



LODI CITY COUNCIL - SPECIAL

Carnegie Forum
305 W. Pine Street, Lodi

AGENDA - Special Meeting
Date: December 16, 2025
Time: 4:00 p.m.

Mayor Ramon Yopez
Mayor Pro Tempore Mikey Hothi
Councilmember Cameron Bregman
Councilmember Lisa Craig-Hensley
Councilmember Alan Nakanishi



Notice Regarding Public Comments

Public Comment may be submitted in the following ways:

- In-person
- Email – councilcomments@lodi.gov
 - > Received no later than two hours prior to the meeting
- Mail – City Clerk’s Office, P.O. Box 3006, Lodi, CA 95241
- Hand delivered to: City Clerk’s Office, 221 W. Pine Street, Lodi, CA 95240
 - > Received no later than two hours prior to the meeting

Public comment received via email, mail, or hand delivery will be provided to the City Council and included in the official minutes record of the meeting, but will not be read aloud at the meeting.

A. Call to Order / Roll Call

B. Regular Calendar

- B.1** Provide Information to Council on the Typical Resident Request Process (For Example: All-Way Stop Sign Requests) (PW)
- B.2** Discuss Agenda Items for the Fiscal Year 2026-27 Planning Session (CM)

Attachments: [Attachment A - Strategic Vision Resolution](#)
[Attachment B - Strategic Plan Final Report](#)
[Attachment C - Q1 Strategic Updates](#)

C. Adjournment

Pursuant to Section 54954.2(a) of the Government Code of the State of California, this agenda was posted at least 24 hours in advance of the scheduled meeting at a public place freely accessible to the public 24 hours a day.

Olivia Nashed
City Clerk

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COUNCIL COMMUNICATION

AGENDA TITLE:

Provide Information to Council on the Typical Resident Request Process (For Example: All-Way Stop Sign Requests) (PW)

MEETING DATE:

December 16, 2025

PREPARED BY:

Interim Public Works Director

RECOMMENDED ACTION:

Provide information to Council on the typical resident request process, with a main focus on all-way stop signs.

BACKGROUND INFORMATION:

The Public Works Department receives an average of 150 traffic requests each year. The types of complaints or requests include sight visibility, stop signs, speeding, parking, traffic signal request, crosswalks, etc. Staff logs in every request in the order it is received and staff typically contacts the resident (via phone call or email) within 2-3 business days as an acknowledgement of the request received, and provides an approximate timeframe on the study period. The timeframe required (typically 3-5 weeks) is dependent on the current number of pending requests on the list combined with the specific studies necessary to review that type of complaint or request. Typical studies for the requests include field observations, average daily traffic volumes, peak hour vehicle/pedestrian intersection counts, reviewing collision data, and/or peak-hour intersection operation / delay observations. Most studies cannot be completed while school is on break given the change from normal traffic patterns.

Example Complaint / Request Evaluation Process (Oak and Crescent)

1. Complaint and/or Request Received

- a. The resident (for Oak and Crescent) submitted an email requesting an all-way stop due to heavy traffic, speeding and safety concern. They believe the all-way stop would slow down traffic, improve visibility, reduce risk of collisions, increase pedestrian and bicyclist safety and provide greater peace of mind to nearby residents.

2. Applicable Standards and Background

- a. California Manual on Uniform Traffic Control Devices (CA MUTCD)
 - i. Code of Federal Regulations MUTCD is required as the national standard for all travel (on public streets, highways and bicycle trails)
 - ii. California Vehicle Code: Requires Caltrans to adopt State rules/regulations standards for traffic control devices (stop signs, yield signs, speed restrictions, etc). CA MUTCD is a slight modification to the MUTCD and meets this (and the Federal) requirement.
- b. California Highway Design Manual
 - i. Sight Distance Standards

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- c. Disadvantage of Unwarranted Modifications
 - i. All-Way Stops
 - 1. Decreased Compliance at Unwarranted Locations
 - a. Pedestrians at risk from poor compliance
 - b. Cross-traffic at risk from poor compliance
 - 2. Increased traffic on nearby streets (to avoid all-way stop)
 - 3. Increased noise and air pollution from additional vehicle stops and starts.
 - ii. Speed Limits
 - 1. Not enforceable if State standards and laws are not followed

3. Warrant Analysis

- a. Collisions
 - i. Requires 5 correctable Collisions within a 12-month period
 - ii. **Oak and Crescent: 3 Total Reported Between 2018 and September 2025**
 - 1. 2 (2025) were DUI, hitting a parked vehicle
 - 2. 1 (2023) non-injury (minimal data collected)**3. Warrant Not Met**
- b. Minimum Traffic Volume Requirements
 - i. Requirement:
 - 1. The Major Street: 300 vehicles / hour for any 8-hour period of an average day
 - 2. The Minor Street: 200 vehicles / hour for the same 8-hour period
 - a. Minor Street must also average delay of 30 seconds / vehicle (during highest hour)
 - 3. If 85th percentile speed exceeds 40 mph, numbers listed above are reduced to 70%
 - ii. **Oak and Crescent Counts**
 - 1. Oak: 121 vehicles / hour for highest 8-hour period
 - 2. Crescent: 104 vehicles / hour for same period
 - 3. Neither street's speed limit exceeds 40 mph (they are 25 mph)**4. Warrant Not Met**
- c. Combined Collisions and Volumes (if Neither meet Warrants Individually)
 - i. 80% of Collision Requirement
 - 1. 4 Correctable Collisions
 - ii. 80% of Traffic Volume Requirements
 - 1. Major: 240 vehicles / hour
 - 2. Minor: 160 vehicles / hour
 - iii. **Oak and Crescent**
 - 1. None of the 3 components meet the 80%**2. Warrant Not Met**
- d. Other Potential Considerations
 - i. Left turn conflicts
 - 1. Oak and Crescent: Not Applicable (low volumes)**
 - ii. Vehicle / pedestrian conflicts at high pedestrian location (i.e. schools, downtown)
 - 1. Oak and Crescent: Not Applicable (low volumes)**
 - iii. Two residential Collector streets with similar design and operational characteristics
 - 1. Oak and Crescent: Not Applicable (Oak is classified as a Local street)**
 - iv.
 - Sight visibility restrictions (if non-correctable)
 - 1. Oak and Crescent:** The resident at the southeast corner recently planted trees/shrubs within the "sight triangle" causing a slight reduction in visibility. The "sight triangle" is based on the California Highway Design Manual, Lodi Standard Plan 154, and Lodi Public Improvement Design Standards (Section 1.303).

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- a. This is a correctable measure and therefore is not applicable
- e. Next Steps
 - i. Inform the resident of the findings
 - ii. If Warranted
 1. Signage and/or Striping Improvements / Modifications
 - a. Take to Council (depending on extent)
 - b. Streets Division crews install the signs and street markings
 - i. Typically 3-5 weeks after Council Approval
 2. All-Way Stop
 - a. Take to Council to amend the Traffic Resolutions to include that location
 - b. Streets Division crews install the signs and street markings
 3. Traffic Signal
 - a. Added to the Signal Priority List for future funding
 - iii. If Warrant is Not Met
 1. Intersection are added to the Intersection Study List (ISL), if not already on it. The ISL is an ongoing list that the Traffic Division maintains of all signalized and non-signalized intersections that have previously requested improvements.
 - a. ISL Data is reviewed annually to see if conditions have changed in a way that the warrants may now be met.

