

FISCAL STABILITY				
Ensure the City's long-term financial health to maintain services and ongoing operations.				
Goal	Timeline	Status	Notes	Departments
Fiscal Stability Plan - provide a plan to Budget Subcommittee for feedback and City Council direction	<i>Three Months</i>	<i>Complete</i>	<i>Scheduled for council review in 2026.</i>	Finance, City Manager
Complete CFD update for new service area annexations	<i>Six Months</i>	<i>Pending</i>	Study session scheduled for February 2	Finance, Development Services, City Manager
Review fees for services, including application fees	<i>Six Months</i>	Parks & Recreation complete; Development Services and Airport pending.		Development Services, Finance, City Manager, MPD, MFD
Identify options for cost recovery or recovering lost revenues-business license, TOT audits	<i>One Year</i>	<i>Pending</i>	<i>Contract scheduled for council review on February 2nd</i>	Finanace, MPD, MFD
Consider options to add new revenue sources, cost recover stratiges	<i>One Year</i>		<i>fees for PD services (parades, street closures) New parks fees and facility sponsorships - city service fees, potential ballot measure, adjust pricing on airport industrial land park, increase hangar lease fees, develop services fee study, remove city subs for leased community facilities</i>	Finance, City Manager, City Attorney
Review and implement city utility rate studies	<i>One Year</i>	Study sessions for Refuse and Water & Sewer scheduled on 1/20 and 1/27		Finance, Public Works, City Manager
Identify options for one-time revenue gains-property and surplus equipment	<i>One Year</i>	<i>In progress</i>	Bell Station cost savings and Transportation Center property sale.	All Departments

GOVERNANCE				
Foster community well-being, including services, and enhanced quality of life				
Goal	Timeline	Status	Notes	Departments
Launch Public Access Portal for ordinances and contracts	<i>Three Months</i>	<i>In progress</i>	<i>Ordinance process complete; contracts process pending</i>	City Clerk, Information Technology
Launch new website and Merced Connect App	<i>Three Months</i>	<i>Complete</i>		Information Technology, All Departments
Establish City Council Code of Conduct	<i>One Year</i>	<i>Complete</i>	<i>Finalized in 2024.</i>	City Manager, City Council
Reevaluate Goals/Priorities process and Budget Cycle	<i>One Year</i>	<i>Complete</i>		Finance, City Manager, City Council
Expand staffing and expertise across departments -add internal capacity	<i>One Year</i>	<i>On-going</i>		City Manager, City Attorney, Engineering, Planning, Economic Development
Update City Purchasing Policies	<i>One Year</i>	<i>Pending</i>	<i>Specific to the threshold for purchases</i>	All Departments
Maintain Grant Writing Service and internal workgroup	<i>One Year</i>	<i>On-going</i>	CPPG is actively sourcing competitive grants and coordinating with multiple departments to submit competitive funding proposals.	City Manager

FUTURE PLANNING

Plan for the City's growth and infrastructure needs, and provide support for new development.

Goal	Timeline	Status	Notes	Departments
Complete Housing Element & SB 244	<i>Six Months</i>	<i>Anticipate council adoption in 2026</i>	In the final stage with the public comment period; revisions and updates to be resubmitted to HCD by late January 2026, pending compliance edits.	Planning, City Attorney, City Manager
Seek State "Pro Housing" designation	<i>One Year</i>	<i>Resubmit application in 2026</i>	<i>Revision and resubmission contingent upon housing element adoption</i>	Planning, City Manager
Amend zoning and municipal code to support housing/business investment	<i>One Year</i>	<i>In progress</i>	<i>Pending adoption of Housing Element</i>	Development Services, City Attorney, City Manager
Process annexation and development applications	<i>On going</i>		<i>multi-year process - throughout the city of merced</i>	Development Services, City Attorney, City Manager
Consider county island extensions	<i>On going</i>		<i>Council Feedback and Subcommittee has met</i>	Development Services, City Attorney, City Manager
Coordinate advocacy efforts with community partners on HSR project	<i>One Year</i>	<i>In progress</i>	Staff is meeting regularly with the HSR Authority to identify opportunities and outline a plan for the Merced–Bakersfield HSR segment	Development Services, City Attorney, City Manager
Update AB 1600 due to new annexations	<i>One Year</i>	<i>In progress</i>	AB 1600 will be updated to incorporate the recent and proposed annexations	Planning, Engineering, City Manager, City Attorney
Continue General Plan Update: HSR Station Area Plan	<i>On hold</i>	<i>On hold</i>	<i>Pending HSR planning outcome</i>	Development Services

PUBLIC SAFETY

Strengthen community safety through responsive emergency services, integrated community policing, fire and building safety, and active engagement.

