



City of Vallejo

Council Goal Setting Workshop

July 25, 2026

Welcome



Mayor Andrea Sorce



**Vice Mayor JR Matulac –
District 2**



**Councilmember Alexander
Matias – District 1**



**Councilmember Tonia Lediju –
District 3**



**Councilmember Charles
Palmares – District 4**



**Councilmember Peter
Bregenzer – District 5**



**Councilmember Helen-Marie
Gordon – District 6**

Opening Comments



Interim City Manager Harry Black





2025 In Review



ANDREW’S ANNOUNCEMENTS
A MESSAGE FROM THE CITY MANAGER

Hello Vallejo

As we look back on 2025, we’re proud to share the positive steps the City took over the past year. Many of these accomplishments may not have been visible day-to-day, so we want to highlight some of the progress made across departments and the impact these efforts have had on our community.

The Vallejo Police Department made significant strides toward stability and community engagement. Increased staffing and the launch of new programs have expanded resources and services for both residents and the team. These improvements have strengthened public safety and built trust, ensuring that the department is better equipped to serve the community.

Road conditions have long been a concern for Vallejo residents, and 2025 marked an important year in addressing this issue. Thanks to Measure P funding, Public Works dedicated substantial time to planning major road repair projects. While early rains in October delayed some work, crews are now ready to complete those projects and have already begun preparing for additional improvements in the second half of 2026. These efforts represent a long-term commitment to improving infrastructure and making travel safer and more efficient for everyone.

Addressing homelessness remains a priority for the City, and 2025 saw two major projects come to fruition. The Vallejo Navigation Center opened mid-year, providing critical services and support, while the Broadway Project launched at year’s end, offering housing solutions for some of our most vulnerable residents. These multi-year, multi-agency efforts, combined with encampment clean-up initiatives, have had a positive impact on the entire community by creating pathways to stability and improving public spaces.

Every department has contributed to these successes, and our team remains committed to improving Vallejo and enhancing the quality of life for all residents. From public safety and infrastructure to housing and community services, these achievements reflect the dedication and hard work of City staff and partners. We invite you to explore this year-end review and learn more about the progress being made to move our city forward. Together, we’re building a stronger, more vibrant Vallejo.

With Appreciation
Andrew Murray
City Manager

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City Attorney

The City Attorney's Office remains committed to serving the City Council and community of Vallejo with practical, objective legal guidance that supports previously identified Council Goals of public safety, economic development, housing solutions, youth programs, and effective governance.

Advisory Team

The Advisory Team worked extensively across departments this year, providing steady guidance on public safety matters, ordinances, contracts, development projects, housing initiatives, and addressing blight. The team supported activation and training of the Police Oversight and Accountability Commission (POAC), advised on ongoing reform efforts, and assisted with labor negotiations and personnel matters. They also conducted contract review, participated in numerous Council, board, and staff meetings, and provided legal advice where needed to help inform policy initiatives from an early stage. By emphasizing proactive counseling and practical solutions, the team helped identify legal considerations early and provide clear options aligned with Council direction.

Litigation Team

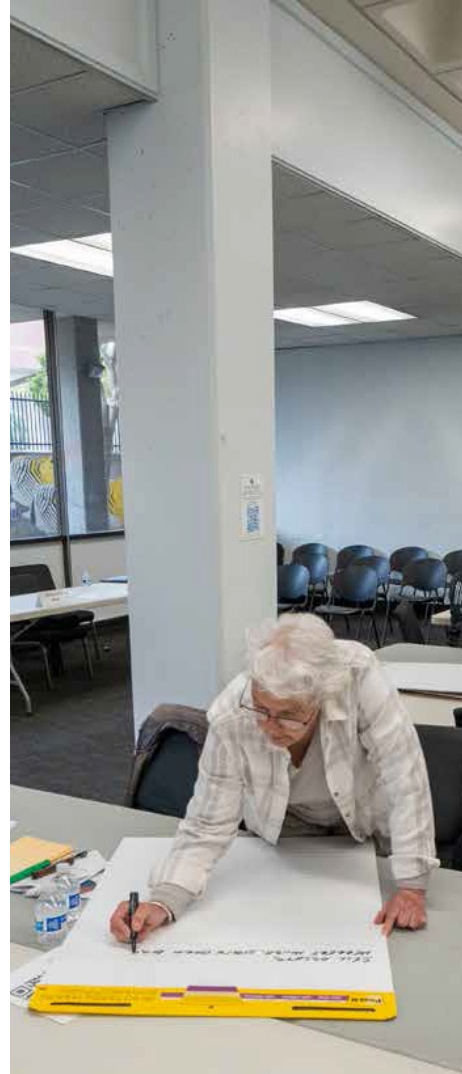
The Litigation Team engaged in and managed complex defense litigation and other sensitive matters with care and professionalism. Through thoughtful case evaluation, measured risk assessment, and steady advocacy, the team worked to resolve disputes responsibly while safeguarding the City's long-term interests. Their efforts allowed the City to remain focused on priority initiatives while addressing legal challenges in a balanced and strategic manner. Working together with our Risk Management division, we were able to achieve early resolutions to issues resulting in significant time and cost savings.

Neighborhood Law Program (NLP)

The Neighborhood Law Program team partnered with Code Enforcement, Police, and community stakeholders to address blight, nuisance properties, and other quality-of-life concerns. With an emphasis on compliance and fair enforcement, the team supported safer neighborhoods while remaining mindful of due process and long-term community impact.

Together, the Advisory, Litigation, and NLP teams demonstrated a coordinated and forward-looking approach in 2025, helping Vallejo move ahead with integrity, accountability, and a strong legal foundation.

The Office looks ahead with a continued focus on early engagement, clear communication, and partnership with the Council and staff to support Vallejo's ongoing progress.





City Clerk

The Vallejo City Clerk's Office reflects on a year of service, transparency, and commitment to good governance. In 2025, the Office focused on its core mission: supporting the City Council, ensuring public access to information, safeguarding legislative integrity, and serving Vallejo residents with professionalism and care.

Supporting Effective Governance

The Office provided consistent legislative support, preparing and publishing 25 regular and 50 special City Council agendas and packets, ensuring Brown Act compliance, and recording official actions. Staff facilitated orderly, accessible meetings for in-person and remote participants.

Transparency and Public Access

Agendas, minutes, resolutions, and ordinances were made available through Revver, the City's electronic document system. The Public Records Act (PRA) Team processed 1,579 new requests, closed 1,501, and continues work on 65 carried into 2026—balancing timely service with legal compliance.

Boards, Commissions, and Committees

The Office supported appointments, maintained rosters, and ensured open meeting law compliance, fostering civic engagement and resident participation. Records Management and Clerk Services

Staff safeguarded official records, administered oaths, processed filings, and served as custodian of the City Seal. Technology improvements streamlined workflows and enhanced service delivery.

Commitment to Professionalism

The team prioritized professional development, collaboration, and continuous improvement, staying current on municipal law and best practices.

Looking Ahead

As Vallejo moves into 2026, the Clerk's Office remains dedicated to transparency, effective governance, and responsive service to the City Council and community.

Communications

City Communications Team: Driving Engagement and Connection in 2025

In 2025, the City's Communications Team focused on strengthening community engagement through clear, accessible messaging and dynamic content. Their goal was simple: make information easier to understand and more engaging for residents.

Redesigning Vallejo Weekly

The team revamped the Vallejo Weekly newsletter to deliver more information in a concise, visually appealing format. This streamlined approach ensures residents can quickly absorb important updates

Expanding Social Media Presence

Recognizing the power of social platforms, the team invested heavily in social media outreach. They shared updates from City departments, promoted community events, and amplified messages from trusted partners. The results were impressive:

- Nearly doubled annual posts compared to 2024
- 850% increase in impressions
- 80% more shares
- Over 100% more reactions and likes on Facebook alone

Facebook impressions soared to 4,504,184, reflecting a stronger connection between the City and its residents. Increased engagement means more people are not only interacting with City content but staying informed and involved.

Website Enhancements

Staff also improved the City's website by updating content and enhancing readability and visual appeal, making it easier for residents to find the information they need.

Emergency Preparedness

Finally, the team invested significant time in emergency response training to ensure they are ready to communicate effectively during unexpected events and emergencies.





Community Events

Community Events help event organizers to obtain the required Special Event Permit needed for use of:

City public streets, sidewalks, rights-of-way; and/or
City public parks or other City public property; and/or

Outdoor private property including parking lots, only when the property is part of a Special Event Venue that includes City public property and permission has been received by the property owner/manager (for example, a parking lot used as part of a street festival venue).

Over the course of 2025 they facilitated the following:
62 event applications processed (community festivals/events)

- 6 multi-date events produced
- 9 new events successfully implemented
- 16 community event sponsorships awarded
- 26 National Night Out locations
- Event Permit Fee Gross Revenue : \$71,280.28
- Event Fees waived: \$14,379.93 (20.1%)
- 250,000 + unique visitors
- 42 events tentatively on schedule for 2026 (as of 12/31/25)
- 1272 registered community volunteers
- Expectation that 2026 will activate more through the new software Get Connected (anticipated launch date: Feb 18, 2026)
- 53 Community-led clean-ups utilized the Community Tool Trailer
- 47 Adopt A Block locations activated

Economic Development Department

Despite operating at 60% staffing capacity in 2025, the Economic Development Department (EDD) advanced key initiatives from Vallejo's Economic Development

Strategic Plan:

- Hardening Grants: Allocated \$125,000 mid-year to reimburse small businesses for security upgrades.
- Business Retention: Conducted 25 site visits to provide tailored support and resources.
- Revolving Loan Fund: Solano EDC closed three loans to date totaling \$225,000. Monthly updates will ensure all \$355,000 is spent by ARPA's deadline of 12/31/26.
- Pop-Up Events: Issued a \$34,000 RFP in January 2026; received 10 proposals in February,

Mare Island Progress:

- Began negotiations on a new Development Agreement and master sublease for 131 acres.
- Reviewed first Navy property transfer in 12 years; initiated environmental and financial analyses.
- Completed cleanup of 650-acre Eastern Early Transfer Parcel and managed \$100M in Navy disbursements.
- Finished Mare Island Infrastructure Assessment funded by U.S. EDA.
- Utilized \$600,000 EPA Brownfields grant for 24 site assessments; secured an additional \$500,000 for 10 more.
- Advanced HUD-funded restoration of Chapel and Quarters A; construction bid expected Fall 2026.

Other Key Efforts:

- Partnered with PG&E on its cleanup of 26-acre waterfront site, including a new parking lot, public rest rooms and other amenities.
- Supported local business groups and City commissions.

In January 2026, an Interim Economic Development Director was hired to update the EDD workplan, recruit a permanent director, and strengthen business retention and attraction strategies.





Finance Department

The Finance Department achieved several milestones in 2025, reinforcing transparency and community engagement in Vallejo's financial operations.