Oak and Crescent Intersection History

- Added to the ISL in 1987
- June 2002 a larger stop sign was installed
- December 2002 “Cross Traffic Does Not Stop” signs were added
- Currently ranks 111 out of the 314 intersections on the ISL with 2-way stop controls
 - Based on traffic volumes and collisions within a 3-year period
 - A ranking of #1 would be the “worst” intersection on the list.

Staff Recommendation

Staff recommends to continue to follow the local, State and Federal guidelines related to the analysis and implementation of various traffic control devices, and to only install these devices when warranted.

STRATEGIC VISION:

7H. Public Safety: Address strategic safety problem areas in the community.

FISCAL IMPACT:

Not Applicable.

FUNDING AVAILABLE:

Not Applicable.



COUNCIL COMMUNICATION

AGENDA TITLE:

Discuss Agenda Items for the Fiscal Year 2026-27 Planning Session (CM)

MEETING DATE:

December 16, 2025

PREPARED BY:

James Lindsay, Interim City Manager

RECOMMENDED ACTION:

Provide Staff direction on agenda items to include for the Fiscal Year 2026-27 Planning Session scheduled for January 28, 2026.

BACKGROUND INFORMATION:

The City Council will be kicking-off the development of the Fiscal Year 2026-27 Budget with an all-day Planning Session to discuss priorities and initiatives for the upcoming fiscal year. Provided below, is a possible list of topics based on items raised during the Interim City Manager’s one-on-one meetings with individual Council Members and Executive Staff .

Possible Planning Session Agenda Topics for Consideration:

- Review of the City Council’s 2023 Strategic Vision (Attachments A-C)
- New Short-Term Initiatives (achievable in twelve months or less)
- Pension Stabilization Policy
- Deferred Maintenance - Parks & Streets
- Implementation of the Downtown Specific Plan and the Economic Strategic Plan

The last quarterly update the City Council received on the implementation of the Strategic Vision was in 2024 for the first quarter January - March 2024 (Attachment C). Therefore, staff seeks Council direction on its preferred agenda items to include for the first Fiscal Year 2026-27 Planning Session that is currently scheduled for January 28, 2026.

STRATEGIC VISION:

Not applicable.

FISCAL IMPACT:

Not applicable.

FUNDING AVAILABLE:

Not applicable.

RESOLUTION NO. 2023-98

A RESOLUTION OF THE LODI CITY COUNCIL ADOPTING CITY COUNCIL
STRATEGIC PRIORITIES AND MILESTONES TO BE COLLECTIVELY KNOWN
AS THE CITY'S STRATEGIC VISION

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WHEREAS, the Lodi City Council held a Council Retreat at Hutchins Street Square on April 11-12, 2023; and

WHEREAS, these professionally-facilitated public meetings included robust discussion amongst Council with input from Department Directors, the City Manager, Deputy City Manager, and appointed staff; and

WHEREAS, by adopting these goals, the City Council acknowledges its primary responsibility to create a Strategic Vision about the future direction and priorities for the City and it is the responsibility of City Staff (led by the City Manager) to develop a strategic workplan in alignment with and supportive of the Strategic Vision; and

WHEREAS, the City Council recognizes the importance of a unified Strategic Vision coming from the entire Council; and

WHEREAS, the eight strategic priorities contained within the Strategic Vision collectively represent the priorities of the City Council and should be utilized by staff as the foundation upon which future workplans are based and resource allocation decisions are made; and

WHEREAS, the City Council recognizes that all eight priorities are equally important and the strategic priorities have been assigned a number by their alphabetical order for reference only without regard to weight or importance; and

WHEREAS, the City Manager is directed to report not less than quarterly on the progress towards achievement of the milestones within the Strategic Vision.

NOW, THEREFORE, BE IT RESOLVED that the Lodi City Council does hereby adopt the City Council Strategic Vision and the Strategic Priorities and Milestones therein. The Strategic Priorities and Milestones are:

1. Downtown

Stretch Goal: Realize a lively mixed use, walkable commercial downtown district.

- A. Expand opportunities for downtown living.
- B. Preserve downtown historic character.
- C. Ensure accessibility for multi-modal transportation and public safety.
- D. Protect and promote the use of public facilities including the library, public safety building, and the city administration building.
- E. Expand the perimeter of downtown mixed-use zoning.
- F. Adopt policies that incentivize the revitalization of buildings and infrastructure.

2. Economic Development

Stretch Goal: Raise the median income of Lodi residents to the top 25% of the State of California.

- A. Develop a long-term economic development strategy.
- B. Expand and diversify economic opportunities.
- C. Continue to support Hydrogen Hub Project.
- D. Complete development of White Slough Public Safety Training Facility.
- E. Grow the City through East Side annexation.
- F. Repurpose and revitalize existing assets.
- G. Attract tech and non-agriculture jobs.

3. Fiscal Health

Stretch Goal: Create a fiscal structure to accomplish City Council Strategic Priorities.

- A. Promote City's fiscal transparency and citizen's fiscal fluency.
- B. Position Lodi to maintain a diversified revenue mix that reflects the economic prosperity of the community.
- C. Ensure elected leaders and staff retain focus on fiscal priorities.
- D. Anticipate and advocate against unfunded mandates, while ensuring the City has funding amounts equal to annual depreciation levels to maintain assets.
- E. Improve pension funding as against average cities by 25%.

4. Housing

Stretch Goal: Ensure every socio-economic demographic and family structure can secure quality housing within the community.

- A. Develop new housing opportunities with market values aligned with current Area Median Income (AMI) and standard housing/income ratios.
- B. Create more residential opportunities downtown.
- C. Ensure continued progress towards Regional Housing Needs Assessment (RHNA) Goals.
- D. Require a percentage of housing in new developments to be workforce housing.
- E. Adopt standards and policies to promote housing for all economic levels.
- F. Develop policies that will promote affordable housing by design; generational housing by design; and diverse housing by design.
- G. Consider ways to support the existence of an adequate number of rental properties.

5. Infrastructure

Stretch Goal: Develop and maintain a robust infrastructure to support a world-class city.

- A. Invest in innovative infrastructure with a high Return on Investment (ROI).
- B. Promote adaptive reuse of existing properties.
- C. Address deferred maintenance.
- D. Ensure capacity for future growth.
- E. Proactive infrastructure development for Sphere of Influence (SOI) and growth areas.
- F. Ensure that funding for maintenance of future development projects is sustainable and self-supporting.

6. Parks

Stretch Goal: Develop a world-class revenue generating Parks System.

- A. Fully staffed to annual benchmarks.
- B. Expand, develop and maintain Lodi Lake to meet or exceed industry standards.
- C. Develop and maintain sports/recreation facilities for City and public use, including an indoor sports facility.
- D. Expand, develop and maintain Hutchins Street Square Facilities to meet or exceed industry standards.
- E. Create a dedicated fund to improve event-based facilities to meet or exceed industry standards.

