

# City of Tulare Strategic Plan

## FY 2023 - 2024

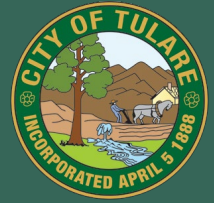
Adopted by City Council  
Tuesday July 18, 2023





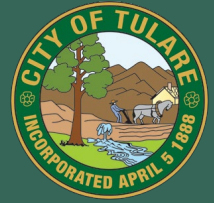
# Background

- City Council adopted a Strategic Planning Summary and Strategic Profile in January 2021.
- Those efforts were lead by the Mejorando Group and addressed; 1) the benefits of good government, 2) refresher on the form of government (roles and responsibilities), and 3) identification of key results areas including:
  - Fiscal Management
  - Economic Development and Innovation
  - Natural Resources
  - Arts and Culture
  - Smart Growth
  - Community Affordability
  - Community Engagement/Communication
  - Infrastructure
  - Community Health
  - Organizational Excellence
- The Strategic Profile includes the City's Mission Statement, Guiding Principles, and strategies for addressing the key results areas listed above. Management is not recommending any changes to these items at this time.



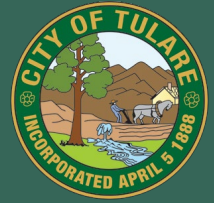
# Background Continued

- **The purpose of the annual Strategic Plan is to; 1) establish a vision or direction (5-10 year horizon), and 2) establish the FY 23-24 work program.**
- In 2022 the City did not hold a Strategic Planning Session because it was focused on obligating \$18,024,068 in Federal ARPA funds which effectively became that year's work program.
- City Council held a Strategic Planning Session on January 27, 2023 to review the draft Strategic Plan and provide comments.
- City Council adopted the FY 23-24 budget on June 20, 2023 of which pertinent components have been incorporated herein.
- While the adopted Strategic Plan provides staff areas of focus for the coming year, **flexibility in implementation is important** given that more information will become available and new opportunities may present themselves throughout the year.



# Current Work Plan

- Many of the strategies identified in the adopted 2021 Strategic Profile are already underway or completed and so management anticipates continuing to work on remaining items in 2023 - 2024.
- In addition, management continues to work on items identified as part of the ARPA project list including:
  - ARPA Consultant
  - Marketing
  - **Business Accelerator**
  - **Downtown Rehab Program**
  - **Downtown Masterplan**
  - **Homeless Shelter**
  - **Zumwalt Park**
  - Ladder Truck
  - Dispatch Radio Replacement
  - CAD/RMS
  - Hwy 99 Water Crossing
  - Financial System
  - Chambers Upgrade
  - Mission Oak Pool
  - Council Member Items



# Capital Projects

- The following list includes some of the capital projects planned for 2023-2024 and the status:

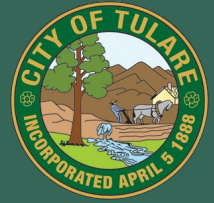
D-C	• Prosperity and UPRR Crossing	\$2,800,096
C	• Sycamore & San Joaquin Improvements	\$6,487,870
D-C	• Academy & Apricot Improvements	\$7,434,068
C	• International Agri-Center Utility Relocation	\$1,529,168
D	• International Agri-Center Way Extension	\$5,097,223
D	• Tulare-Dayton Improvements	\$6,807,467
D	• Mountain View Improvements	\$5,521,134
D-C	• BVF Cover Replacement and Cleanout	\$4,000,000
C	• Well 43 (Bardsley – K)	\$350,000
C	• Well 33 Rehabilitation	\$125,000
C	• Well 4-3 Equipping and I Street Water Main	\$4,000,000

- The following additional projects are under consideration:

• Oaks Street Improvements	\$4,111,500
• South K Street Improvements	\$7,052,283
• Miscellaneous Streets 1	\$6,419,008
• Miscellaneous Streets 2	\$5,093,885
• Miscellaneous Streets 3	\$4,569,949