Quarter 1 2025

We successfully completed our annual audit conducted by LSL. Vallejo has partnered with LSL for three consecutive years, earning a clean audit each time

Quarter 2 2025

Finance hosted the City's first-ever Staff Council and Community Engagement sessions for the budget process, giving residents a voice in shaping fiscal priorities. We also presented the Fiscal Year 2026 Proposed Budget to City Council. After incorporating amendments, the Final Balanced Budget was adopted in June 2025.

Additional Highlights

- Published the FY 2026 Budget Book, providing a clear and accessible overview of City finances.
- Conducted audits for Transient Occupancy Tax (TOT) from hotels and Cannabis Dispensaries to ensure compliance and accurate payments. These audits help recover overdue funds and issue credits when necessary.

2025 marked a year of progress toward financial accountability and community involvement. By strengthening oversight and inviting public input, the Finance Department continues to uphold its commitment to transparency and fiscal responsibility for Vallejo residents.

Fire Department

The Vallejo Fire Department (VFD) is proud of its key accomplishments over the past year, reflecting the department's continued commitment to public safety, regional collaboration, and professional development. In 2025, the **Vallejo Fire Department responded to 18,896 calls for service**, providing emergency response and life-saving services to the Vallejo community around the clock.

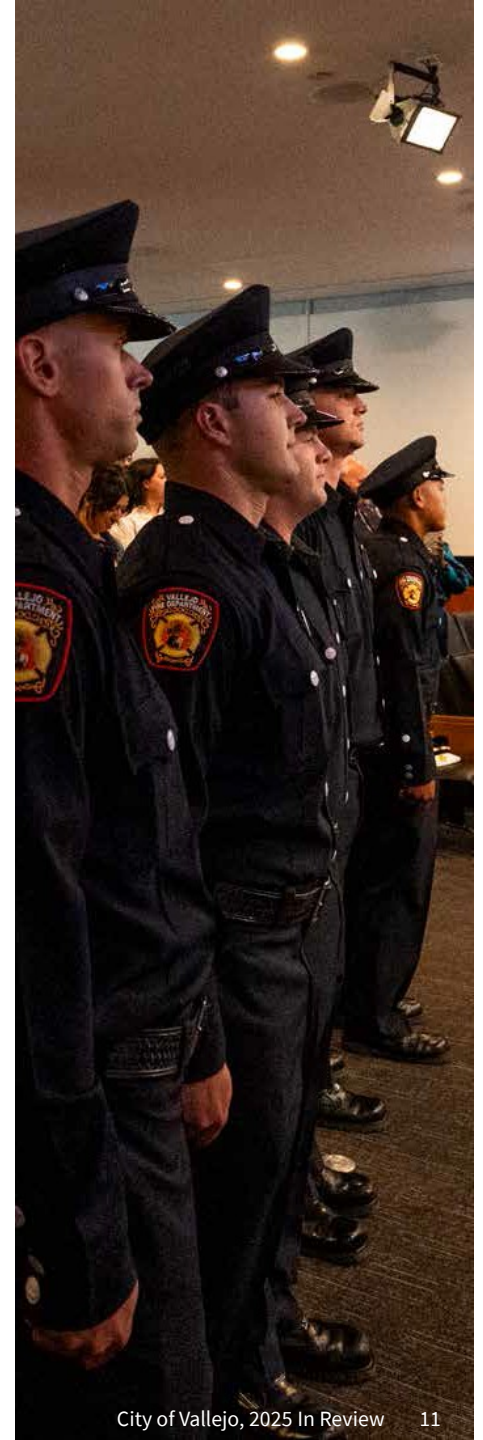
To strengthen staffing and ensure continued service delivery, the **department successfully brought two new-hire recruit academies** onboard during the year. These academies support long-term workforce development and enhance operational readiness.

The Vallejo Fire Department and IAFF Local 1186 were jointly recognized for their collaborative efforts and were awarded the **"Partnership for Success"** Award by the California Joint Apprenticeship Committee. This honor highlights the strong labor-management partnership that supports training, mentorship, and career development within the department.

During the 2025 fire season, approximately **11 Vallejo Fire Department personnel were deployed to assist with wild land fires across the State of California**, providing critical mutual aid support to communities impacted by large-scale incidents.

In addition, the **Vallejo Fire Department served as the host agency for the largest multi-jurisdictional Hazardous Materials (HazMat) training exercise held in Solano County in more than a decade**. The training, hosted at Six Flags Discovery Kingdom, brought together multiple agencies to enhance preparedness, coordination, and response capabilities for complex hazardous materials incidents.

"These accomplishments reflect the dedication and professionalism of our personnel and the strong partnerships we maintain throughout the region," said Chief Rustice. "We are proud to serve the Vallejo community and support our neighboring agencies."





Grant Funding

In 2025, the City of Vallejo made remarkable progress in public safety, housing, environmental resilience, and community development. City departments worked collaboratively to secure and manage grants, turning funding opportunities into tangible benefits for residents.

Key awards included nearly \$2 million through the **Proposition 47 Grant** Program, supporting community-based public safety and reentry efforts, and \$3 million from FEMA's SAFER program to strengthen fire and emergency response capabilities. Vallejo also received funding through the **Permanent Local Housing Allocation** (PLHA) program and the SB 1 Sea Level Rise Adaptation Planning Grant, advancing climate resilience and infrastructure planning.

Additional grants supported wildfire defense, shoreline and habitat restoration, abandoned vessel removal, and boating safety initiatives—critical steps toward protecting Vallejo's environment and waterfront.

Beyond new funding, Vallejo continued implementing previously awarded grants. Programs such as **Clean California, Proposition 64**, and **Urban Forestry** are transforming streets, parks, and public spaces, creating cleaner, greener, and safer neighborhoods for all residents.

To strengthen coordination and expand community impact, the City launched a monthly CMO/CBO meeting to help local nonprofits navigate grant opportunities.

This initiative has already led to multiple funding successes across the community. Several applications remain under review, and the City looks forward to sharing more good news in the year ahead.

2025 was a year of progress and partnership, and Vallejo remains committed to building a safer, more sustainable, and vibrant future for all.

Housing and Community Development

In 2025, the City of Vallejo's Housing and Community Development Department (HCDD) achieved significant milestones advancing housing stability, equity, and opportunity for low- and very low-income residents. The department successfully completed a **Project-Based Voucher** (PBV) solicitation and executed a Housing Assistance Payments contract for Broadway Village, a 47-unit supportive housing development serving individuals experiencing or at risk of homelessness. Eligibility determinations and full lease-up were completed within just 30 days of contract execution.

HCDD also established new waiting lists for three project-based voucher properties—Avian Glen, Sereno Village, and the Vallejo Housing Collaborative—expanding access to a range of family-sized units, single-family homes, and duplexes. Program quality and accountability were strengthened through the implementation of new quality control metrics for the Housing Choice Voucher program, ensuring timely and accurate income and household composition determinations.

The department increased participation in the **Family Self-Sufficiency** program by 33 percent and maintained a monthly lease rate of 95 percent or higher under the HUD-**Veterans Affairs Supportive Housing** (HUD-VASH) program, supporting housing stability for homeless Veterans. Additionally, the Vallejo Housing Authority improved its SEMAP score from 61 percent to 89 percent, retaining its designation as a HUD "Standard" agency.

Further strengthening its commitment to equity and access, HCDD expanded its partnership with Fair Housing of Northern California to continue providing fair housing services, including housing counseling for families pursuing homeownership. Overall, 2025 marked a year of measurable progress, positioning the department to continue delivering efficient, professional, and impactful services to the Vallejo community.



Homelessness Resources

Throughout 2025, the City of Vallejo made significant strides in addressing homelessness by completing two major housing projects designed to support individuals experiencing homelessness and provide pathways to stability.

In July 2025, the **Vallejo Homeless Navigation Center** officially opened its doors. This 125-bed facility serves as a “one-stop shop” for those in need, offering not only shelter but also critical services aimed at helping individuals transition out of homelessness. Residents have access to case management, social and medical services, and job training opportunities—all while working toward securing permanent housing. The center represents a comprehensive approach to tackling homelessness by addressing immediate needs and long-term goals.

Later in the year, in November 2025, the City celebrated the opening of the **Broadway Project**, a 47-unit Permanent Supportive Housing Program for individuals experiencing chronic homelessness. This development provides on-site supportive services that are client- centered, strengths-based, and trauma-informed.

Residents receive assistance with goal setting, life skills, financial literacy, budgeting, and connections to benefits and community resources. The Broadway Project is designed to create a stable environment where participants can thrive and rebuild their lives.

In addition to these two highly anticipated projects, the City also conducted over 50 encampment clean-ups throughout Vallejo during 2025, reinforcing its commitment to improving public spaces and supporting the unhoused community.

Human Resources

The City of Vallejo Human Resources Department is the foundation of the organization and plays an essential role in the City’s ability to deliver quality public service to the community. We continue to strive towards building expertise and capacity so we can better support every employee and department across the City. Our focus is not only on improving our internal processes but on building and maintaining strong partnerships throughout the organization. Our goals are to support our departments and hire well-qualified individuals and to also provide responsive, reliable service at every stage of an employee’s career. This commitment is reflected in the work we perform each day.

As we look back at 2025, Human Resources continued to partner with departments to fill their vacancies through strategic recruitment and selection processes; endeavored to retain employees by supporting their well-being through our employee benefits administration, leave management programs, and support through the retirement process; supported employee development and accountability, working with departments on performance evaluations, and providing tools and resources to employees to strengthen their performance when needed; conducted and/or facilitated investigations into workplace concerns/complaints to ensure that the City maintains a safe and equitable working environment for all employees; and continued to work with our labor partners to build trust and collaborative working relationships to move initiatives forward.

As we move into 2026, the Human Resources Department remains committed to fostering a strong, supported, and engaged workforce because the work that employees do every day directly shapes the experience of the Vallejo Community. By investing in our staff, strengthening our partnerships, and ensuring fairness and consistency across the City, Human Resources helps create the conditions for excellent public service.



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Information Technology Department

In 2025, the City's IT teams delivered significant improvements in technology, security, and transparency to strengthen operations and public services.

City Hall IT resolved 6,292 service tickets, upgraded 150 workstations to Windows 11, modernized meeting technology with Vallejo Room A/V upgrades, expanded door access control, refreshed PDS offices and lobby, and launched a Housing Data Portal to improve reporting and decision-making.

Water Department IT enhanced infrastructure resilience, deployed updated laptops and workstations, improved network performance through audits and upgrades, strengthened physical security with new cameras and locks, and installed videoconferencing systems to support hybrid collaboration.

Enterprise Systems & Applications maintained Citywide ERP and financial systems, implemented spending controls, improved cash reconciliation, supported NeoGov implementation, assisted with budget software RFP, and enhanced ComDev and TRAKiT systems.

Public Safety IT launched a public-facing RIPA Dashboard, upgraded CLETS to fiber, expanded storage capacity, deployed fingerprint scanners and password tools, and ensured compliance with video retention requirements.

Fire Department IT created Fire Hazard Zone webpages, conducted quarterly tech health checks, improved Wi-Fi coverage, modernized devices, and migrated time-tracking to an SSO-enabled platform.