7. Public Safety

Stretch Goal: Create the best trained police and fire departments in the State of California.

- A. Reach and maintain full staffing.
- B. Create an outdoor training facility.
- C. Institute the Advanced Life Support (ALS) program.
- D. Build strategic regional partnerships with surrounding agencies to enhance fire and emergency response services.
- E. Research, develop and/or promote advanced training programs for police and fire personnel based on or exceeding best practices for service delivery and effecting public safety outcomes.
- F. Meet International Organization for Standardization (IOS) Measurements in response time.
- G. Ensure high levels of community involvement by public safety employees.
- H. Enhance programs to address strategic safety problem areas in the community, such as the unsheltered population, Fentanyl crisis, and animal services.

8. Public Well-being

Stretch Goal: Be a recognized leader in generating a happy, healthy, high quality of life for all.

- A. Increase opportunities for physical, recreational, and cultural activities.
- B. Partner with other public/private entities to provide outreach, education, and activities to engage diverse cultures and communities.
- C. Provide opportunities for access to mental health and substance abuse treatment.
- D. Focus on youth education and mentorship to foster positive life-choices.

Dated: May 17, 2023

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I hereby certify that Resolution No. 2023-98 as passed and adopted by the City Council of the City of Lodi in a regular meeting held May 17, 2023, by the following votes:

- AYES: COUNCIL MEMBERS – Bregman, Craig, Nakanishi, Yopez, and Mayor Hothi
- NOES: COUNCIL MEMBERS – None
- ABSENT: COUNCIL MEMBERS – None
- ABSTAIN: COUNCIL MEMBERS – None

Pamela M. Farris
 PAMELA M. FARRIS
 Assistant City Clerk



City of Lodi Council Retreat Final Report

April 21, 2023

Introduction

The City Council of the City of Lodi held a Council Retreat on April 11-12, 2023, to develop the City's Strategic Vision for the future. All of the Council Members and the Mayor were in attendance. The City Manager, the Assistant City Manager, and the Department Directors for the City were also in attendance. The retreat was facilitated by Strategic Government Resources (SGR.) The facilitator for SGR was Dr. Mike Mowery, SGR's President of Leadership Development and Strategic Foresight.

SGR's approach is built around the tenet that in the Council/Manager form of government, it is the responsibility of the Council to create a strategic vision, which is about direction and priorities, and that it is the responsibility of the staff to create a strategic workplan that is in alignment with and supportive of the Council's strategic vision. Because of that, SGR facilitates a process that enables the Council to set strategic priorities and milestones and relies upon the staff to create initiatives that will be executed to move the organization forward in alignment with the Council's vision.

This process includes having discussions about strategic questions to help the Council clarify what is important to them and develop a cohesive and coherent unified vision for the future. Below is a summary of these discussions as well as the strategic priorities and milestones developed during the retreat.

Reputational Drivers

Participants discussed the question, “What do we want to be known for in the future?” After discussing this question in small groups, each group shared their ideas with the larger group. The ideas that were shared fall roughly into two main categories.

1. Lodi will have a reputation for being a great place to live and do business.

- Safe city that is a great place to live.
- Inclusive and welcoming of people and new ideas.
- High quality of life with great amenities and educational programs.
- Engaged citizens and high levels of civic pride.
- Good for business.
- Strategic development and growth.

2. Lodi will have a reputation for being a well-run city.

- Fiscally responsible, providing excellent municipal services.
- High level of customer service.
- Trusted and Trustworthy.
- Visionary.
- Transparent.
- Data driven government.
- Excelling in communication and outreach to citizens.
- Well-trained staff and Council.
- Innovative with private/public partnerships.

Pressing Needs

The participants were asked to discuss what they perceived to be the pressing needs of residents both now and as the city moves into the future. They discussed this question in small groups. Below are the things that they identified.

- Homelessness.
- Affordable places to live.
- Comprehensive plan for downtown revitalization.
- Plan for economic development.
- Easier for businesses to renovate their properties.
- Infrastructure maintenance and development capacity.
- High quality of life.
- Not having to leave the city for amenities.
- Traffic enforcement.
- Literacy needs.
- Advance life support needs, especially for the elderly, children, and the homeless.
- Generational housing.
- Dealing successfully with technological advancements, such as the digitalization of city services.
- Fentanyl crisis.

SWOT Analysis

Participants were asked to conduct a modified version of a SWOT Analysis. They did not address the Strengths and Weaknesses of the organization, but instead, focused their attention on the future by discussing great opportunities on the horizon, as well as some of the threats to those opportunities as they perceive them. Below is a summary of the lists that the groups developed.

Opportunities

- Hydrolyzer.
- Tourism.
- City Size.
- Housing and Business Development.
- Water Supply.
- Green Power.
- Workforce development.
- Wine/Ag.
- Quality of life.
- Assets such as Lodi Lake.
- Drawing people to Lodi with quality amenities.
- Generate revenue through some city services.
- Strengthening the City's relationship with the County.
- Expanding and developing assets.

Threats

- Limited funding for the Hydrolyzer.
- Limited services for tourism.
- Limited infrastructure to accommodate development needs.
- State Legislature response to the drought could affect water supply.
- Generational brain-drain.
- Revenue constraints.
- Limited amount of staff time to invest in projects.
- Skeleton crew staffing.
- Community pushback on fees.

Strategic Priorities

The Council was asked to identify their top priorities as a governing board. This was done through having a series of discussions between the Council members so that the list of priorities was a unified, collective list of priorities that the whole council agreed upon. The Council identified 8 Strategic Priorities. They are listed in alphabetical order below.

- 1. Downtown**
- 2. Economic Development**

3. **Fiscal Health**
4. **Housing**
5. **Infrastructure**
6. **Parks**
7. **Public Safety**
8. **Public Well-being**

Strategic Priorities and Milestones

Participants were asked to identify Milestones for each of the Strategic Priorities. Milestones help answer the question, “What do you mean by that?” They help clarify the Council’s intention and help the Staff to know that they are moving in the right direction to fulfill the Council’s priorities in a timely fashion. Neither Priorities, nor Milestones, are typically items that can be completed in the short-term. These are long-term priorities and “objectives” that can take years and decades to accomplish.

Below is the list of Milestones for each of the Strategic Priorities that the Council developed. Also, included below is one Stretch Goal developed for each Strategic Priority. A Stretch Goal is one which the Council would consider the ideal long-term result of their efforts.

1. Downtown

Stretch Goal: Realize a lively mixed use, walkable commercial downtown district.

- A. Expand opportunities for downtown living.
- B. Preserve downtown historic character.
- C. Ensure accessibility for multi-modal transportation and public safety.
- D. Protect and promote the use of public facilities including the library, public safety building, and the city administration building.
- E. Expand the perimeter of downtown mixed-use zoning.
- F. Adopt policies that incentivize the revitalization of buildings and infrastructure.

2. Economic Development

Stretch Goal: Raise the median income of Lodi residents to the top 25% of the State of California.

- A. Develop a long-term economic development strategy.
- B. Expand and diversify economic opportunities.
- C. Implement Hydrogen training facilities.
- D. White Slough Public Safety Training Facility.
- E. City growth through East Side annexation.
- F. Repurposing existing assets.
- G. Attracting tech and non-ag jobs.