D = Design

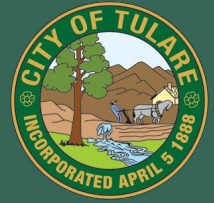
C = Construction



# SWOT Analysis

- In addition to the current work plan, management held several meetings to discuss future needs in order to develop a potential vision for the City's future.
- This effort started with what management believes to be the City's primary strengths and weaknesses as follows:

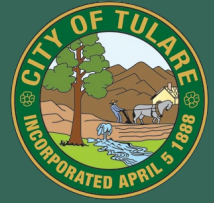
Strengths	Weaknesses
Motivated staff <b>Politically stable</b> Fiscally sound Communication <b>Controlled utilities (WWTP)</b> <b>Location</b> <b>Affordability</b> <b>South Interchange</b> Motivated community Partnerships Public safety Trust Climate Pride <b>Outlet Mall</b> <b>Ag Center</b>	Rising pension liability costs <b>Water shortage</b> <b>Aging infrastructure</b> Resistant to change <b>Homelessness</b> Lack of educational attainment Low wages Lack of skilled labor Unbalanced political representation Not a destination Communication Aging workforce



# SWOT Analysis Continued

- Management has also identified what it believes to be the City's primary opportunities and threats as follows:

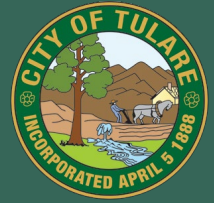
Opportunities	Threats
<p><b>Land availability</b> Cannabis revenue Measure I <b>South Interchange</b> <b>Ag Center expansion</b> <b>Cartmill Interchange</b> <b>Airport</b> <b>Downtown</b></p> <ul style="list-style-type: none"> <li>• <b>Zumwalt</b></li> <li>• <b>Business Incubator</b></li> <li>• <b>Homeless Shelter</b></li> </ul> <p><b>Marketing/Promotions</b> Diversity</p> <ul style="list-style-type: none"> <li>• Cultural events</li> <li>• Youth</li> </ul> <p>Political support for technology Broadband <b>Inyo Corridor</b> New investors</p>	<p>Legislature Economy Unfunded mandates Crime <b>Recruitment</b> Inflation Non-competitive wages and benefits Drought Increasing cost of housing <b>Lack of funding for infrastructure</b></p>



# Additional Work Plan

- Management has identified a number of other projects and initiatives that will likely need to be addressed this year or in coming years as follows:
  - Labor Negotiations
  - Woman's Clubhouse
  - Nielsen's and Civic Affairs
  - Promoting the Arts
  - Corporation Yard
  - Domestic Treatment Plant Expansion
  - Masterplan Implementation
  - Del Lago Streetscape
  - Affordable Housing
  - Regional Sportsplex
  - Energy Saving Improvements
  - Airport Development (Aviation and Non-Aviation)
- **Part of the challenge is that each of these projects or initiatives alone are likely in the millions of dollars and collectively in the tens of millions of dollars if not more which represents a significant challenge.**





# Solution

- **In management's opinion, the primary solution is to continue our focus on economic development** which will increase private sector investment and job creation which in turn will result in additional tax and utility revenue for use by the City to fund these important projects and initiatives.
- Another approach is to accomplish shared goals through partnership with both the for profit and non-profit sectors as well as pursuing grants and earmarks when possible.
- The final approach is to right-size operations where feasible and to remain competitive from a fee and taxation perspective.



