVICE</b>	<b>Improve quality of life and ensure facilities and options for the health and wellness of the community.</b>		
	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Designate local Arts District	Three Months	CM, CPS
	Complete Parks and Recreation Open Space Master Plan – seek guidance on implementation of recommendations	Six Months	
	Complete CP42 JPA formation and CP42 North entitlements	Six Months	PCS, Eng, CA, CM
	Plan community facilities	Year	PCS, CM
	Maintain restrooms, lighting, playground equipment, turf & irrigation, equipment, and area security	Year	PW, PCS, PD
	Seek partners for Fahren’s Basin Nature Trail	Year	PCS
<b>POLICY TOPICS</b>	<b>Goal</b>	<b>Timeline</b>	<b>Departments</b>
	Consider Street Vendor Ordinance	TBD	CA, EcDev, Plnng, Fin, CM, MPD
	Develop Special Events Ordinance	TBD	CA, EcDev, Plnng, CM, MPD
	Slumlord Ordinance	TBD	CA, EcDev, Plnng, CM, MPD
<b>NEW CIP PROJECTS</b>	<b>Project</b>	<b>Timing</b>	<b>Departments</b>
	City Clerk Office Safety Improvements	TBD	Eng, PW
	Flashing School Beacons for pedestrian safety	TBD	PW
	Signal Controller Replacements	TBD	PW
	City Hall skylight and exhaust fan replacement	TBD	PW, Eng
	IT Data Center Flooring	TBD	IT, PW

<b>CURRENT CIP PROJECTS</b>			
<b>ROADS AND PEDESTRIAN</b>	<b>Project</b>	<b>Timing</b>	<b>Departments</b>
	Complete Childs Ave., Stowell School, and West Ave. pedestrian projects	Three Months	Eng
	Complete Coffee Rd/Campus Parkway crosswalk & ADA ramps	Six Months	Eng, PW
	Complete citywide Speed Survey	Six Months	Eng, MPD
	Improve Arbor Walkway	Six Months	Eng, PW
	Complete design: Elevated bike lane and speed table at Santa Fe Strip Park	Year	Eng
	Complete design – sidewalks along Yosemite Ave. and multi-use path near Merced College (CMAQ)	Year	Eng
	Complete design for Melody Ln sidewalk (CMAQ)	Year	Eng
	Replace M St. sidewalk from 19th to 21st	Year	Eng
<b>PARKS</b>	<b>Project</b>	<b>Timing</b>	<b>Departments</b>
	Complete Stephen Leonard Building Improvements	Three Months	PCS, Eng
	Complete Merced Zoo renovation	Six Months	Eng, PCS
	Complete Bob Hart Square improvements	Six Months	Eng, PCS
	Relocate PCS Dept. to Senior Center	Year	PCS, Eng, PW
	Complete Parks & Rec Master Plan (PROS)	Year	PCS
	Renovate Joe Herb Park	Year	PCS, Eng, PW
	Replace Applegate Park blacktop	Year	PCS, Eng, PW
	Improve Fahren's Park parking lot	Year	PCS, Eng, PW
	Begin construction at Gen. Vang Pao Park	Year	PCS, Eng
<b>CAPITAL IMPROVEMENTS</b>	<b>Project</b>	<b>Timing</b>	<b>Departments</b>
	Complete projects – Yosemite Ave., Downtown One Way, Airport Terminal, Gateway Monument Projects	Three Months	Eng

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