3. Fiscal Health

Stretch Goal: Create a fiscal structure to accomplish City Council Strategic Priorities.

- A. Promote city's fiscal transparency and citizen's fiscal fluency.
- B. Position Lodi to maintain a diversified revenue mix that reflects the economic prosperity of the community.
- C. Ensure elected leaders and staff retain focus on fiscal priorities.
- D. Anticipate and advocate against unfunded mandates, while ensuring the city has funding amounts equal to annual depreciation levels to maintain assets.
- E. Improve pension as against average cities by 25%.

4. Housing

Stretch Goal: Ensure every socio-economic demographic and family structure can secure quality housing within the community.

- A. Develop new housing opportunities with market values aligned with current AMI and standard housing/income ratios.
- B. Create more residential opportunities downtown.
- C. Ensure continued progress towards RHNA Goals.
- D. Require a percentage of housing in new developments to be workforce housing.
- E. Adopt standards and policies to promote housing for all economic levels.
- F. Develop policies that will promote affordable housing by design; generational housing by design; and diverse housing by design.
- G. Consider ways to support the existence of an adequate number of rental properties.

5. Infrastructure

Stretch Goal: Develop and maintain a robust infrastructure to support a world-class city.

- A. Invest in innovative infrastructure with a high ROI.
- B. Adaptive reuse of existing properties.
- C. Address deferred maintenance.
- D. Ensure capacity for future growth.
- E. Proactive infrastructure development for SOI and growth areas.
- F. Ensure that funding for maintenance of future development projects is sustainable and self-supporting.

6. Parks

Stretch Goal: Develop a world-class revenue generating Parks System.

- A. Fully staffed to annual benchmarks.
- B. Acquire Mokelumne River Nature Area to expand Lodi Lake.
- C. Build an indoor sports facility.
- D. Expand HSS Facilities.
- E. Create a dedicated fund to improve event-based facilities.

7. Public Safety

Stretch Goal: Create the best trained police and fire departments in the State of California.

- A. Reach and maintain full staffing.
- B. Create an outdoor training facility.
- C. Institute the ALS Program.
- D. Combine fire base workforces in North County.
- E. Create Revenue generating services in public safety.
- F. Meeting ISO Measurements in response time.
- G. High levels of community involvement by public safety employees.

8. Public Well-being

Stretch Goal: Be a recognized leader in generating a happy, healthy, high quality of life for all.

- A. Increase opportunities for physical, recreational, and cultural activities.
- B. Partner with other public/private entities to provide outreach, education, and activities to engage diverse cultures and communities.
- C. Provide opportunities for access to mental health and substance abuse treatment.
- D. Focus on youth education and mentorship to foster positive life-choices.

SGR Recommendations

1. SGR recommends that the City Council formally adopt these Strategic Priorities and Milestones as their Strategic Vision at an upcoming regular City Council Meeting, and that the staff develop a workplan or strategic plan that is in alignment with the Council's Strategic Vision.
2. SGR recommends that the City hold an annual Council Retreat with the Department Directors to review the progress that is being made on the Strategic Vision and to address any adjustments that need to be made to the Strategic Vision and Milestones.



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

1. Downtown

Stretch Goal: Realize a lively mixed-use, walkable commercial downtown district.

- **Community and Economic Development:** Issue Requests for Proposal (RFP) for a comprehensive Downtown Specific Plan update to address all milestones in this goal. The project estimate is up to \$750,000 in consultant fees and a 24-month timeline for deliverables post-contract award.
 - *RFP was issued on March 20, 2024. Proposals were due on April 24th. Eight proposals were received and are currently under review.*
- A. Expand opportunities for downtown living.
- B. Preserve downtown's historic character.
 - **Public Works:** Continue downtown annual maintenance including parking structure maintenance and repair and concrete cleaning and paver repair.
 - *The Downtown Cleaning Project is scheduled for Summer 2024.*
 - **Electric Utility:** Continue to proactively maintain historic decorative streetlights and other distribution infrastructure.
 - *The multi-year LED Streetlight Improvement Project was completed in 2023. Staff are currently working to develop a plan to address safe and secure access to meet electricity needs of vendors during Downtown special events.*
- C. Ensure accessibility for multi-modal transportation and public safety.
- D. Protect and promote the use of public facilities including the library, public safety building, and the city administration building.
 - **City Manager:** Maintain contracts for security services at public facilities and patrol within the downtown core to ensure safe access to public facilities and provide resources to monitor nuisance issues.
- E. Expand the perimeter of downtown mixed-use zoning.
- F. Adopt policies that incentivize the revitalization of buildings and infrastructure.
 - **Electric Utility:** Continue to offer 0% energy efficiency financing for commercial and industrial customers.
 - *While no additional loans were processed during this period, the utility continues to offer 0% energy efficiency financing for commercial and industrial customers in combination with rebate incentives as promoted through the City's website and third-party program administrator.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

2. Economic Development

Stretch Goal: Raise the median income of Lodi residents to the top 25% of the State of California.

- A. Develop a long-term economic development strategy.
 - *Economic Development Director started on February 5, 2024.*
 - *Council established the Economic Development Ad Hoc Committee and initiated recruitment of members to serve on the advisory board for a period of two (2) years.*
- B. Expand and diversify economic opportunities.
 - **Economic Development:** Launch the Hometown Microloan Program and provide loans ranging from \$5,000 to \$50,000 to Lodi entrepreneurs and micro business with 10 or fewer employees.
 - *Launched Hometown Microloan Program on December 1, 2023 with California Capital, a non-profit lender, to administer the microloan program and partnered with the San Joaquin County Small Business Development Center (SJSBDC) to provide one-on-one counseling for Lodi-based entrepreneurs and small businesses in the areas of loan preparedness, small business consulting, and practical financial training.*
 - *Conducted direct outreach to small businesses throughout the City and held an informational workshop at City facilities to promote the Hometown Microloan Program.*
 - *Executed agreement with SizeUp, a business intelligence software that provides market research and business insights to empower business owners, start-ups, and aspiring entrepreneurs in making smart data-driven decisions to grow their business. This tool will be available to all businesses free of charge on the City's website.*
- C. Continue to support Hydrogen Hub Project.
 - **Public Works:** Continue to make land available at White Slough Pollution Control Facility for hydrogen facility by planning for future public works needs on other available land.
 - *This is an ongoing project.*
 - **Electric Utility:** Continue partnership with Northern California Power Agency (NCPA) to pursue project funding and strengthen partnerships to develop the project.
 - *City staff and representatives met with the San Joaquin County Board of Supervisors on March 12, 2024 discussing both the local and regional benefits the Hydrogen Hub Project will bring to the area.*
 - *In November 2023, the City submitted a \$10 million funding request to SJCOG as part of the annual One Voice Application process. The application was approved and will be included as part of the One Voice effort in May. City Staff met with NCPA as well as the City's sales tax consultant to discuss contract specifications to ensure the maximum direct allocation of sales tax revenue to the City once Hydrogen Hub Project construction activities commence.*
- D. White Slough Public Safety Training Facility.
 - See milestone 7.B for work plan report.



