

2025/2026

MERCED CITY COUNCIL GOALS AND PRIORITIES

FISCAL STABILITY

Ensure the City's long-term financial health to maintain services and ongoing operations.

Goal

- Fiscal Stability Plan- provide a plan to the Budget Subcommittee for feedback and City Council direction.
- Complete CFD update for new service area annexations
- Review fees for services, including application fees
- Identify options for cost recovery or recovering lost revenues- business license, TOT audits
- Consider options to add new revenue sources - cost recovery strategies
- Review and implement city utility rate studies
- Identify options for one-time revenue gains - property and surplus equipment

Timeline

Three Months

Six Months

Six Months

One Year

One Year

One Year

One Year

Departments

Finance, City Manager

Finance, Development Services,
City Manager

Development Services, Finance,
City Manager, MPD, MFD

Finance, MPD, MFD

Finance, City Manager, City
Attorney

Finance, Public Works, City
Manager

All Departments



GOVERNANCE

Foster community well-being, including services, and enhanced quality of life.

Goal

- Launch Public Access Portal for resolutions and contracts
- Launch new website and Merced Connect App
- Establish City Council Code of Conduct
- Reevaluate Goals/Priorities process and Budget Cycle
- Expand staffing and expertise across departments – add internal capacity
- Update City Purchasing Policies
- Maintain Grant Writing Service and internal workgroup

Timeline

Three Months

Three Months

One Year

One Year

One Year

One Year

One Year

Departments

City Clerk, Information Technology

Information Technology, All Departments

City Manager, City Council

Finance, City Manager, City Council

City Manager, City Attorney, Engineering, Planning, Economic Development

All Departments

City Manager



FUTURE PLANNING

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

Goal

- Complete Housing Element & SB 244
- Seek State "Pro Housing" designation
- Amend zoning and municipal code to support housing/business investment
- Process annexation and development applications
- Consider county island extensions
- Coordinate advocacy efforts with community partners on HSR project
- Update AB 1600 due to new annexations
- Continue General Plan Update - HSR Station Area Plan

Timeline

Three Months

Six Months

One Year

One Year

One Year

One Year

One Year

Two Years

Departments

Planning, City Attorney,
City Manager

Planning, City Manager

Development Services, City
Attorney, City Manager

Development Services, City
Attorney, City Manager

Development Services, City
Attorney, City Manager

Development Services, City
Manager

Planning, Engineering, City
Manager, City Attorney

Development Services



PUBLIC SAFETY

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

Goal

- Identify options for one-time revenue gains - property and surplus equipment
- Explore contract services with PBID for Downtown Merced services
- Expand contract services with the school district for resource officers
- Plan and create a strategy for services post-expiration of FEMA SAFER Grant
- Completion of Hawk Training Center
- Maintain ALS Services Rollout - One squad per year
- Proactive community policing to reduce crime and improve quality of life
- Community Relations - community outreach & employee recognition
- Emergency Management - internal training & partner agency partnership preparedness

Timeline

Three Months

Three Months

Three Months

Three Months

Three Months

Three Months

Three Months

Three Months

Three Months

Departments

Fire, Police, City Manager

Police, City Manager

Police, City Manager

Fire, City Manager, Finance

Fire, Engineering

Fire

Police

Police, Fire

Fire, Police, Public Works, City Manager



PEDESTRIAN SAFETY

Improve pedestrian safety and infrastructure.

Goal

- Complete project design for shovel-ready projects
- Identify project stages to determine project viability and public input
- Utilize the speed survey to identify future project needs

Timeline

One Year

One Year

One Year

Departments

Engineering

Engineering

Engineering



ECONOMIC DEVELOPMENT

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

Goal

- Enhance the city's digital presence by issuing an RFP for services that support branding and promotional efforts, highlighting investment opportunities, a strong business climate, and a high quality of life.
- Complete Airport Terminal Project
- Facilitate Economic Roundtable/Investment Event with community partners
- Strengthen UC Merced & Merced College partnerships - prioritize business hub attraction
- Explore Family Entertainment Zone & tourism opportunities - support CP42
- Support a grocery store in South Merced - Childs & Canal infrastructure improvement

Timeline

Six Months

Six Months

One Year

One Year

Two Years

Two Years

Departments

City Manager, Economic Development

City Manager, Economic Development, Engineering, Public Works

Economic Development, City Manager

Economic Development

Economic Development, Planning, City Manager

Economic Development, Engineering, Development Services, City Manager



AFFORDABLE HOUSING

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

Goal

- Support current housing projects to bring units online
- Seek state and federal grants and earmarks
- Maintain Infill Incentive Area and Affordable by Design programs
- Maintain “off-the-shelf” ADU, Duplex, and Triplex plans
- Support the Continuum of Care (CoC)