Goal	Timeline	Status	Notes	Departments
Identify options for one-time revenue gains - property and surplus equipment	<i>Three Months</i>	<i>PD - Complete</i>	<i>PD - Fleet asset: electric Polaris vehicle purchased under an EV grant and transferred to Parks and Recreation. Asset tag updated for CP-42 maintenance vehicle</i>	Fire, Police, City Manager
Explore contract services with PBID for Downtown Merced services	<i>Three Months</i>	<i>PD - Pending</i>	<i>PD - PBID includes a line item for security. PD has not realized revenue at this time, but there is potential to purchase security cameras at a future date</i>	Police, City Manager
Expand contract services with the school district for resource officers	<i>Three Months</i>	<i>PD - Complete</i>	<i>PD- Renewed three MOUs with the HS District and the City School District. During contract negotiations, the HS District increased its overtime budget and reimbursed the City for the purchase of a fleet vehicle.</i>	Police, City Manager
Plan and create a strategy for service post-expiration of FEMA SAFER Grant	<i>Three Months</i>	<i>FD - In process</i>	<i>Potential funding sources include a potential ballot measure, not back filling vacancies (currently 18 of 24 personnel are filled) liability decreased by 25% - SAFER grant funding is pending spring 2026 - preparing for upcoming NOFO.</i>	Fire, City Manager, Finance
Completion of Hawk Training Center	<i>Three Months</i>	<i>FD - In process</i>	<i>The design phase is complete, with the project scheduled to go out to bid in March 2026. The city is currently pursuing additional funding opportunities and partnerships.</i>	Fire, Engineering

Maintain ALS Services Rollout	Three Months	On-going	<i>Advanced Life Support (ALS) service was placed into operation on Engine 53 in January 2025, followed by the implementation of Squad 53 in March 2025. Currently, Engine 51, Engine 55, and Squad 53 are operating as ALS units. Engine 54 and Engine 52 are on track to transition to ALS by July 2026.</i>	Fire
Proactive community policing to reduce crime and improve quality of life	On-going	On-going	Stats	Police
Community Relations - community outreach & employee recognition	Three Months	On-going	PD and Fire continue to prioritize community relations through outreach programs and employee recognition initiatives, including National Night Out, Holiday Toy Drive, school visits to promote public safety and good citizenship, and National Walk to School Days, and partnerships with CBOs	Police, Fire
Emergency Management- internal training & partner agency partnership preparedness	On-going	On-going	<i>A full-scale interagency tabletop exercise for the new EOP, an internal flood tabletop exercise, and expanded emergency management training for city staff.</i>	Fire, Police, Public Works, City Manager

PEDESTRIAN SAFETY

Improve pedestrian safety and infrastructure

Goal	Timeline	Status	Notes	Departments
Complete project design for shovel-ready projects	One Year			Engineering
Identify project stages to determine project viability and public input	One Year			Engineering
Utilize the speed survey to identify future project needs	One Year			Engineering

AFFORDABLE HOUSING

Continue to invest in the production of affordable housing throughout the city.

Goal	Timeline	Status	Notes	Departments
Support current housing projects to bring units online	2026-2027	177 units open last 12 months, 166 units in construction, 68 units in pre-construction, 54 units pending financing	<i>Open-Veterans Village at R Street, 156 at River Canyon at Devonwood. In Construction - 108 units at Bella Vista, 1 at Fuller Center, 58 at Willow Haven at 13th Street. Pre Construction - 65 at Mercy Village, 3 at Fuller Center. Pending financing - 54 units at Linc Housing</i>	Housing, Planning, City Manager
Seek state and federal grants and earmarks	2026	<i>Linc housing tax credit application pending</i>	<i>All other projects are financed</i>	Housing, Planning, City Manager
Maintain Infill Incentive Area and Affordable by Design	<i>On going</i>	<i>In progress</i>	<i>Policy approved to create larger zones within infill zoned area</i>	Development Services, City Manager
Maintain "off-the-shelf" ADU, Duplex, and Triplex plans	<i>On going</i>	<i>ADU preapproved plans available</i>	<i>Includes duplex and triplex preapproved plans</i>	Development Services, City Manager
Support the Continuum of Care (CoC)	<i>On gong</i>	<i>On going</i>	CoC is chaired by the Mayor. COC was established by HUD to address homelessness within a defined geographic area.	Housing, City Manager