GIS Team developed dashboards for transparency, supported zoning updates and emergency planning, and provided ongoing GIS training and data support across departments.

Planning and Development Services

Planning

The Current Planning Division received 316 total new applications this year and approved 315 applications during the same time period. Overall housing production progress was slightly higher in 2025 compared to recent years, with a total of 193 new units added towards our 6th Cycle Regional Housing Needs Allocation (RHNA). Long-Range Planning projects continued progressing, including work on three new Specific Plans and work on various housing element program implementation.

Building

The total number of building permits issued this year (3,705) was down from 2024 totals (4,116); however, job valuations were significantly higher, and as a result total fees collected exceeded 2024 numbers by over \$1 Million. The division continued to provide a high level of customer service with an average of 309 permits issued and 952 inspections completed each month, all while still working through ongoing staffing recruitment challenges.

Code Enforcement

Caseload data for 2025 remained fairly consistent compared to 2024 reporting (including 3183 new cases opened, 3032 cases closed & 452 citations issued in 2025 vs. 3260, 3215 & 468, respectively, during 2024). The overall voluntary compliance rate for closed cases was 85% for 2025. Although staff retention challenges continued throughout 2025, staff was able to ramp up the Vacant Property Registration Program with double the number of registrants from 2024, begin significant tobacco enforcement work with assistance from DOJ grant funding, and the team was able to participate in 30 different public meetings in the community throughout the year.





Police Department

In 2025, the Vallejo Police Department (VPD) implemented several significant public safety advancements. The Police Oversight and Accountability Commission (POAC) was activated as an independent civilian body to review police practices, policies, and accountability measures, strengthening transparency and trust between the community, Police Department, and City leadership. VPD continued its reform efforts under the California Department of Justice oversight, focusing on compliance, accountability, transparency, and restoring organizational credibility.

Community engagement expanded through Neighborhood Watch, Community Watch, youth and business programs, IHART coordination, and they helped create and organize the successful Vallejo Late Night Basketball program as a violence prevention and youth engagement initiative. Seven mobile Live View Technologies tower cameras were deployed to provide surveillance, deterrence, and investigative support in key areas. Staffing efforts remain ongoing to rebuild sworn officer levels, currently at 81; in 2025, the CHP provided added traffic enforcement and sideshow deterrence support, and the Solano County Sheriff's Office will assist in 2026, improving response times and police presence.

The Problem Oriented Policing (POP) Team was activated in 2025, using data to address recurring crime patterns and hotspot locations. The Public Safety Subcommittee—composed of VPD personnel and City Council members—continues to provide oversight, discuss reform progress, review technology use, and address community concerns.

A full overview of milestones and statistical data will be available in the Vallejo Police Department's 2025 Annual Report, scheduled for public release this March at [Vallejopd.net](https://vallejopd.net).

Public Works Department

Vallejo's Public Works Department recently completed several impactful projects aimed at improving safety, aesthetics, and functionality throughout Vallejo. These efforts reflect the City's commitment to enhancing public spaces and infrastructure for residents and visitors alike.

One major achievement was the **Clean California Grant project**, which brought significant upgrades to the waterfront and downtown areas. The waterfront parking lots now feature solar-powered lighting, improving visibility and safety after dark. Downtown Georgia Street also received new benches and garbage cans, creating a cleaner, more welcoming environment for pedestrians and local businesses.

In addition, the department successfully implemented the **EECB grant**, installing solar lights along Curtola Parkway from Lemon Street to Monterey Street. This project enhances roadway illumination while supporting sustainability goals through renewable energy solutions.

Downtown Vallejo also saw the installation of solar string lights along Georgia and Marin Streets, adding charm and vibrancy to the area. These decorative lights not only improve nighttime visibility but also contribute to a festive atmosphere that encourages community engagement and economic activity.

Finally, Public Works Department completed the **2024 Slurry Seal Project**, an essential maintenance effort that extends the life of city streets and improves driving conditions. This proactive approach helps preserve infrastructure and reduce long-term costs.

Together, these projects demonstrate Vallejo's ongoing investment in safety, sustainability, and quality of life for all who live, work, and visit the city.



Risk Management

Safeguarding Vallejo: A Year of Vigilance and Stewardship

In 2025, the Risk Management team shifted from a traditional “reactive” approach to a “proactive” shield for our community. Our mission is simple: protect Vallejo’s fiscal health and its most valuable asset—our people.

Field-First Defense

Our team doesn’t just manage files; we manage the field. This year, we conducted 114 on-scene investigations to ensure accurate evidence preservation. By diligently managing 174 new claims and resolving 166, we acted as prudent stewards of public funds.

Innovating for Safety

In a joint effort with the Public Works department, we have restructured the sidewalk repair initiative to ensure compliance with the governing ordinance. This effort not only reduces hazards for pedestrians but also protects the City from incurring significant sidewalk repair costs while reducing the City’s legal liability.

Additionally, we completed a 100% audit of all City vehicles and machinery, ensuring our fleet is safe and compliant.

A Culture of Care

Employee safety is paramount. We achieved a 100% success rate in our Return-to-Work program, providing injured staff with timely, supportive transitions back to service. From specialized Arc Flash training for Water Facility staff to First Aid/CPR certifications for Housing, we are building a more resilient workforce.

- 23 workplace hazards identified and abated.
- 18 Joint Safety Committee meetings held.
- 100% timely completion of employee disability interactive meetings.

Through meticulous oversight and strategic training, we aren’t just managing risk—we are securing Vallejo’s future.

Water Department

In 2025, the City of Vallejo Water Department continued providing safe, reliable drinking water while advancing modernization, transparency, and system resilience.

Key Performance Indicators

- 5 billion gallons of water treated
- Full compliance with state and federal water quality standards
- 302 development review applications processed
- Over 14,000 water quality samples collected
- 151 water main breaks repaired

Department Highlights

The citywide water meter modernization effort reached 97% completion, upgrading nearly 38,000 meters. Digital metering now provides near real-time usage data through the EyeOnWater portal and app, giving customers daily tracking, leak alerts, and improved billing transparency while enhancing the City’s leak detection and conservation capabilities.

Sign up at cityofvallejo.eyeonwater.com

Learn more [HERE](#)

Emergency preparedness improved through the installation of quick-connect generator systems at key pump stations, enabling rapid power restoration during outages and minimizing service disruptions.

The Department upgraded its digital alarm system, improving real-time monitoring and operator response to treatment process issues, further protecting water quality and reliability.

Infrastructure investment included a complex hillside main replacement serving Cal Poly Maritime Academy and nearby neighborhoods. Using slip lining technology, crews installed a new pipe within the existing main, providing a durable, long-term solution with reduced future service risks.

To strengthen transparency and public access to information, the updated [Water Quality website](#) launched in 2025, offering reports, FAQs, and troubleshooting resources to help customers better understand the high quality of Vallejo’s water.



Youth Initiatives

The City of Vallejo’s Prop 64 grant continues to create opportunities for youth through partnerships with Healthy Vallejo Community Support Services, Club Stride, Center for Urban Excellence, and Advance Peace. Youth interns were hired for community clean-ups with City departments, and substance-use prevention workshops were held on campuses and in the community.

The Vallejo Youth Delegation Program, in partnership with Vallejo City Unified School District, sponsored 16 students to attend the National League of Cities Congressional City Conference in Washington, DC, and the City Summit in Salt Lake City. Students networked with peers nationwide, met elected officials, and gained leadership and civic education skills.

Measure P grants funded the 2025 Robbin Mackbee Firefighter/EMS Youth Academy and youth programs through the Greater Vallejo Recreation District (GVRD). The Academy, supported by Vallejo Fire Department, Medic Ambulance, and Kaiser Permanente, provided middle and high school students with hands-on training in fire prevention, CPR/First Aid, and public safety careers, emphasizing achievement, discipline, and community service.

GVRD used Measure P funds to award 195 youth scholarships for sports, camps, and classes, and to support programs like Bridging Teens with Seniors Art Program, Junior Giants Baseball, FRESH Theater Camp, Teen Culinary Camp, and Youth Roundtable. Family-friendly events such as Nightmare on Glenn Street, Teddy Bear Picnic, and Breakfast with Santa offered thousands of Vallejo youth safe, inclusive opportunities for recreation and positive development.



Vallejo, 2025 In Review

Connect with Vallejo



City of Vallejo Website

Learn more about the City of Vallejo, conduct business or find resources

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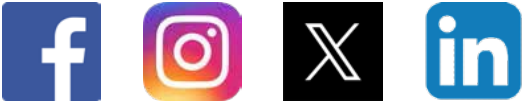


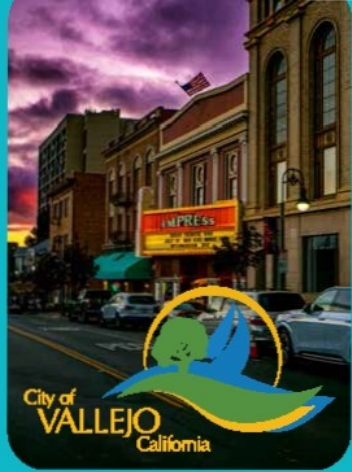
Vallejo Weekly

Read our Free digital Newsletter to find out what is happening in Vallejo

Job Opportunities

Find the latest about jobs with the City of Vallejo and join our team





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JGA Team



STEVE MERMELL



MICHELLE NEW



SUZANNE MARTIN

Goal Setting Process and Methodology



Agenda

- Icebreaker
- Organizational alignment
- Governance best practices
- Roles and responsibilities
- Community survey results
- SWOT analysis
- Vision, Mission, Values
- Goal setting overview/context
- Review, discuss, establish goals
- Develop objectives to further the goals



Icebreaker Exercise

What lasting legacy would you like to leave at the conclusion of your service on Vallejo's City Council?