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- E. Grow the City through East Side annexation.
 - **Economic Development:** Develop flexible timing/action plan for East Side annexation.
 - *Internal staff meeting was held to begin planning for infrastructure needs, financing and outlining any potential challenges for development.*
- F. Repurposing existing assets.
 - **Economic Development:** Complete reuse plan for specific geographic area utilizing brownfields assessment funds.
 - *The reuse and marketing analysis of the former Sunset Theater. Study is expected to be completed in September 2024.*
- G. Attracting tech and non-agriculture jobs.
 - See milestone 2.C for work plan report.

3. Fiscal Health

Stretch Goal: Create a fiscal structure to accomplish City Council Strategic Priorities.

- A. Promote the city’s fiscal transparency and citizens’ fiscal fluency.
 - *In February 2024, provided Council with a quarterly update on the Community Improvement Division.*
 - *Monthly financial reports presented to Council for the first time in March 2024, outlining the year to budget to actuals with comparison to previous fiscal year.*
 - **Finance:** Continue work towards an open budget platform available to the public.
 - **Finance:** Continue publishing the annual budget in brief and Measure L in brief flyers and web postings.
 - **Finance/Electric Utility/Public Works:** Continue to provide quarterly financial utility updates to City Council.
 - *The Fiscal Year (FY) 2023/24 Q1 and Q2 utility updates were presented to City Council on February 21, 2024.*
- B. Position Lodi to maintain a diversified revenue mix that reflects the economic prosperity of the community.
 - *In January 2024, Amended Title 17 ordinances (Sections 17.14.100 Walls, Fences and hedges; 17.20.030 Commercial zoning district land uses and permit requirements; 17.22.030 Mixed use zoning districts land uses and permit requirements; 17.24.030 Industrial zoning district land uses and permit requirements; 17.36.170 Parking facilities/vehicle storage; 17.36.180 Auto Sales and Rental; 17.36.190 Storage Indoor mini-storage facilities; and 17.54.090 Filing and processing of final maps) to create consistency with the Lodi General Plan.*
 - *In February 2024, provided a study session to Council concerning the second phase of amendments to the Development Code.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- **Finance:** Research and present new revenue opportunities for City Council consideration.
 - *Staff presented Council in January with options to consider outreach for a potential revenue measure in 2024.*
- **Finance:** Maintain a \$25 million money market investment balance with F&M Bank to enhance local liquidity towards achieving Council Strategic Imperatives 1, 2, and 4.
 - *F&M Bank Money Market Balance as of March 31, 2024 is \$27,404,559.07.*
- C. Ensure elected leaders and staff retain focus on fiscal priorities.
 - *In March 2024, obtained Council approval for a new Business License Registration Program.*
- **Finance/Parks:** Ensure rental cost recovery information is communicated to Council and increase rental revenue by 10% through enhanced marketing and/or fee adjustments.
- D. Anticipate and advocate against unfunded mandates, while ensuring the city has funding amounts equal to annual depreciation levels to maintain assets.
 - **Finance:** Continue reporting on annual depreciation compared to funding levels within the annual budget for replacement funds.
 - **Public Works:** Present 5-year Water and Wastewater utility rate studies and recommend approval of annual rate adjustments according to plan to maintain adequate funding reserves for operations and capital.
 - *Presented 5-year Water and Wastewater rate studies and held Proposition 218 public hearing at the January 17, 2024 Council meeting. Rate schedule approved through December 2028 with annual rate increases capped at 5%. Council approved a 3% water rate increase that became effective on February 1st, and a 4% wastewater rate increase was approved for July 1st of 2024.*
 - **Public Works:** Design and construct improvements at White Slough Pollution Control Facility to meet EPA and state regulations for contaminant levels of both solids and liquids in the waste stream including biological removal of ammonia from the liquid waste stream and stabilizing solids extracted from the wastewater treatment process.
 - *The Electric Building Improvement Project, Solid Handling Improvement Project and the Aeration Improvement Project are all underway concurrently. These three projects total over \$21 Million and will improve treatment efficiencies along with treatment reliability. The projects are expected to be completed in 18-24 months. Project construction continues on these projects and remains on schedule.*
 - **Electric Utility:** Implement 2% annual rate increases in August 2023 and July 2024 as approved by City Council in May 2023 to ensure adequate funding is available for operations, maintenance, and reserve requirements.
 - *The updated monthly customer fixed charges, approved by City Council in May 2023, continue to be applied to customer bills. Detailed information on the rate increase to take effect July 2024 continues to be made available to the public in the utility's website at www.lodielectric.com. As of March 2024, the utility had approximately \$39M in available reserves, or 138% of its annual reserve target.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- **Electric Utility:** Continue to maintain a 10-year financial forecast with annual capital spending minimums set at annual depreciation of utility system assets.
 - *The utility is currently working on updates to its 10-year financial forecast based on the submitted FY24/25 budget. Those updates will be reflected in the next quarterly utility update anticipated to be presented to City Council in May 2024.*
- E. Improve pension as against average cities by 25%.
 - **Finance:** Continue implementation of the City’s Pension Stabilization Policy.
 - *The Finance Department will be sending the excess of the General Fund FY2023 fund balance to PARS for investment. This will also include the other funds proportionate share totaling \$1,134,940.*

4. Housing

- **Community Development:** Complete Housing Element update to address all milestones in this goal. The project estimate is \$500,000 or more in consultant fees.
 - *In March 2024, received Council approval to amend the General Plan for the 6th Cycle Housing Element Update and to transmit the report to the California Department of Housing and Community Development.*

Stretch Goal: Ensure every socio-economic demographic and family structure can secure quality housing within the community.

- A. Develop new housing opportunities with market values aligned with current Area Median Income (AMI) and standard housing/income ratios.
- B. Create more residential opportunities downtown.
 - **Community Development:** Begin drafting zoning code modifications to permit additional residential opportunities as recommended through housing element update or Downtown Specific Plan process.
- C. Ensure continued progress towards Regional Housing Needs Assessment (RHNA) Goals.
 - **Community Development:** Continue pursuit of funds and planning progress towards the development of additional transitional and supportive housing units in an adaptive reuse process of existing hotels on Main St.
 - *In February 2024, received Council approval for a resolution approving the issuance of Growth Allocations for the proposed multi-family project at 2057 Lower Sacramento Road.*
 - *In February 2024, received Site Plan and Architectural Review Committee approval for architectural designs for single-family homes in the Reynolds Ranch Planned Development.*
 - *In March 2024, received Council approval for the 2023 Housing Element Annual Progress Report and transmittal to the California Department of Housing and Community Development and the Governors’ Office of Planning and Research.*



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

- **Community Development:** Continue discussions with the Housing Authority of San Joaquin County for the potential development of Salas Park Seniors, a 100+ affordable senior housing project with veterans’ preference on vacant City-owned property.
- **Community Development:** Continue discussions with the Housing Authority of San Joaquin County for the potential development of between 12 and 24 units of deed-restricted affordable housing using a shared equity program allowing residents to acquire equity over time through rental payments. The project would be located on City property on Stockton and Harney Lane.
- D. Require a percentage of housing in new developments to be workforce housing.
 - **Community Development:** Draft zoning code modifications for Council consideration.
- E. Adopt standards and policies to promote housing for all economic levels.
 - **Community Development:** Finalize design and initiate construction on the Access Center project and award service contract to the facility operator.
 - *In January 2024, presented Council with updates on the Access Center Project.*
 - *In February 2024, presented Council with timeline updates on the Access Center Project.*
 - *In March 2024, received Council approval to update the authorized signer for the Permanent Local Housing Allocation (PLHA) Grant.*
 - **Electric Utility:** Continue to offer income-qualified incentives for energy efficiency and electric vehicle purchases as well as monthly bill discounts for low-income households.