PARKS AND COMMUNITY SERVICES

Improve quality of life and ensure facilities and options for the health and wellness of the community

Goal	Timeline	Status	Notes	Departments
Designate local Arts District	<i>Six Months</i>	<i>Complete - November 2025</i>	Received State Cultural District Designation in Downtown area	City Manager, Parks & Community Services
Complete Parks and Recreation Open Space Master Plan - seek guidance on implementaiton of recommendations	<i>Six Months</i>	A draft plan is expected by the end of winter, with Council adoption targeted for Spring 2026.	110% hired to develop the PROS Plan, hosted five community focus groups, completed facility assessments, and reviewing cost recovery models.	Parks & Community Services
Complete CP 42 JPA formation and CP42 North entitlements	<i>One Year</i>	<i>JPA extended to June 2026</i>	CP42 South is expanding its scope to include JPA funding of a 5 th soccer field, more pathway lighting, auxiliary parking, and potentially a second restroom. Annexation of north portion is proceeding.	Parks & Community Services, Engineering, City Attorney, City Manager
Plan Community Facilities	<i>Pending HSR project</i>		<i>Relocation related to HSR</i>	Parks & Community Services, City manager
Maintain restrooms, lighting, playground equipment, turf & irrigation, equipment, and area security	<i>One Year</i>	<i>In progress</i>		Parks & Community Services, Public Works, Police
Seek partners for Fahren's Basin Nature Trail	<i>One Year</i>	Limited capacity and resources have delayed progress this year.	Council approved designating Fahrens Basin for a nature trail.	Parks & Community Services

PARKS

Goal	Timeline	Status	Notes	Departments
Complete Stephen Leonard Building Improvements	<i>Three Months</i>	<i>Construction complete</i>	<i>RFI for use to be issued in early 2026</i>	Parks & Community Services
Complete Merced Zoo renovation	<i>Six Months</i>	Anticipated completion by Summer 2026	Applegate Zoo Design Build contract awarded, plans in review by City Building Department.	Engineering, Parks & Community Services
Complete Bob Hart Square improvements	<i>Six Months</i>	<i>Construction complete</i>	<i>Pending completion of art project</i>	Engineering, Parks & Community Services
Relocate Parks & Community Services Department to Senior Center	<i>Six Months</i>	<i>Pending</i>	<i>Construction plans being prepared by engineering</i>	Engineering, Public Works
Complete PROS Master Plan	<i>One Year</i>	<i>Spring 2026</i>	<i>Project in progress</i>	Parks & Community Services
Renovate Joe Herb Park	<i>One Year</i>	Focused collaboration between HUD and Engineering will move these projects forward. Carried forward to 2027	CIP projects pending Engineer assignment to develop cost estimates to define project scope for bid preparation.	Parks & Community Services, Engineering, Public Works
Replace Applegate Park Blacktop	<i>One Year</i>	Carried forward to 2027		Parks & Community Services, Engineering, Public Works
Improve Fahren's Park parking lot	<i>One Year</i>	Carried forward to 2027		Public Works, Engineering

ROADS AND PEDESTRIAN

Goal	Timeline	Status	Notes	Departments
Complete Childs Ave., Stowell School, and West Ave. pedestrian projects	<i>Three Months</i>	<i>Childs and Stowell are complete</i>	<i>West Ave project is not created yet. Funding has not been allocated by MCAG</i>	Engineering
Complete Coffee Rd/Campus Parkway crosswalks & ADA Ramps	<i>Six Months</i>	<i>SOS is routing for approval right now, CON to start most likley at end of Jan</i>		Engineering/Public Works
Complete citywide speed survey	<i>Six Months</i>	<i>Final ordinance reading went to CC on 1/5/26</i>	<i>Second reading 1/20 council meeting</i>	Engineering, Police
Improve Arbor Walkway	<i>Six Months</i>	<i>Will need to be full year</i>	<i>working with adacent property owner and their contractor to coordinate construction</i>	Engineering, Public Works
Complete design - elevated bike lane and speed table at Santa Fe Park Strip	<i>One Year</i>	<i>In CON right now</i>		Engineering
Complete design - Yosemite Ave sidewalks & multi-use path near Merced College (CMAQ)	<i>One Year</i>	<i>In design, environmental not complete yet</i>		Engineering
Complete design for Melody Ln Sidewalk (CMAQ)	<i>One Year</i>	<i>Request an PED extension for design for another year, elevations of street and pathway need to be reevaluated for drainage</i>		Engineering
Replace M St sidewalk from 19th to 21st	<i>One Year</i>	<i>In design still</i>		Engineering