Building Organizational Alignment

Building Organizational Alignment





Why Focus on Building Alignment

 **Mission Accomplishment**

 **Confident Stakeholder/Community Investment**

 **Recruitment & Retention of Staff – Morale**

 **Leave Legacy of Lasting Change**

Governance Best Practices



What Makes a Council Work Well



Effective Councils

Unity of
Purpose

Roles &
Responsibilities

Positive
Governance
Culture

Norms,
Protocols &
Policies

Institute for Local Government

Effective City Councils



1. Have a **sense of team** - a partnership with the city manager to govern and manage the city
2. Clear **roles and responsibilities** that are understood and adhered
3. Honor the **relationship with staff** and each other
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**



Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

BEST PRACTICE TIPS

Effective Council Meetings

- Read materials and ask questions of staff **in advance**
- Be **efficient in comments**
- **No surprises** for staff at the Council meeting; we're all on the same team
- Show **respect** to every person
- Have clear procedures for **recognizing** Councilmembers to **speak**
- Limit debate and discussion to the agenda item and **stay focused**
- Follow **established procedures** including the Code of Ethics and Conduct for Elected and Appointed Officials



Factors Impacting Governance

- Respecting Council-Manager form of government
- Once the vote is held, accepting the outcome
- Able to make unpopular but necessary decisions
- Disagreeing, but respectfully
- Getting the public engaged in productive ways
- Being trustworthy; doing what you say you will do and doing it transparently

Functional Governance



- Personal attacks
- Dominating the discussion
- Using media or public to attack colleagues' motives or integrity
- Purposely being uncooperative
- Attempting to embarrass each other
- Despite majority vote, continuing to speak against the people who voted for it
- Stacking the audience
- Viewing colleagues as enemies or competitors

Dysfunctional Governance



Roles and Responsibilities

Everyone Has a Role to Play



“Exceptional Councils have clear roles and responsibilities that are understood and adhered to.” – Attributes of Exceptional Councils by Institute for Local Government



Mayor

- **Presiding Officer** at all meetings of City Council and chairs Council meetings.
- Serves as **official representative** of the City of Vallejo
- **Represents** the City at events, or **designates** others from Council to represent the City
- **Speaks on behalf** of the City or designates others from Council to speak on behalf of the City
- **Signs** proclamations
- Assists with **onboarding/orientation** of new Councilmembers



City Council *Charter: "Council Sets Policy"*



- **Sets policy**, approves budget, establishes vision/goals
- **Respects role of Mayor**
- **Appoints City Manager and City Attorney**
- Represents City through **established policies and procedures**, and does not speak as an individual or indicate that an individual opinion represents City policy
- **Works through the City Manager**, and respects the Council/Manager form of government; does not interfere with staff responsibilities
- **Does not discuss or interfere with City Manager's authority** to deal with personnel matters
- **Refers community complaints to staff for follow up**; does not get involved in details
- Communicates and keeps in touch with **community/constituent concerns**
- Operates within **established norms and protocols** and the Council Policy and Procedures Manual



City Manager *Charter: “Administers the Government”*

- Provides **organizational leadership**
- Directs and **manages City staff**, including all personnel actions; handles day to day operations; delegates to staff
- **Implements** Council policy
- Provides **professional recommendations** to the Council, along with comprehensive staff reports
- Offers **policy advice** to the City Council
- Establishes a strong **working relationship** with members of Council
- Provides **information equally** to all Councilmembers
- Assists with **onboarding/orientation** of new Councilmembers



City Attorney

- Provides **legal advice to the City Council on City matters**
- **Approves** contract forms, resolutions, ordinances and other legal documents
- Handles **litigation** and manages other attorneys
- Ensures compliance with the **Brown Act** and Rosenberg Rules and the Council Policy and Procedure Manual
- Advises on **requirements** for public participation
- Advises on **conflicts of interest**
- Advises on **confidential** matters
- Guides, advises, remains **neutral**
- Assists with **onboarding/orientation** of new Councilmembers
- Provides **AB 1234** Training
- Manages contracting process, negotiations
- Ensures compliance with laws that affect the City



City Staff



- City staff are **trained professionals** with expertise in their fields
- They have **dedicated their careers to public service** and take pride in serving the Vallejo community
- **Implement Council's vision and goals** by translating policy direction into programs, services, and day-to-day operations
- Provide **objective analysis and recommendations** to support informed decision-making by the Council
- **Deliver essential city services** - public safety, infrastructure, parks, planning, finance, and more - that residents depend on every day

Reflections



Are there ways the Council
can work more effectively
together and with staff?

Community Survey Results

Community Survey: Overview

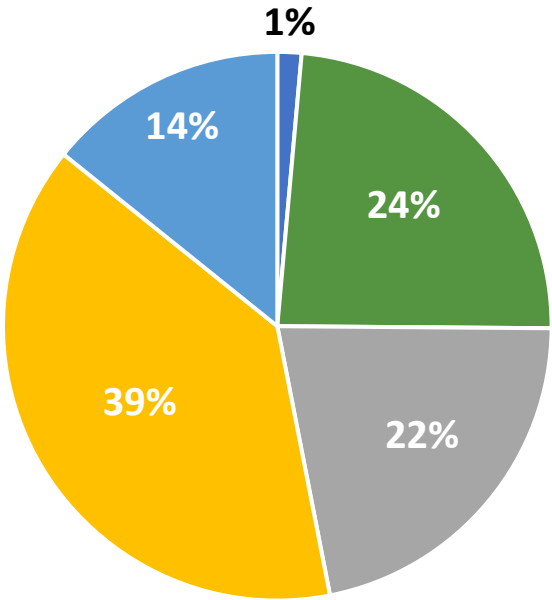
- ❖ **211 community member respondents**
- ❖ **Asked respondents about the following topics**
 - Quality of life and community identity
 - Public safety
 - Infrastructure, roads, and transportation
 - Housing and homelessness
 - City services and government
 - City vision and values
 - City priorities



Community Survey: Respondent Demographics

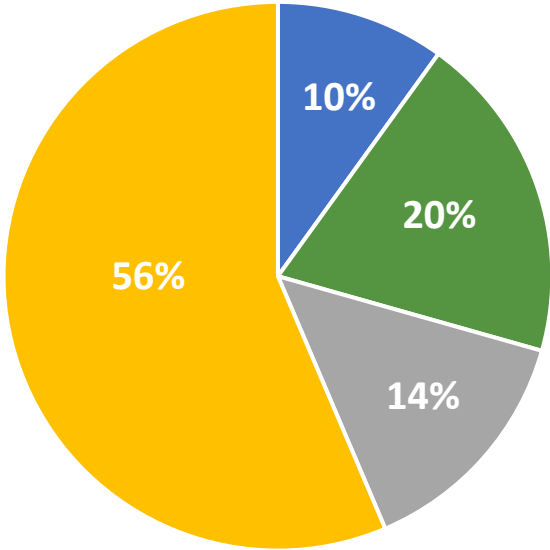


Age



■ Under 30 ■ 30-44 ■ 45-59 ■ 60-74 ■ 75+

Length of Time Living or Working in Vallejo

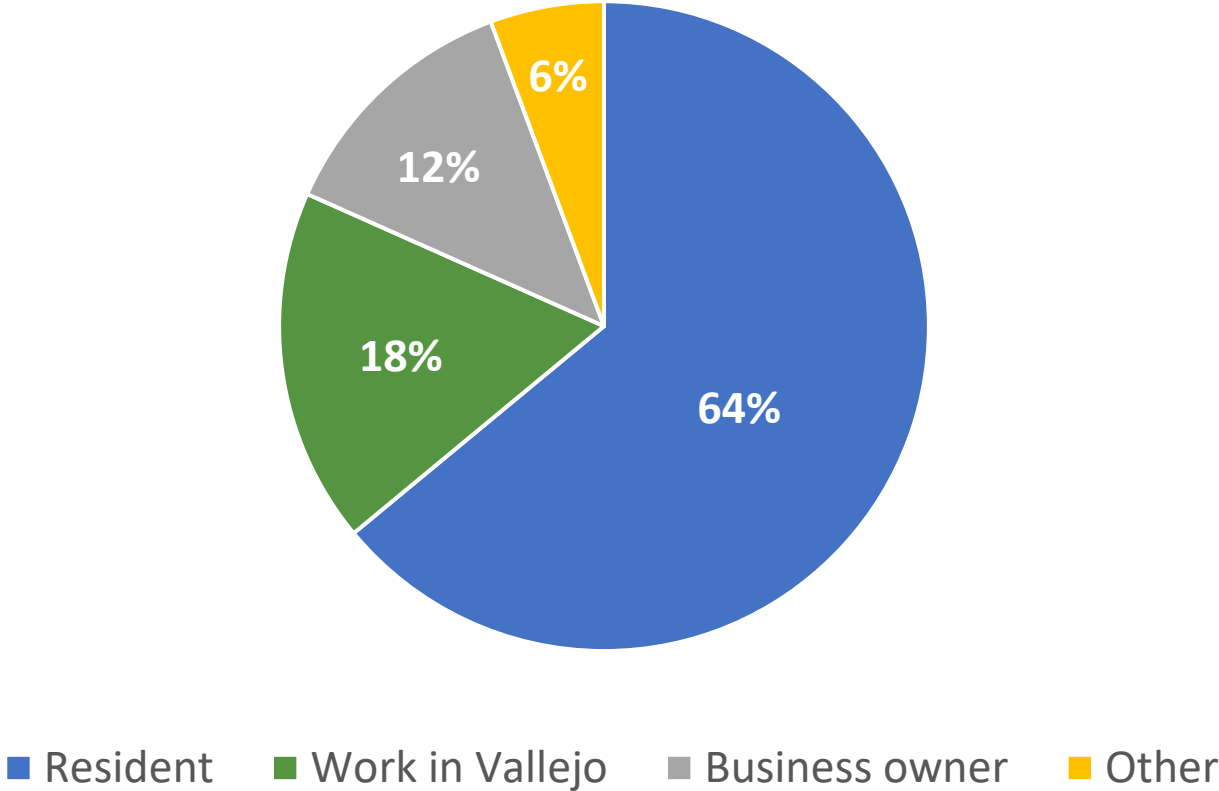


■ Less than 5 years ■ 5-10 years ■ 11-20 years ■ More than 20 years

Community Survey: Respondent Demographics

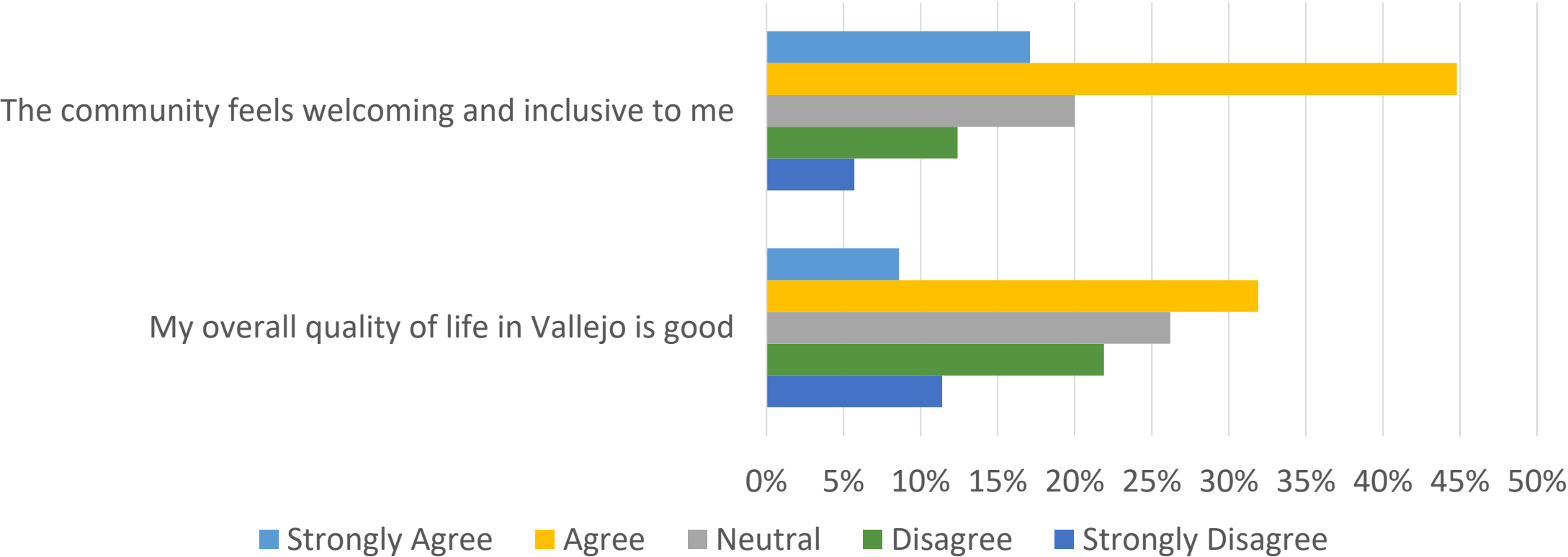


Connection to Vallejo



Community Survey:

Quality of Life and Community Identity



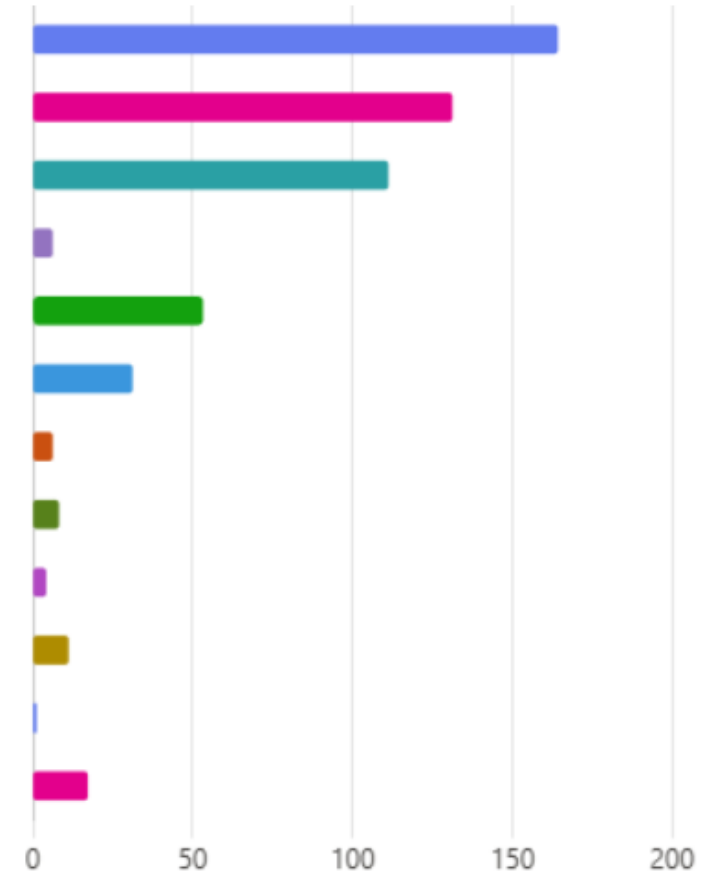
Community Survey:

Quality of Life and Community Identity



What do you value most about living in Vallejo?

Weather	164
Location	131
Diverse and inclusive community	111
Safety	6
Housing affordability	53
Access to nature	31
Cleanliness	6
City services (e.g., police, fire, utilities, customer service)	8
Economic opportunities/employment	4
Family-friendly environment	11
Public transportation quality	1
Other	17



Community Survey:

Quality of Life and Community Identity

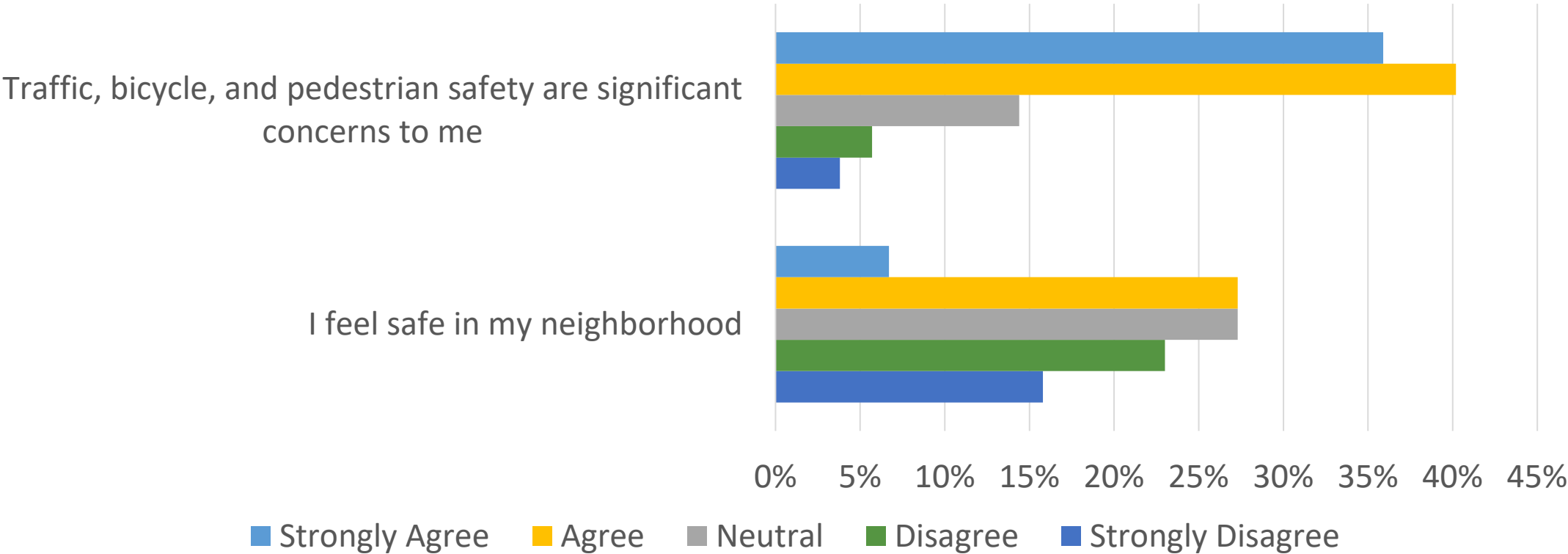


What improvements would most enhance daily life for you and your family?



Community Survey:

Public Safety

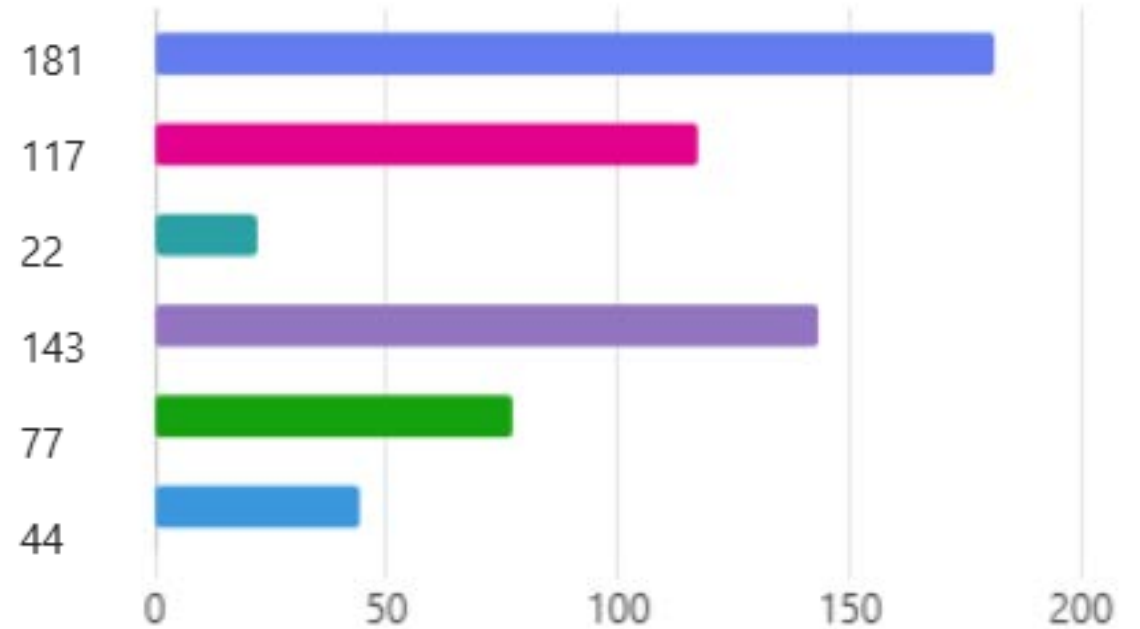


Community Survey:

Public Safety

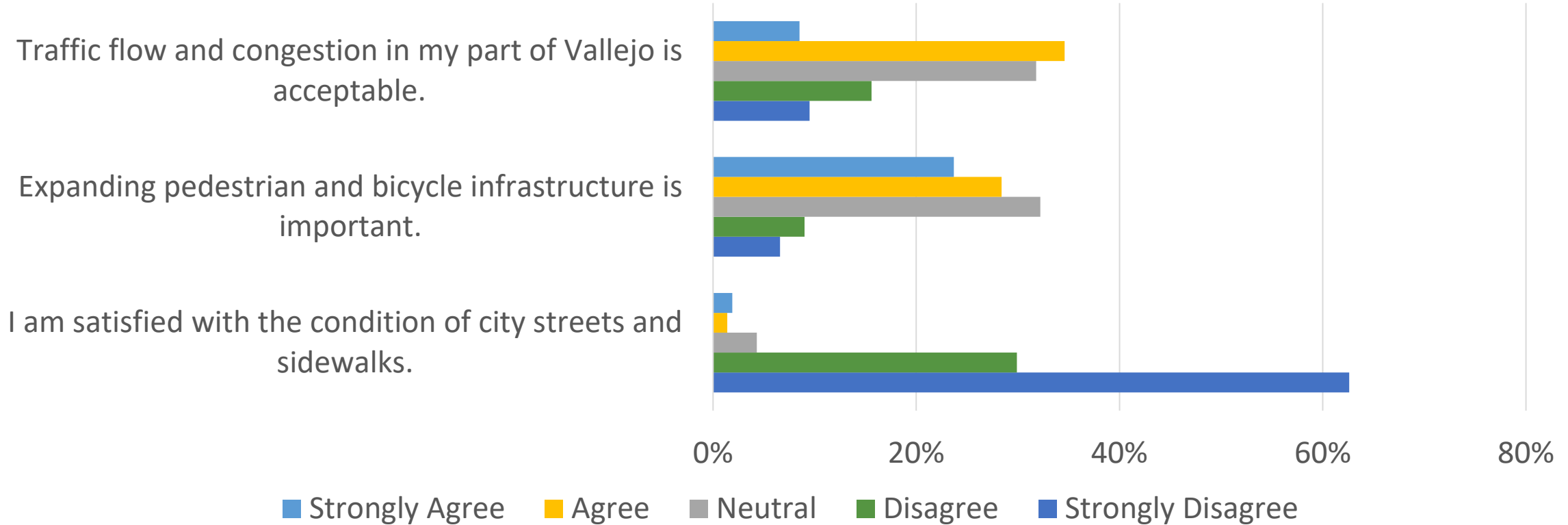
What are your top
public safety
concerns?