Timeline

One Year

One Year

One Year

One Year

One Year

Departments

Housing, Planning, City Manager

Housing, Planning, City Manager

Development Services, City Manager

Development Services, City Manager

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

- Designate local Arts District
- Complete Parks and Recreation Open Space Master Plan – seek guidance on implementation of recommendations
- Complete CP42 JPA formation and CP42 North entitlements
- Plan community facilities
- Maintain restrooms, lighting, playground equipment, turf & irrigation, equipment, and area security
- Seek partners for Fahren's Basin Nature Trail

Timeline

Six Months

Six Months

One Year

One Year

One Year

One Year

Departments

City Manager, Parks & Community Services

Parks & Community Services

Parks & Community Services, Engineering, City Attorney, City Manager

Parks & Community Services, City Manager

Parks & Community Services, Public Works, Police

Parks & Community Services



PARKS

Project

- Complete Stephen Leonard Building Improvements
- Complete Merced Zoo renovation
- Complete Bob Hart Square improvements
- Relocate Parks and Community Services Department to Senior Center
- Complete PROS Master Plan
- Renovate Joe Herb Park
- Replace Applegate Park Blacktop
- Improve Fahren's Park parking lot
- Begin construction at General Vang Pao Park

Timeline

Three Months

Six Months

Six Months

Six Months

One Year

One Year

One Year

One Year

One Year

Departments

Parks and Community Services

Engineering, Parks and Community Services

Engineering, Parks and Community Services

Engineering, Public Works

Parks and Community Services

Parks and Community Services, Engineering, Public Works

Parks and Community Services, Engineering, Public Works

Parks and Community Services, Engineering, Public Works

Public Works, Engineering



ROADS AND PEDESTRIAN

Project

- Complete Childs Ave., Stowell School, and West Ave. pedestrian projects
- Complete Coffee Rd/Campus Parkway crosswalk & ADA ramps
- Complete citywide speed survey
- Improve Arbor Walkway
- Complete design - elevated bike lane and speed table at Santa Fe Park Strip
- Complete design - Yosemite Ave sidewalks & multi-use path near Merced College (CMAQ)
- Complete design for Melody Ln Sidewalk (CMAQ)
- Replace M St sidewalk from 19th - 21st

Timeline

Three Months

Six Months

Six Months

Six Months

One Year

One Year

One Year

One Year

Departments

Engineering

Engineering, Public Works

Engineering, Police

Engineering, Public Works

Engineering

Engineering

Engineering

Engineering



NEW CAPITAL IMPROVEMENT PROJECTS

Project

- City Clerk Office Safety Improvements
- Flashing School Beacons for pedestrian safety
- Signal Controller Replacements
- City Hall skylight and exhaust fan replacement
- IT Data Center Flooring

Timeline

To be determined

To be determined

To be determined

To be determined

To be determined

Departments

Engineering, Public Works

Public Works

Public Works

Public Works, Engineering

**Information Technology,
Public Works**



CAPITAL PROJECTS

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

Goal

- Pavement Management System – update road priority list and align funding with project readiness
- Finalize Bear Creek Restoration design, permitting, and environmental review
- Update City Engineering Standards
- Complete Quiet Zone planning and permitting
- Complete Wastewater Master Plan environmental review

Timeline

Two Years

One Year

One Year

One Year

One Year

Departments

Engineering, Finance, Public Works, City Manager

Engineering, Public Works, City Manager, City Attorney

Engineering, Public Works

Engineering

Public Works, Planning, City Manager, City Attorney



CAPITAL IMPROVEMENTS

Project

- Complete projects – Yosemite Ave., Downtown One Way, Airport Terminal, Gateway Monument Projects
- Complete Safe Streets Lighting Project
- Advance McKee Road CIP - County collaboration and cost sharing
- CMAQ Signal detector and sync project
- Complete Craig Drive sewer main project
- Finalize Collins Drive and Childs & Canal design/engineering

Timeline

Three Months

Six Months

Six Months

One Year

One Year

One Year

Departments

Engineering

Engineering

Engineering, Public Works

Engineering

Engineering, Public Works

Engineering

Engineering



POLICY TOPICS

Goal

- Consider Street Vendor Ordinance
- Develop Special Events Ordinance
- Develop Slumlord Ordinance

Timeline

To be
determined

To be
determined

To be
determined

Departments

City Attorney, Economic
Development, Planning,
Finance, City Manager,
Police

City Attorney, Economic
Development, Planning, City
Manager, Police

City Attorney, Economic
Development, Planning, City
Manager, Police