NEW CAPITAL IMPROVEMENT PROJECTS

Goal	Timeline	Status	Notes	Departments
City Clerks Office Safety Improvements	<i>To be determined</i>	<i>Pending</i>	Contracted an on-call architect for design services and conducted a site walk in December	Engineering, Public Works
Flashing School Beacons for Pedestrian Safety	<i>To be determined</i>	<i>Back ordered</i>	Expected by late February to early March	Public Works
Signal controller Replacements	<i>To be determined</i>			Public Works
City Hall Skylight and Exhaust Fan Replacement	<i>To be determined</i>	<i>Complete</i>		Engineering, Public Works
IT Data Center Flooring	<i>To be determined</i>	<i>Not started</i>	<i>Pending assignment of engineering staff</i>	Information Technology, Engineering

CAPITAL PROJECTS

Strategically invest in community development and Capital Improvement Projects to enhance quality of life, support economic development, and public safety

Goal	Timeline	Status	Notes	Departments
Pavement Management System – update road priority list and align funding with project readiness	Two Years	<i>On-going</i>		Engineering, Finance, Public Works, City Manager
Finalize Bear Creek Restoration design, permitting, and environmental review	One Year	Permit has been assigned a temporary application number and a staff member for review.	401/404 permit application submitted to the Flood Board (processing can take 5–6 months).	Engineering, Public Works, City Manager, City Attorney
Update City Engineering Standards	One Year	<i>Pending</i>		Engineering, Public Works
Complete Quiet Zone planning and permitting	One Year		<i>Revised plans have been resubmitted to State CPUC for review.</i>	Engineering
Complete Wastewater Master Plan Environmental Review	One Year	<i>In process</i>	<i>Stantec is preparing environmental document which is nearly complete.</i>	Public Works, Planning, City Manager, City Attorney

CAPITAL IMPROVEMENTS

Goal	Timeline	Status	Notes	Departments
Complete projects - Yosemite Ave, Downtown One Way, Airport Terminal, Gateway Monument Projects	<i>Three Months</i>	<i>Yosemite - under construction, One-Way - complete, terminal - final punchlist walkthrough end of January 2026, Monuments - complete</i>		Engineering
Complete Safe Streets Lighting Project	<i>Six Months</i>	<i>Ongoing, there was a delay in the purchase of new lights, contractor has started again</i>		Engineering
Advance McKee Road CIP - County collaboration and cost sharing	<i>Six Months</i>	<i>Contract executed - Kickoff meeting with County on 1/15/26</i>		Engineering, Public Works
CMAQ Signal detector and sync project	<i>One Year</i>	<i>Project out to bid, bid open on 1/29/26</i>		Engineering, Public Works
Complete Craig Drive sewer main project	<i>One Year</i>	<i>Construction complete, final change order for paving needs to go to CC for contingency increase to close out</i>		Engineering
Finalize Collins Drive and Childs & Canal design/engineering	<i>One Year</i>	<i>Ongoing, Collins - Northstar contracted for survey, Canal/Childs - Northstar contracted for design, need CON funding</i>		Engineering
Add - Station 56 and Emergency Operations Center	<i>One Year</i>	Pending design RFP	Design and bridge funding	Engineering, Fire

POLICY TOPICS

Goal	Timeline	Status	Notes	Departments
Consider Street Vendor Ordinance	<i>In process</i>	<i>Ordinance drafted</i>		City Attorney, Economic Development, Planning, Finance, City
Develop Special Events Ordinance	<i>In process</i>			City Attorney, Economic Development, Planning, Finance, City
Develop Repeat Housing Code Violater Ordinance	<i>In process</i>	<i>Ordinance drafted</i>	<i>Draft documents under review by AG's office</i>	City Attorney, Economic Development, Planning, Finance, City Manager, Police