Rebates issued January – March 2024 include:

<u>Rebate/Incentive Program</u>	<u># Issued</u>	<u>Total \$ Value of Rebate/Incentive</u>
Income Qualified EV Purchase Rebate	1	\$3,500
EV Purchase Rebate	25	\$25,000
EV Charger Rebate	17	\$9,000
Energy Efficiency Rebate	182	\$163,045

- *Approximately 1,000 customers continue to receive the 30% SHARE income-based discount.*
- F. Develop policies that will promote affordable housing by design; generational housing by design; and diverse housing by design.
 - **Community Development:** Revise development standards for housing to include these and other affordability elements, including development standards for subdivisions.
- G. Consider ways to support the existence of an adequate number of rental properties.



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

5. Infrastructure

Stretch Goal: Develop and maintain a robust infrastructure to support a world-class city.

- A. Invest in innovative infrastructure with a high Return on Investment (ROI).
- **Finance:** Develop a business plan for outdoor public safety training facility in Lodi (see Milestone 7.B for facility work plan).
 - **Parks:** Design and initiate full renovation of Legion Park Community room to enhance rental potential.
 - **Parks:** Install climate control system at Hutchins Street Square (HSS) pool to reduce moisture levels, reducing long-term costs from moisture-related damage and enhance usability of the indoor pool.
 - *ICR (Industrial Commercial Refrigeration), citywide contractor, the existing system climate control system has been repaired, repair work in the pool building is underway - \$48,000.*
 - **Parks:** Perform facility/system-wide needs assessment and develop a three-year plan for full video surveillance, including a budget to ensure the safety of parks facilities and provide protection of valuable infrastructure.
 - **Community Development:** Examine both public and private underutilized or vacant property Citywide and consider approaches for achieving the highest and best use, including policy or zoning modifications, for Council’s consideration.
 - *In January 2024, received Site Plan and Architectural Review Committee approval for a new restaurant (Pietro’s Trattoria) to be located at 282 Rocky Lane.*
 - *In January 2024, received Planning Commission recommendations for City Council to amend the General Plan Map and the Zoning Map from medium-density residential to high-density residential at APN: 058-030-38 and 2057 South Lower Sacramento Road.*
 - *In February 2024, received Planning Commission approval for a Type 47 ABC License for an existing restaurant (Shi Ra Soni 2) located at 1420 W. Kettleman Lane, Suite M, for on-site alcoholic sales at 1420 W. Kettleman Lane, Suites C and D; and a Type 47 ABC License for an existing restaurant (Mazatlan Café) located at 125 N. Sacramento Street.*
 - *In March 2024, received Planning Commission approval for a Type 70 ABC License at a hotel (Residence Inn by Marriot) located at 2855 Reynolds Ranch Parkway; a Type 47 ABC License at a new restaurant (Market Tavern) located at 28 S. School Street; and recommendation for City Council approval of an amendment to the General Plan Map and Zoning Map from Industrial to Mixed Use Center, in addition to a use permit to allow a new hotel, retail space and 150-unit apartment complex (Lakehouse) to be located at 1018 N. Lower Sacramento Road.*



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

- **Electric Utility:** Support the completion and operation of California Department of Water Resources in town power plan for California electrical grid constraints and local transmission emergencies.
 - *Construction activities are completed and Lodi Electric issued an Authorization to Sync on March 7, 2024 for the power plant. Testing and commissioning are scheduled for mid-April with commercial operation anticipated in June.*
- **Electric Utility:** Continue to meet and exceed industry standards for system inspections and maintenance work while proactively identifying and addressing system issues prior to outages or disturbances.
 - *Replacement of overhead copper conductors to improve system reliability and safety is complete. The utility trimmed or removed nearly 450 trees from overhead power lines during the quarter.*
- **Electric Utility:** Continue investment in modernizing Lodi Electric’s substations to ensure the highest levels of reliability.
 - *Upgrade of Industrial Substation 60 kV protection devices is 100 percent complete. Upgrade of Killelea Substation 12 kV protection is at 80 percent and on target to be completed by June 2024.*
- B. Adaptive reuse of existing properties.
 - See Milestone 4.C for further work plan update.
 - **Fire:** Evaluate needs for ensuring firehouse(s) are suitable for co-ed living including developing cost estimates.
 - **Public Works:**
 - *Proposed lease agreements for the Historic Firehouse and City Hall will be on the Council agenda for approval in May. Agreements are with the Lodi Historical Society and the Lodi Professional Firefighter Union for use as a historical museum and union hall.*
- C. Address deferred maintenance.
 - *Blakely Park, Enze Pool Project – Project completed by Western Water Feature, \$380,000 (\$219,000 per capita funding, remaining parks capital).*
 - **Parks:** Search and apply for grants to replace Lodi Lake’s non-motorized dock.
 - *Portions of dock have been repaired.*
 - **Parks:** Complete demolition of dilapidated, attractive nuisance park structures (Lodi Look Building, Lawrence Park Restroom and Softball Complex Concession Stand).
 - *Buildings have been demolished; punch list items pending for project completion.*
 - **Parks:** Complete playground renovation/replacements at English Oaks, Hale Park tot lot, Peterson East, Legion and Katzakian parks.
 - *Contractor has been selected and playground equipment has been selected and ordered.*
 - **Parks:** Finish improvements to Peterson Park tennis courts.
 - **Parks:** Clean grout and reseal tile in restrooms at Hutchins Street Square (HSS) Theater and complete concrete repair work on HSS exterior.