- Crime
- Traffic safety
- Preparing for natural disasters
- The level of police staffing
- Police reform
- Other



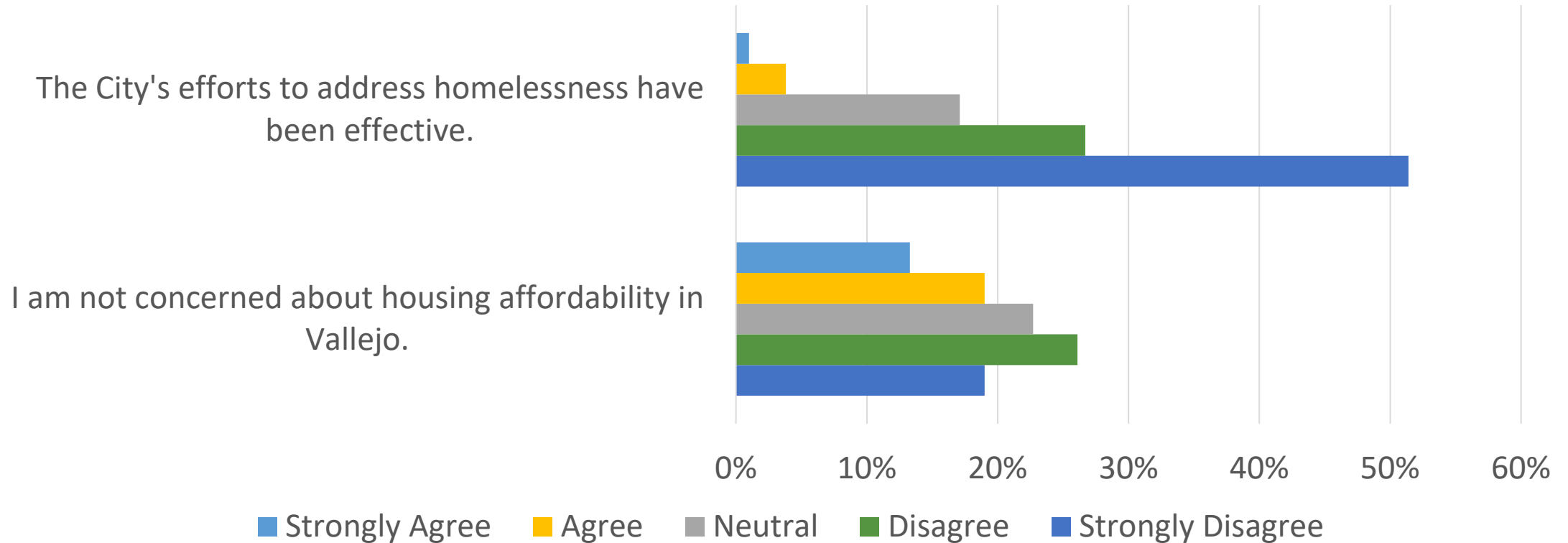
Community Survey:

Infrastructure, Roads, and Transportation



Community Survey:

Housing and Homelessness

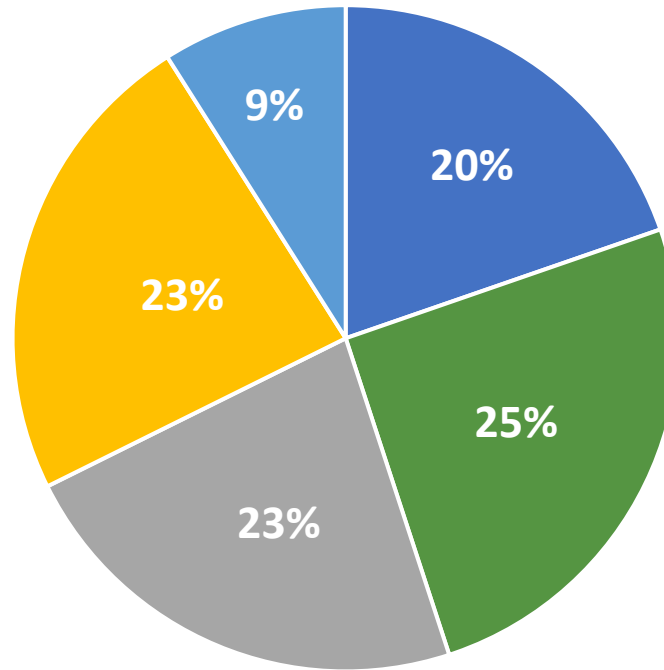


Community Survey:

Housing and Homelessness



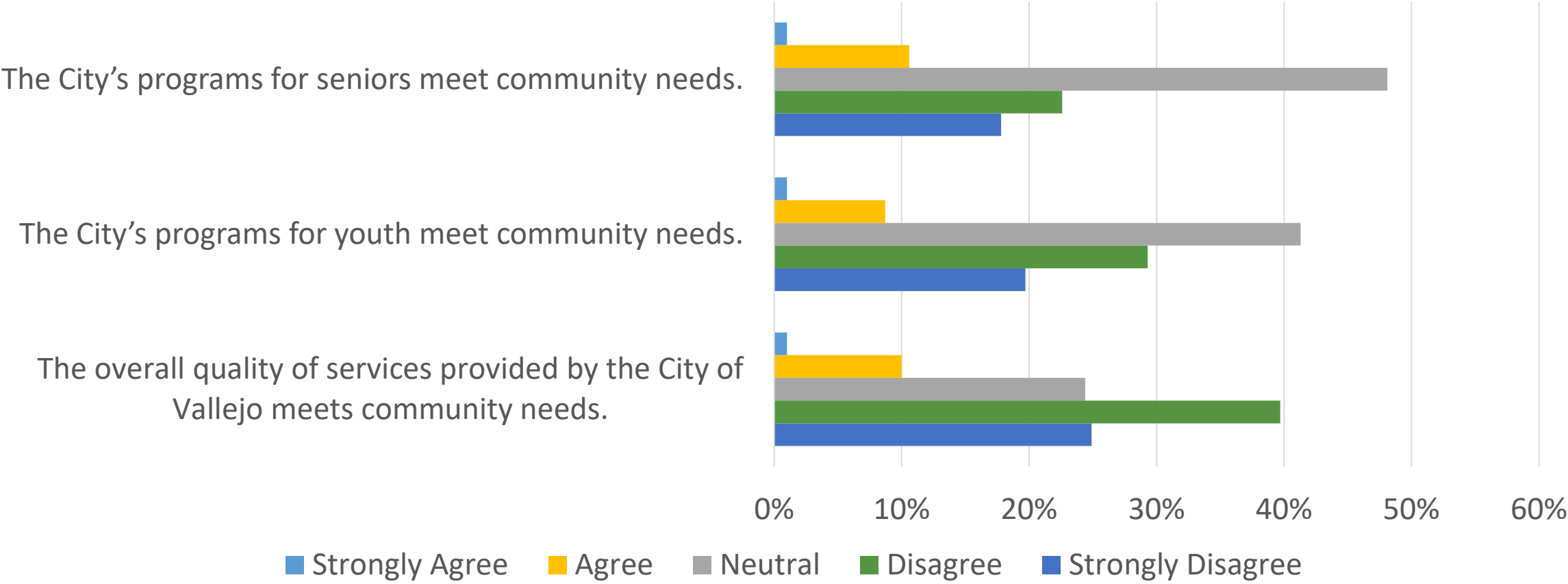
What types of housing should the City prioritize?



■ Permanent supportive housing ■ Senior housing ■ Workforce housing ■ Market-rate housing ■ Other

Community Survey:

City Services and Government



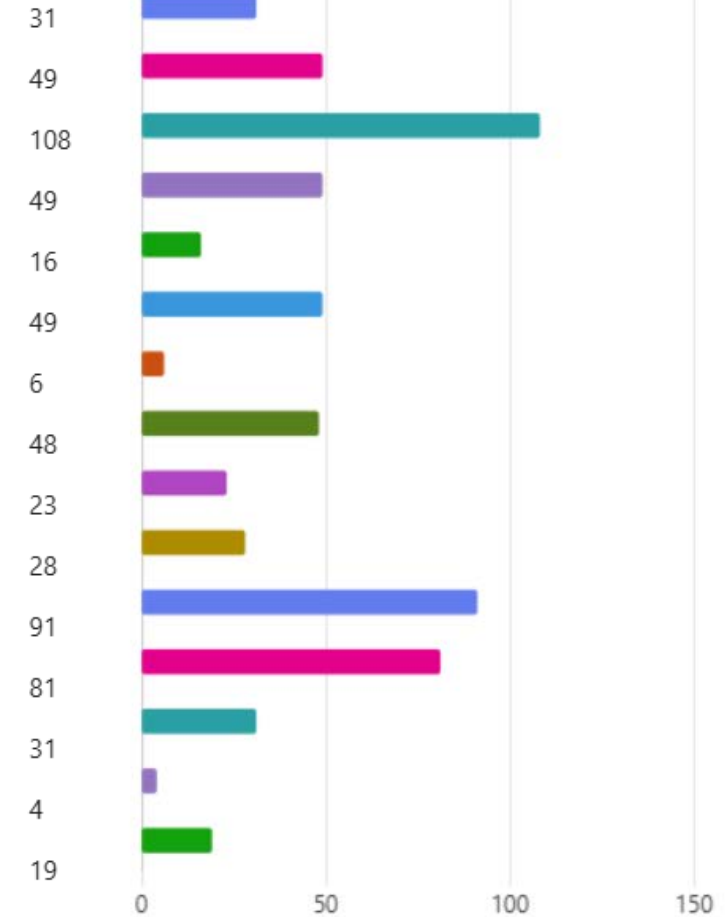
Community Survey:

City Services and Government



What are your top priorities for the City of Vallejo?