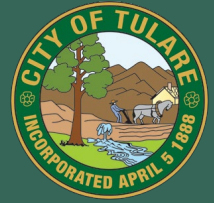
# Solution Continued

- In management's opinion, focusing on economic development will include a number of initiatives including but not limited to:
  - Marketing
  - Economic Development Plan or Strategy
  - **Creating pipelines for project leads**
  - **Creating incentive programs**
  - Focusing on opportunity sites
  - Developing catalytic projects
- In management's opinion we need to be strategic in how we approach economic development opportunities but remain flexible and opportunistic. Some other opportunities may include but not be limited to the following:
  - Strategic annexation
  - Business park development
  - Inland port project



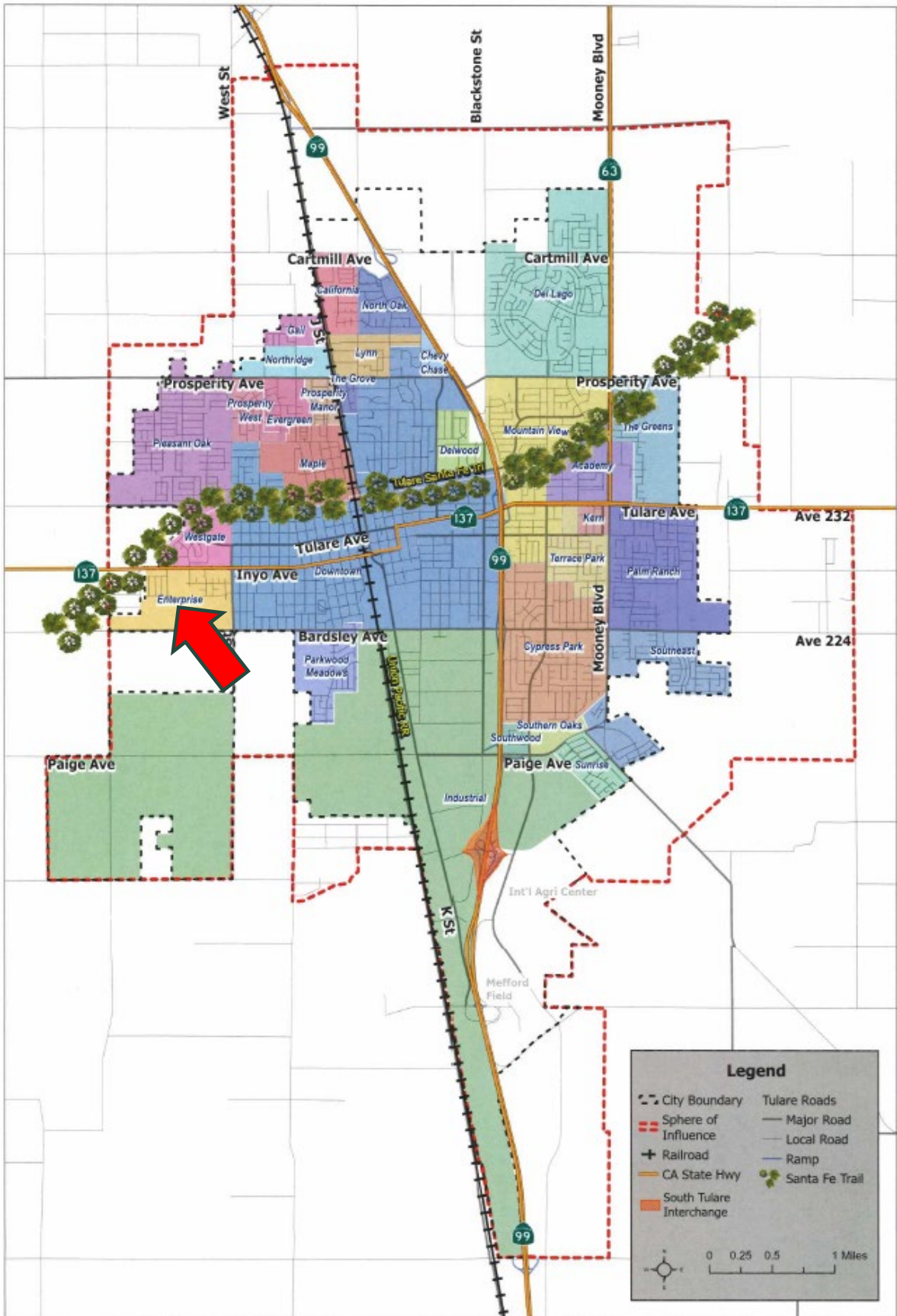
# Challenge - Opportunity

- There are a number of additional challenges that could impact our economic development efforts including but not limited to:
  - CEQA
  - Construction supply chain issues
  - Cost of labor (non-right to work state)
  - Cost of electricity
  - Prevailing wages
  - Corporate taxation
  - Regulation (ie. Cal-OSHA)
  - Lack of state incentives
  - Out of state recruitment
  - Farmland mitigation
  - Local political will?
- **However, in management's opinion, there are number of companies that want to enter or expand in California because it is the largest consumer market and producer of goods in the United States and one of the largest in the world.**
- **We can make very good arguments that if you want to grow in California then the right place is in Tulare.**