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

- **Parks:** Complete Zupo Field grandstand seating and press box replacement improvements.
 - *Contract awarded to AM Stephens Construction May 3, 2023, project cost \$4,575,231. Project is approximately 70% completed. All site concrete and masonry work has been completed; fencing, electrical items, painting, and roofing work is underway. The grandstands and press box package are scheduled to arrive in mid-March.*
 - *Ribbon cutting held April 12, 2024; project 99% complete.*
- **Public Works:** Maintain and publish a schedule of roof replacements on City facilities/buildings including Hutchins Street Square (HSS).
- **Public Works:** Continue annual wastewater main replacement program to replace mainlines that have exceeded their anticipated useful life.
 - *This is an ongoing project. Phase 10 is substantially complete.*
- **Public Works:** Continue annual water well rehabilitation program to maintain and improve wells with past due maintenance to optimal condition
 - *This is an ongoing project.*
- **Public Works/Police:** Complete HVAC replacements to ensure jail operability and reduce overheating in the summer/fall.
 - *Two units have been installed with the 3rd unit expected to be installed in June 2024.*
- **Public Works/Police:** Complete indoor range renovation to enable efficient regular officer training.
 - *Phase 2, which includes the installation of the shooting range bullet trap, partitions, and range master office, is scheduled to be under construction in March/April 2024. The project has been awarded and is on schedule.*
- D. Ensure capacity for future growth.
 - See Milestone 7.H for Animal Shelter work plan.
 - **Public Works:** Continue administration of existing Impact Mitigation Fee programs.
 - *This is ongoing.*
 - **Public Works:** Initiate projects to expand capacity at the Surface Water Treatment Plant, add new water Well #29, and begin design and construction of a new water tank.
 - **Electric Utility:** Continue to work with PG&E and the CPUC on the 230kV transmission upgrade project to improve capacity, reliability, and affordability for City of Lodi ratepayers and ensure access to high voltage electricity in sufficient capacity to serve current and future development.
 - *The CPUC continues to conduct its environmental review under CEQA. A final EIR and CPUC decision on the project is anticipated in 2025. Electric Utility staff met with two engineering consultants as well as multiple vendors and distribution system equipment suppliers to discuss qualifications, specifications and product lead times. Understanding and planning for any market challenges will be key to ensuring successful delivery of this project.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- **Electric Utility:** Complete feeder extension intertie work to allow for additional capacity in system-constrained parts of the City.
 - *The 1267/47 Feeder Extension Project is 100 percent complete. At 30 percent complete, directional drilling has been completed for the McLane 1229 Extension Project and poles have been ordered. At 10 percent complete, all pole testing for the Killelea 1211 Reconductor Project is complete and staff are working to complete final design for this project. At 30 percent complete, design is wrapped up on the Henning Getaway Project with directional drilling and construction scheduled to start in Q4 of 2024.*
- E. Proactive infrastructure development for Sphere of Influence (SOI) and growth areas.
 - **Community Development:** Encourage the development of infrastructure financing options such as Community Facilities Districts or additional Impact Mitigation Fees for new growth areas.
- F. Ensure that funding for the maintenance of future development projects is sustainable and self-supporting.
 - **All (Finance Lead):** Develop a comprehensive list of infrastructure, current condition, prioritization for maintenance, upgrade or repair, annual funding requirements, and identify funding shortfalls.
 - *A capital and maintenance schedule for HSS has been developed to analyze current and future needs. Initial analysis reports over \$8M in funding needed, underfunding at over \$5M and an ongoing annual contribution of at least \$370K is needed.*
 - **Parks:** Bring on-line an automated work order system to support division and department-wide data-driven decision-making for prioritization of parks maintenance and projects.
 - See Milestone 3.D for water/wastewater and electric forecast and rate increase plans to ensure adequate funding for operations and maintenance.

6. Parks

Stretch Goal: Develop a world-class revenue-generating Parks System.

- A. Fully staffed to annual benchmarks.
 - **Parks:** Develop parks service level, cost recovery, maintenance, and resulting staffing standards for Council consideration.
- B. Expand, develop, and maintain Lodi Lake to meet or exceed industry standards.
 - **Parks:** Finalize Lodi Lake south side improvements; upgrade and install new cable fencing in RV area.
 - *Restoration of north side restrooms: WMB Architects, Inc. conducting investigative analysis on the fire damage. Updated 03/31/2024: Plans, specifications and estimates underway.*
 - *Fire Mitigation at Nature Area: West Coast Arborists have completed tree maintenance related to storm clean up and fire mitigation. San Joaquin Sheriff's Community Corps has completed initial clearing of dry brush/branches closest to surrounding neighborhood; with work to be ongoing throughout the year.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- *Lodi Lake Box Culvert Improvements: Project bid and awarded to Consolidated Engineering of Valley Springs. Work to start February 2024. Updated 03/31/2024: Culvert Improvements complete.*
- *Lodi Lake Improvements: Work is scheduled to officially begin on January 25th and go through mid-June, weather pending. Updated 03/31/2024: Project is underway and on schedule.*
- See Milestone 5.C for an additional deferred maintenance work plan.
- C. Develop and maintain sports/recreational facilities for City and public use including an indoor sports facility.
 - See Milestones 5.A and 5.C for infrastructure and deferred maintenance work plan.
 - **Parks:** Issue Request for Proposals for the indoor batting cage concession.
 - *Request for Proposals drafted.*
 - *Request for Proposals released; proposals due April 18, 2024.*
 - **Parks:** Release Request for bids for the next phase of Debenedetti Park construction.
 - *Permitting process underway.*
- D. Expand, develop, and maintain Hutchins Street Square (HSS) Facilities to meet or exceed industry standards.
 - See Milestones 5.A and 5.C for infrastructure and deferred maintenance work plan.
 - *Received quotes for painting of rooms and halls; theater curtain rigging inspection completed; quotes received for repairs and refinishing of Kirst Hall, Crete Hall and Thomas Theater floors; double check valve purchased. This work is possible due to HSS Foundation's donations of over \$150K.*
 - *Painting of rooms and halls complete. Refinishing of floors underway. Theater curtain rigging inspection completed; obtaining quotes for repairs of the fire curtain.*
- E. Create a dedicated fund to improve event-based facilities to meet or exceed industry standards.
 - **Finance/Parks:** Continue annual budget transfer of a minimum of \$400,000 from Measure L to the Parks Capital Projects fund.
 - *Transfer of funds occurred in FY2024.*
 - **Finance/Parks:** Transfer rental income from the new power plant in excess of the annual requirement to fund the buyout option at Lodi Lake to the Parks Capital Projects fund (additional \$560,000).
 - *Transfer of funds occurred in FY2024.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

7. Public Safety

Stretch Goal: Create the best-trained police and fire departments in the State of California

A. Reach and maintain full staffing.

- **Police:** Improve the hiring process with a target max of 90 days from application to hire on all positions.

Hiring Objective	Current Time	Goal Time
Application period	1 week	1 week
Physical and Written exams (if applicable)	4 weeks	3 weeks
1 st and 2 nd level interview, issuance of background check application	2 weeks	2 weeks
Background investigation	3-4 weeks	3 weeks
Psychological Exam	4-5 weeks	3 weeks
Medical Exam	3 weeks	1 week
2 week notice (if applicable)	2 weeks	2 weeks

- *Initial recruiting presentation given to Delta Police Academy with HR present along with first and second level interviews and background check application handed out to those who passed on same day.*
- **Police:** Add a new Animal Services Program manager to provide professional oversight of facility construction and ongoing program operations.
 - *Job posted, first and second interviews completed with a prospective candidate is currently in the background process.*
- **Police:** Develop a department-wide succession plan including a formalized mentoring program that is widely communicated to employees.
 - *Second rough draft succession plan submitted to Operations Division Commander for review and returned for updates.*
- **Police:** Create structured mental wellness and peer support programs.
- **Public Works:** Homeless Clean-Up Activities
 - *Street Division completed 126 work orders totaling 212 hours related to homeless clean-up activities.*
- **Fire:** Maintain current and compliant PPE, equipment, and apparatus to ensure a safe work environment for staff. Replace equipment with items meeting or exceeding NFPA standards.
 - *Extractors have been installed at the remaining three fire stations. Extractors are special washing machines that remove carcinogens and cancer-causing particulates from personal protective equipment.*
 - *The spec for the new fire truck that replaces a 2001 American La France Tiller Truck has been finalized. We should take possession of the new truck late in 2024.*