- Affordable and workforce housing
- Code enforcement
- Economic development
- Efficient government
- Environmental sustainability
- Fiscal sustainability
- Foster an inclusive community
- Homelessness response and services
- Investment in parks and open spaces
- Neighborhood revitalization
- Public safety
- Repair and maintain infrastructure
- Youth programs and services
- Programs for seniors
- Other



[illegible]

SWOT Analysis

Redundancy Disclaimer

Strengths

COUNCIL & STAFF

1. Dedicated Community Leadership
2. **Public Safety Progress**
3. Economic Development Momentum
4. Experienced/Knowledgeable Staff
5. **Engagement / Community Advocacy**
6. **Infrastructure Investment Efforts**
7. Transparency Improvements
8. Resilient Workforce Commitment
9. Shared Priority Themes
10. Recognition of Organizational Needs

COMMUNITY

1. Desirable Geographic Location
2. Strong Community Diversity
3. Weather, Nature, Outdoor Amenities
4. Affordable Housing
5. **Public Safety Progress**
6. **Community Investment and Revitalization Potential**
7. **Engaged Resident Base**
8. Support for Improvement Efforts

Weaknesses

COUNCIL & STAFF

1. Council Dysfunction Concerns
2. Leadership Instability Issues
3. **Trust Deficit Challenges**
4. Unclear Organizational Priorities
5. Micromanagement Behaviors
6. Negative Organizational Culture
7. Recruitment and Retention Problems
8. **Lack of Accountability Systems**
9. Poor Communication Patterns
10. Siloed Department Operations
11. Meeting Conduct Concerns
12. Operational Inefficiencies
13. Reactive Decision-Making
14. Limited Organizational Capacity

COMMUNITY

1. Streets, Sidewalks, and Other Public Infrastructure
2. Homelessness Response Concerns
3. Service Delivery Gaps
4. Public Safety Concerns
5. Housing Affordability
6. Youth Program Limitations
7. Senior Service Needs
8. **Lack of Confidence/Trust in Government**
9. Blight, Lack of Cleanliness and Neighborhood Conditions
10. Disparities in Maintenance and Service Levels Across Areas of the City

Opportunities

COUNCIL & STAFF

1. **Economic Development Expansion**
2. Governance Alignment Improvement
3. Strategic Priority Clarification
4. Trust Rebuilding Efforts
5. Organizational Modernization Potential
6. **Community Confidence Restoration**
7. Leadership Development Needs
8. Cross-Department Collaboration
9. **Infrastructure Revitalization Projects**
10. Shared Vision Development

COMMUNITY

1. **Economic Development Expansion**
2. **Infrastructure Revitalization Focus**
3. Public Safety Enhancement
4. Government Efficiency Improvements
5. Neighborhood Revitalization Efforts
6. Housing Strategy Expansion
7. Pedestrian Safety Investments
8. **Community Trust Building**
9. Youth and Family Services Growth
10. Waterfront and Commercial Investment

Threats

COUNCIL & STAFF

1. **Structural Budget Deficit**
2. Continued Leadership Turnover
3. Employee Burnout Risks
4. Recruitment Competitiveness Issues
5. Council-Staff Relationship Erosion
6. **Public Trust Decline**
7. Loss of Institutional Knowledge
8. Operational Capacity Strain
9. Political Fragmentation Challenges
10. **Service Delivery Risks**

COMMUNITY

1. Crime and Safety
2. Deteriorated Infrastructure
3. **Fiscal Sustainability**
4. Affordable Housing
5. **Erosion of Public Trust**
6. Homelessness
7. Lack of Economic Development
8. Traffic and Mobility Issues
9. **Service Demand Growth**
10. Deferred Maintenance Costs

Vision, Mission, Values

Vision Statement

A Vision Statement describes in graphic terms where the community wants to see itself in the future.

An image of the future we seek to create.

Guiding beacon.



City of Vallejo's Current Vision Statement



Vallejo is a safe,
prosperous, and vibrant
city.



Community Survey:

Vision Statement



What words or phrases best describe your ideal vision for the future of Vallejo?



Mission Statement

A Mission Statement is a concise declaration of an organization's purpose.

Why it exists, and what it does.



City of Vallejo's Mission Statement



We facilitate connections and collaboration amongst a diverse community to inspire collective pride and vision for a better Vallejo.



Proposed Mission Alternatives



Option 1

To deliver excellent public services that promote safety, prosperity, and quality of life in Vallejo.

Option 2

To strengthen Vallejo through effective governance, community partnerships, and sustainable progress.

Option 3

To improve quality of life by providing excellent services and fostering community success.

City of Vallejo's Current Values

We aspire to **B.E. G.R.E.A.T.** These are our guiding principles with respect to the personal and social ends we desire:

Bravery *Courageously working together to achieve common goals*

Efficiency *Relentless pursuit of best practices to produce the intended outcomes and desired impact*

Growth *Competence and emphasis on the importance of lifelong learning and improvement*

Respect *Demonstration of regard, concern, and esteem for another*

Excellence *Commitment to seeking innovative solutions and constantly raising the bar on our performance*

Accountability *Being ethically responsible for quality, judgment, customer service, and behavior*

Trust *Confidence in the integrity, ability, good character, and reliability of another*

Community Survey:

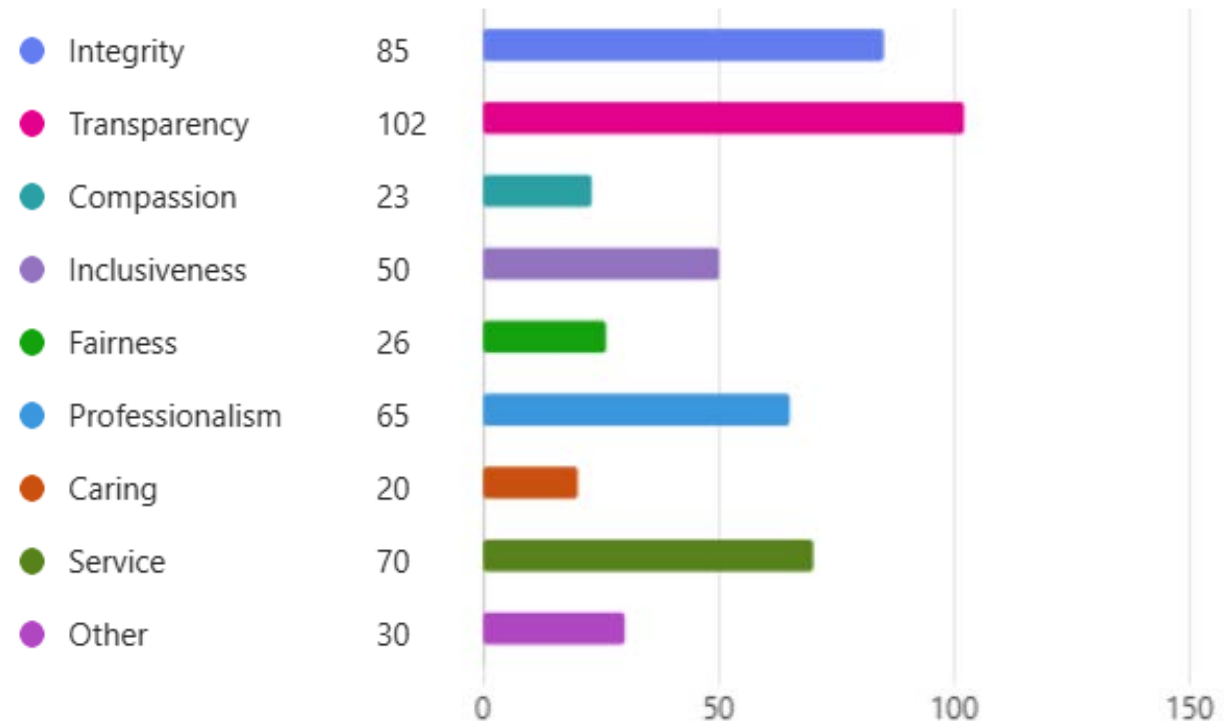
Values



Besides the City's existing values, are there any additional values that you think better describe the core operating principles of the City of Vallejo?

Value	Star Rating
Bravery	2.81
Efficiency	3.70
Growth	3.61
Respect	3.71
Excellence	3.67
Accountability	3.83
Trust	3.79

Star rating on a scale from 1-5



Goal Setting

Purpose and Importance of Goal Setting

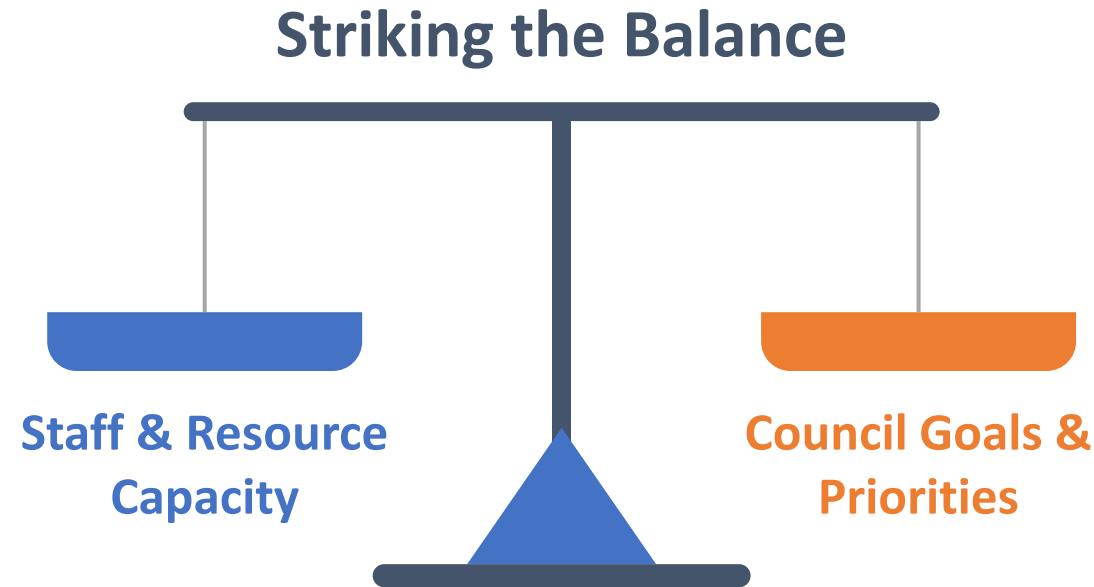
We can't do
everything

But we can do some
things very well

Successful Local Governments

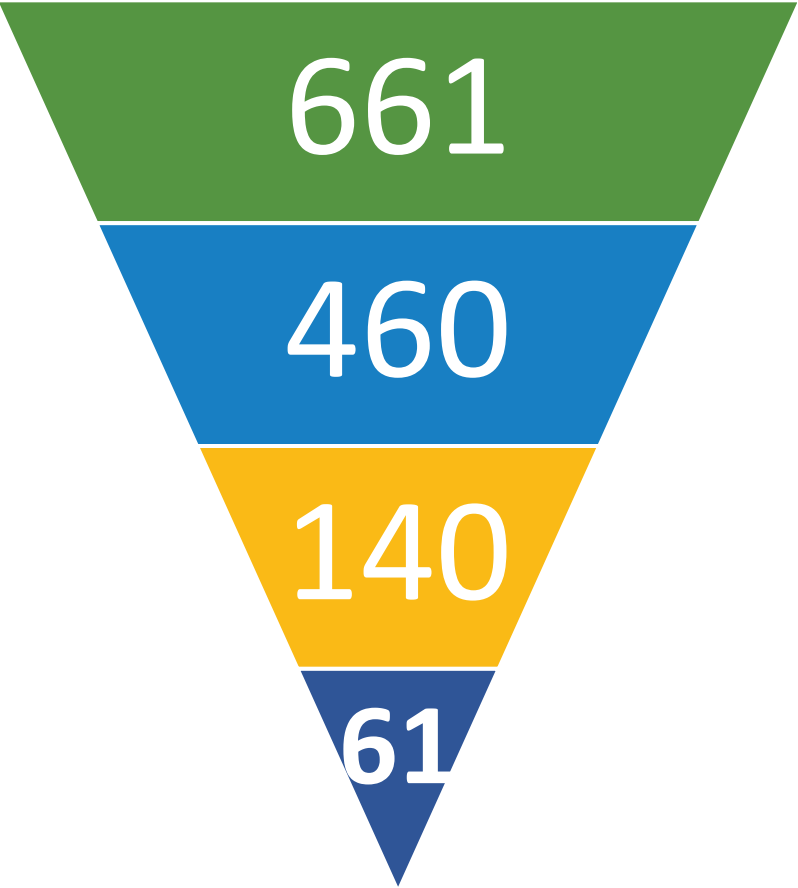
- Respect the **ongoing work of departments** as the **day-to-day operations** must be well managed, and this takes time
- Maintain a **collaborative, trusting relationship** between the City Council and staff
- Set a **few focused goals** with a staff work plan to achieve them

Balancing Capacity and Achieving Council Goals



Limited staff and other resources must be weighed against the Council's goals and priorities to deliver results.