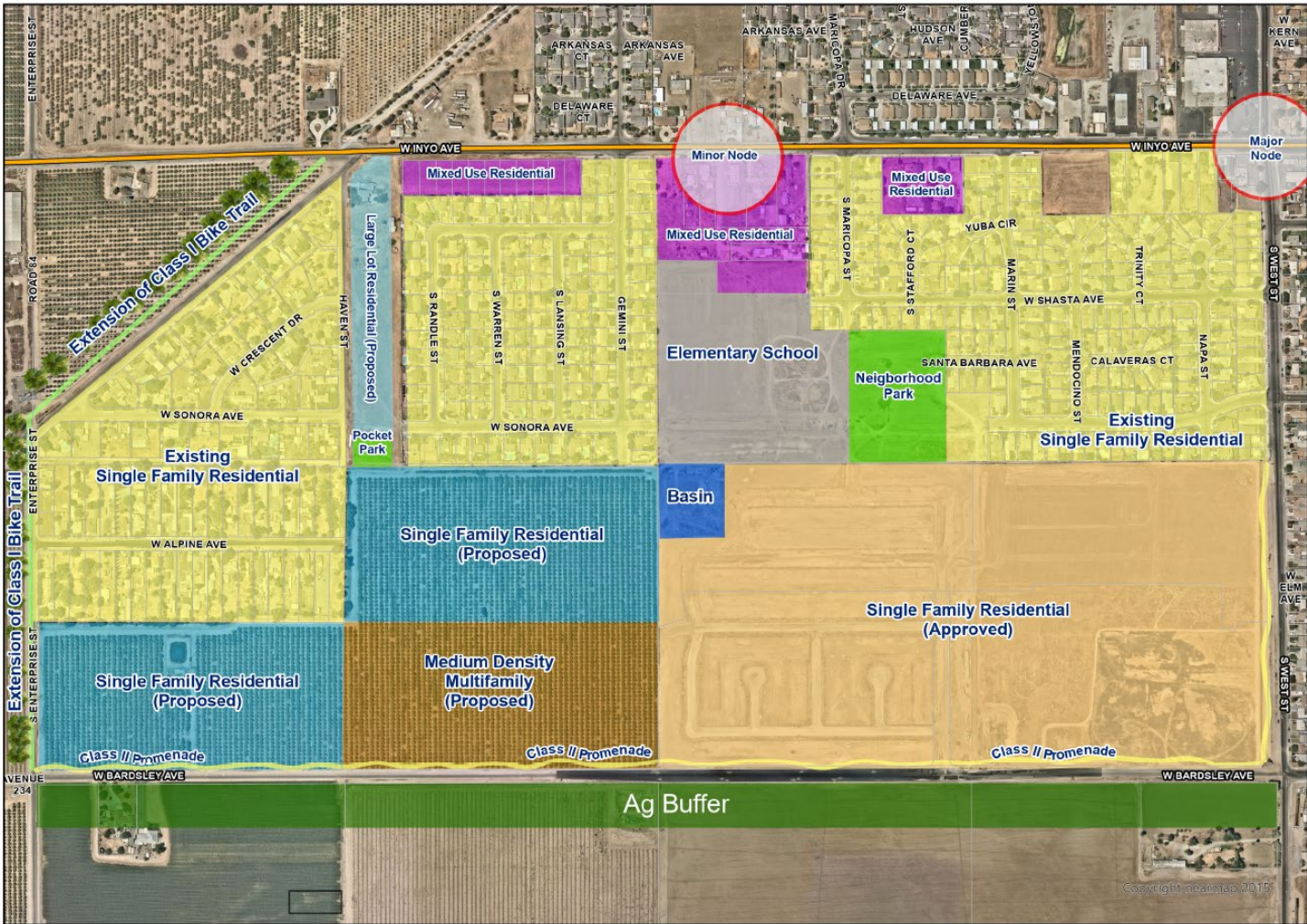


# Proposed Plan

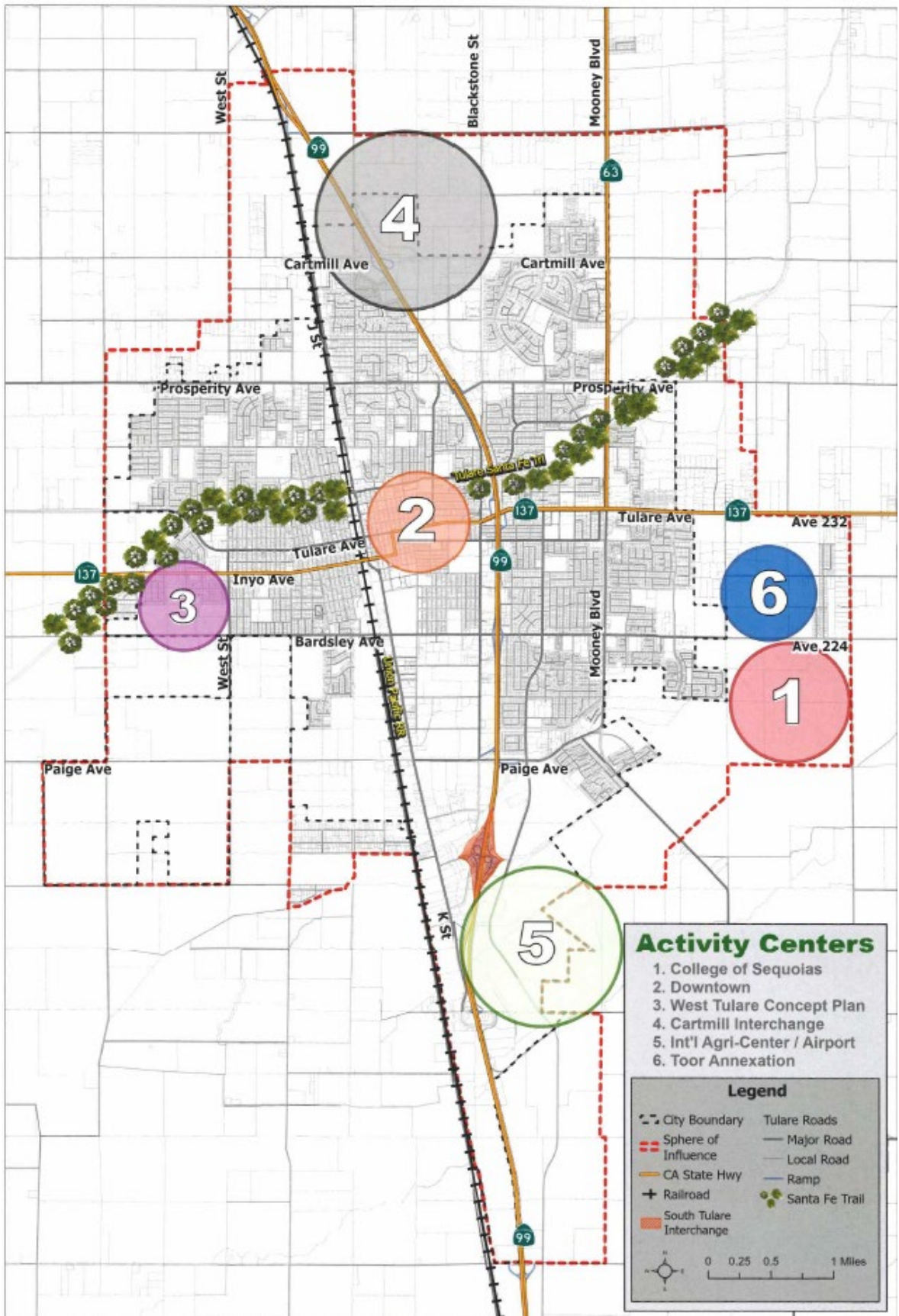
- The following concepts begin to paint a potential vision for Tulare’s future that could include the following:
  - Regional Sportsplex
  - Trail System Expansion
  - Neighborhood Expansion and Redevelopment
  - Importance of Activity Centers
  - Potential Annexation
  - Potential Business Park
  - Potential In-Land Port Project
- **These concepts would require significant time, partnership, and financial resources but could pay huge dividends for the community in terms of revenue and jobs leading to long-term fiscal sustainability.**
- **Assuming adoption, management will begin the process of reaching out to potential partner organizations to solicit their interest.**