City of Vallejo Staffing – At a Glance



Total Authorized Positions

- **661** authorized staff positions (*not including Mayor and City Council*)

Operations/Technical Staff

- Approximately **460** of these positions are filled by specifically trained operational and technical staff

Vacancies

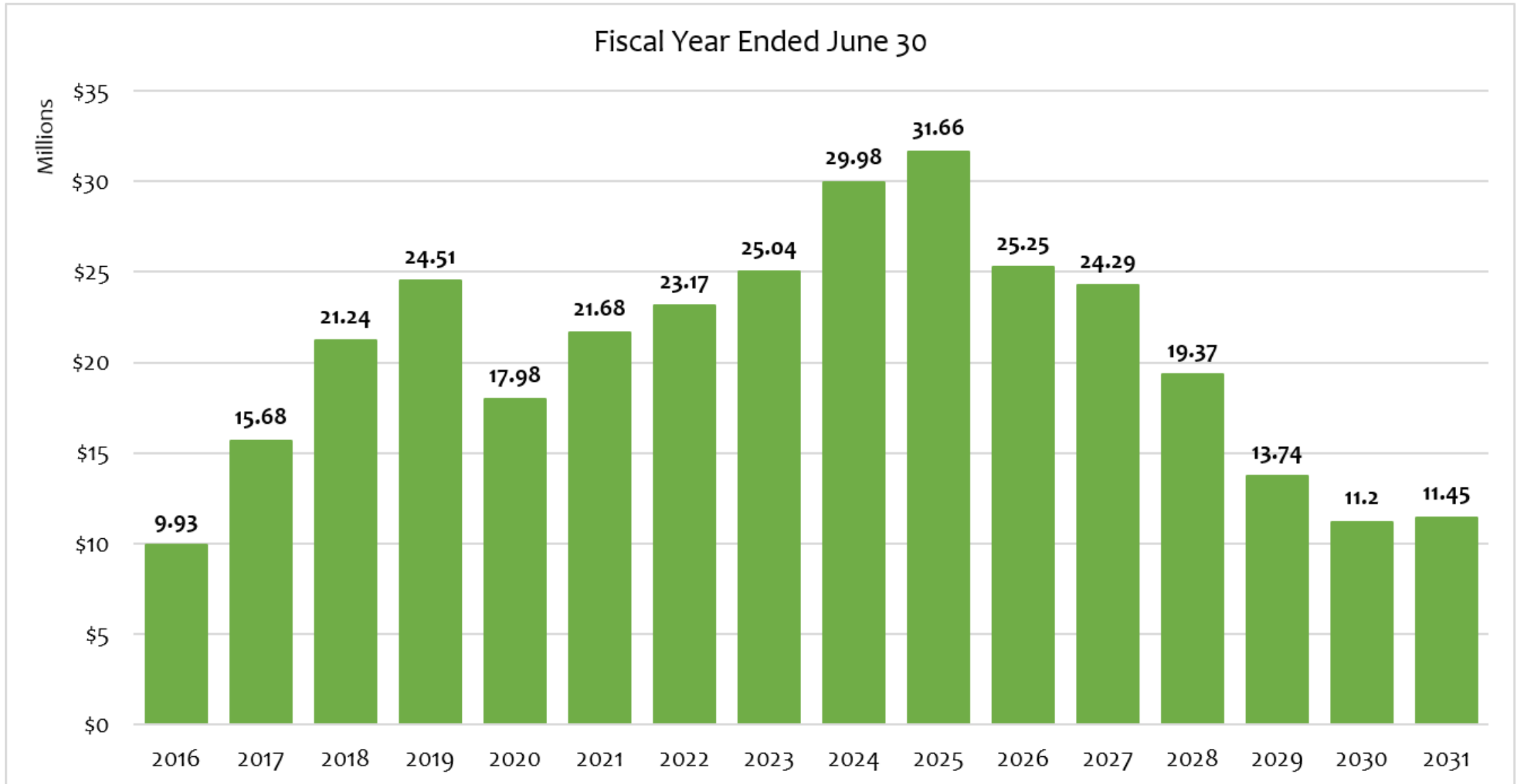
- **140** of these positions are currently vacant (21% vacancy rate)

Available Staff

- The remaining **61** positions are executives, managers, and other professional staff



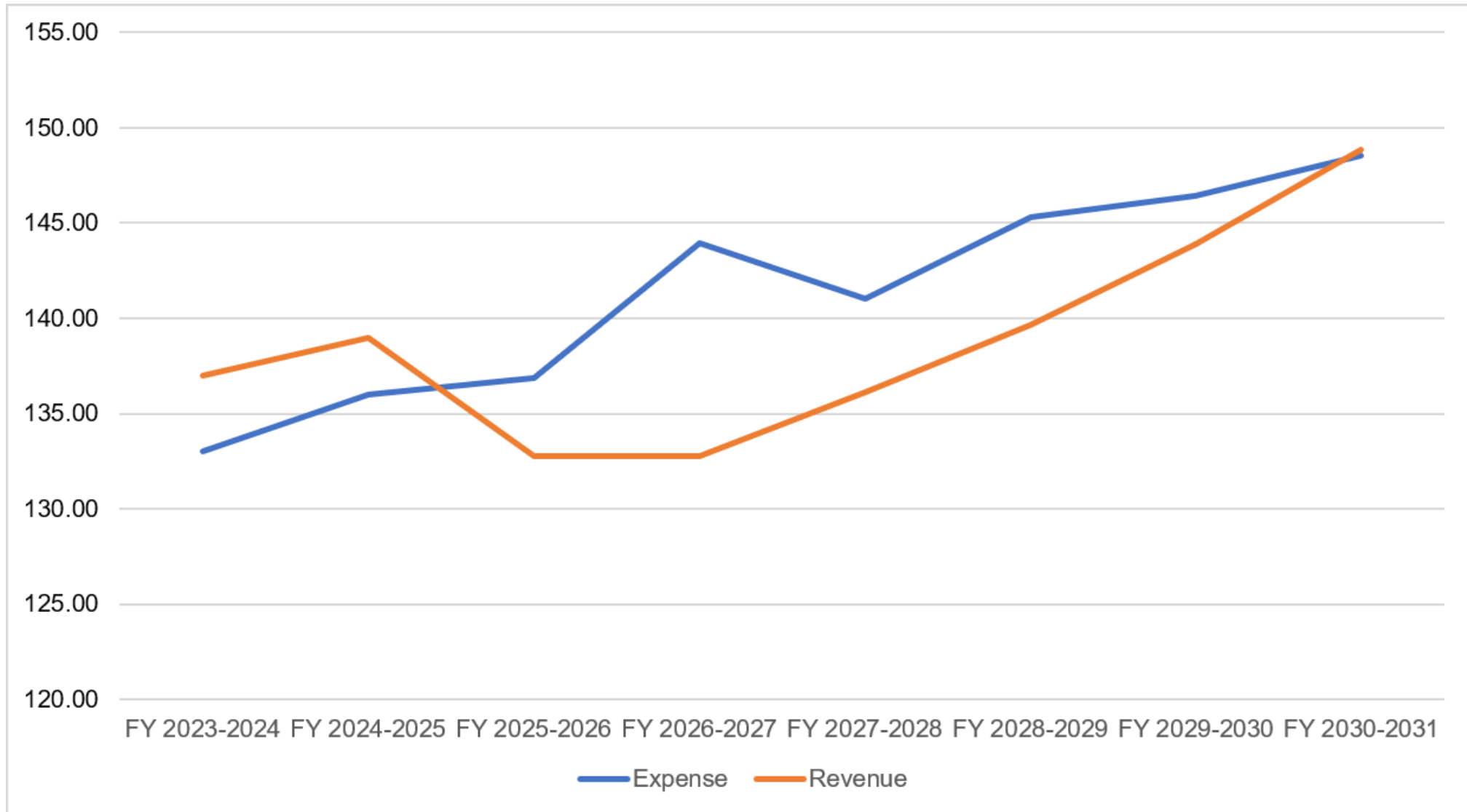
General Fund – Unassigned Fund Balance Trend (excluding Measure P)





General Fund – Rev. & Exp. Historical and Projected

(excluding Measure P & ARPA)



FY 2025-2026 and FY 2026-2027 used surplus to balance budget

Goal Setting Terminology

Goal

- Broad, overarching
- Desired future outcome or direction
- General intent
- High-level
- Long-Term focus
- Aspirational; not necessarily measurable

Objective

- Specific, measurable, time-bound, support a goal
- More detailed and concrete

Existing Goals



Economic
Development

Financial and
Organizational
Sustainability

Public Safety

Quality of Life

Goal: Economic Development

Possible Objectives:

- 1) Streamline development process through cross-departmental efforts
- 2) Develop and implement communications and marketing plan
- 3) Create a vision for city-owned assets

Goal: Financial and Organizational Sustainability

Possible Objectives:

- 1) Develop a five-year General Fund forecast model
- 2) Implement a plan to eliminate structural deficit in the General Fund
- 3) Reduce staff vacancy rate by 5% within the next twelve months

Goal: Public Safety

Possible Objectives:

- 1) Continue partnership with CHP to address street takeovers
- 2) Monitor and report to Council quarterly on success of violence reduction program
- 3) Reduce average Police response time

Discussion of Possible Objectives



Goal: Quality of Life

Possible Objectives:

- 1) Complete Environmental Justice amendments to General Plan
- 2) Continue to promote use of SeeClickFix 311 system to address illegal dumping

Next Steps

- JGA will develop a 2-3 page document finalizing the Council's strategic goals
- Serves as a high-level strategic planning document that is intended to establish direction and clarify priority focus areas
- Captures Vision, Mission, and Values, as applicable, as well as Goals and Objectives for a 3-5 year timeframe



Final Thoughts from Councilmembers and City Manager

Thank You