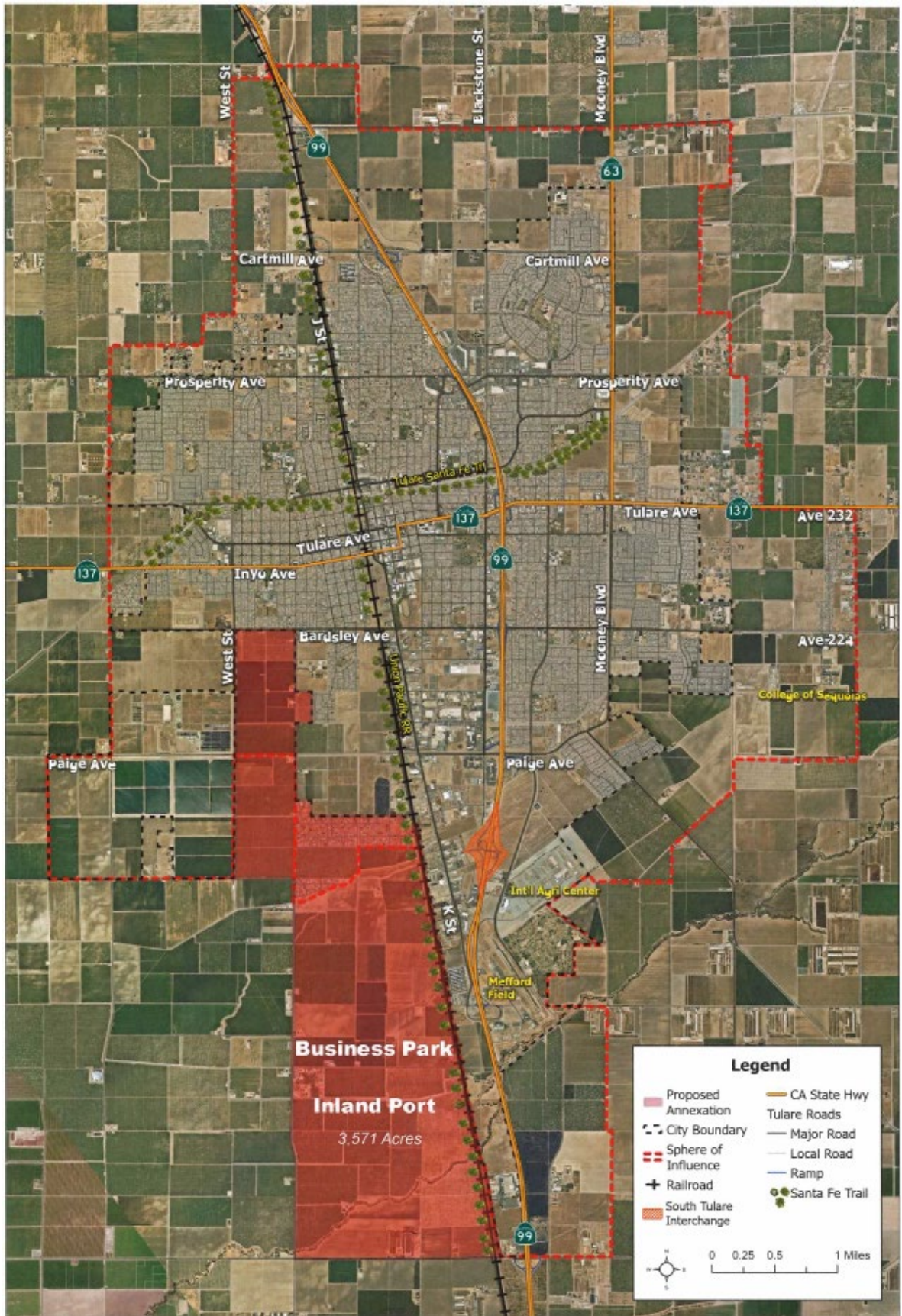




Potential West Tulare Activity Center











Potential Inland Port and Business Park Project



# City Council

## Additional Projects and Initiatives



# Councilman Harrell

- The following items are for Council consideration:
  - **Mefford Hanger Rehabilitation and Reuse**
  - **Woman's Clubhouse Rehabilitation and Reuse**
  - Signalization of Bardsley – Hwy 99 Ramps
  - Additional Dedicated Turn Lanes
  - Improved Street Lighting
  - **Address Downtown Vacant Buildings**
  - Improve the K Street Corridor (Vacant and Dilapidated Buildings)
  - Develop Property at Tulare Avenue and West Street
  - **Old Library Building**
  - Address the Old Grammar School



# Vice-Mayor Isherwood

- The following items are for Council consideration:
  - **Address City's Development Standards**
    - Cul-de-sacs (Lighting)
    - Improve Aesthetics at Four-Way Intersections
  - **Additional Sidewalks**
  - **Improve Park Lighting**
  - Collaboration with Partner Organizations to Discuss Community Improvement Projects
  - Improve Streets including;
    - Dover Canyon Drive
    - Bardsley-Mooney Intersection
    - Restriping Crosswalks
    - Mooney Center Lane Timing
    - Intersection Improvements (Cross – Mooney)



# Councilman Mederos

- The following items are for Council consideration:
  - **International Agri-Center Way Extension**
  - Bella Oaks Exit at Mooney
  - Traffic Control M Street at Merritt Avenue
  - Public Works Administration Office
  - **Energy Improvements at City Sites**
  - Streamline Special Event Process
  - **Old Library Building**
  - Tulare Community Band Use of Senior Center
  - Old Nielsen's and Civic Affairs Buildings
  - Completing South Blackstone Avenue at K Street

# Mayor Sayre



- The following items are for Council consideration:
  - **Woman's Clubhouse**
  - **Special Study Sessions on Miscellaneous Topics** (ie. Human Trafficking)



# Councilman Sigala

- The following items are for Council consideration:
  - **Economic Development**
  - **Public Safety**
  - **Community Beautification**
  - Reward Program
  - Arts Funding



**END OF STRATEGIC PLAN**