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

B. Create an outdoor training facility.

- **Police:** Draft operations Memorandum of Understanding (MOU) and facility use agreements with Delta College for initial phases of outdoor training facility including Emergency Vehicle Operations Course series (EVOC), classroom, and shooting elements.
 - *Re-scope phase 1 for outdoor range to allow for construction bid.*
 - *Staff is scheduling additional meeting to discuss agreements with Delta College.*
- **Police:** Continue efforts to secure funding for an outdoor training facility.
 - *Lodi Police Foundation developing fundraiser for building materials to offset costs.*
 - *Community grant funding request submitted for \$2,811,760 towards project equipment.*
- **Public Works:** Continue the design of the facility in anticipation of a potential construction bid.
 - *This is ongoing.*
- **Fire:** Begin discussions with Police and Delta College about possible inclusion in future phases of the outdoor training facility.
- **Fire:** Continue enhancements to Station 2 as a fire training ground.

C. Institute the ALS Program.

- **Fire:** Continue work with San Joaquin County Emergency Medical Services to gain acceptance of the City's transition to an Advance Life Support (ALS) service work plan.
 - *Approval was received from SJCEMSA for the approval of Advanced Life Support Implementation Plan.*
- **Fire:** Continue paramedic school for four staff currently enrolled using grant funds for tuition and overtime backfill.
 - *The first four personnel that enrolled in paramedic school completed their didactic portion of school.*
 - *Two of the four personnel have also completed the hospital time portion of paramedic school.*
 - *Five additional personnel have enrolled in paramedic school and begun the didactic portion of school.*

D. Consider strategic regional partnerships with surrounding agencies to enhance fire and emergency response services.

- **Fire:** Participate in the EMS system evaluation plan to create a regional standard of coverage plan.

E. Research, develop, and/or promote advanced training programs for police and fire personnel based on or exceeding best practices for service delivery and affecting public safety.

- **Fire:** Continue to onboard new Firefighters through probation.
 - *Four recruits are currently participating in the Stockton Fire Academy.*
 - *Currently, the department has made a job offer to one individual and has another individual in the interview process bringing the department closer to filling all vacancies.*



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- **Fire:** Emphasize continued and strategic education for existing staff to take advantage of promotional opportunities as part of succession planning.
 - *Two members of the department attended Public Information Officer (PIO) and are now certified PIO's for the Fire Department.*
 - *Two probationary members completed the Tiller Task Book and are now able to tiller the truck.*
 - *Three Battalion Chiefs completed DICO training which allows them to operate as infectious control officers.*
 - *Three firefighters are currently working out of class as Driver/Operator in anticipation of Engineer testing.*
- **Fire:** Enhance EMS training ability to prepare for full ALS transition.
 - *The department secured a cardiac monitor simulator, which was funded by the Lodi Fire Foundation. This device allows personnel to train for real life cardiac emergencies.*
- **Fire:** Continue to leverage regional training opportunities with surrounding agencies.
 - *The department continues to host regular multi-company drills with Woodbridge Fire District.*
- **Police:** Continue to meet Police Officer Standard Training (POST) requirements for all new and existing officers.
 - *Goal completed in 3rd Quarter 2023 and continues to be met.*
- **Police:** Continue to pursue alternate methods of policing and enforcement through policy modification, de-escalation training, and community partnerships to provide the best safety outcomes.
 - *New Flock cameras and gunshot detection system approximately 70% installed and already functioning to provide current updates to dispatchers and officers.*
- **Police:** Increase ad hoc internal briefing training to more adequately address updated tactics, case law, state statutes, and policy revisions in real time.
 - *A retired annuitant has been hired and assigned to continue Daily Training Bulletins to cover updated policy, case law, and tactics. They will also regularly update departmental policies to stay current with legislative changes and case law.*
- F. Meet International Organization for Standardization (ISO) Measurements in response time.
 - **Fire:** Continue to educate and train fire line personnel in fire operation, fire prevention, and fire administration.
 - *Four members attended a series of HazMat Training to become certified members of the HazMat Team.*
 - **Fire:** Maintain dispatch contract with the City of Stockton.



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- **Police:** Maintain staffing levels in patrol and dispatch and prioritize response to the highest-level reported incidents.

- **Maintain continuous recruitments**

Officers Hired	2
Officers completing FTO	1
Open Offers in background (all positions)	7

- *Dispatch is currently fully staffed.*

G. High levels of community involvement by public safety employees.

- **Fire:** Begin evaluation of a community paramedic program with potential medical and non-profit partners to enhance local medical response services.
- **Fire:** Increase Fire Prevention Public Education Teams.
- **Police:** Continue Coffee with a Cop and Conchas with a Cop program for open access community outreach, holding at least 6 events during the year.
 - *Community Engagement Events held Fiscal Year to Date (January 1 through March 31, 2024)*

Events Held this Period

<u>Date</u>	<u>Event</u>	<u>Community Members Reached</u>
January 11	180 Teen Center Presentations	30
January 29	Cub Scouts Meeting	10
February 20	Preschool Horizon Vinewood Presentation	9
February 22	Preschool and Lodi Christian Presentation	75
February 24	NorCal Science/Technology Fair	1,500
March 11	Boy Scouts Meeting	12
	Total Community Members Reached	1,636

H. Enhance programs to address strategic safety problem areas in the community, such as the unsheltered population, the Fentanyl crisis, and animal services.

- See milestone 4.E for Access Center work plan.
- **Public Works/Police:** Finalize design and begin construction on new Animal Shelter.
 - PW - *The building permit has been issued. The bid opening for the project is scheduled for May 2nd. Over 30 contractors and/or their representatives attended a mandatory pre-bid conference on April 2nd indicating substantial interest in the project by contractors.*
 - PD – *Final designs received.*



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

- **Police:** Recruit and hire a professional civilian Animal Services Program Manager to oversee animal services programs and provide professional expertise on design, programming, and operations for the new Animal Shelter.
 - *Job posted and first and second interviews completed with a prospective candidate currently in the background process.*
- **Police:** Develop partnerships with local agencies to gather resources and create strategies to address the fentanyl epidemic.
 - *Working with Delta RATT (Regional Auto Theft Taskforce) about funding for additional officer.*
 - *Vehicle purchased for officer assigned to AB109 taskforce operational.*
 - *Staff participated in One Pill Can Kill campaign and presentation alongside SJ County DA's Office.*
 - *On January 11, 2024, SIU presented to 180 Teen Center on danger of gangs and drugs.*
- **Police:** Ensure continuity of naloxone deployments during suspected overdoses.
 - *LPD provided naloxone 9 times during this period. The numbers are falling as a result of recent approval for LFD to deploy naloxone.*
- **Fire:** Continue to monitor opioid use hot spots and continue the ability to rapidly deploy naloxone when needed.
 - *The Fire Marshall, Community Improvement, and the City Attorney's office were successful getting a nuisance property into a receivership to insure abatement of hazards and code compliancy.*
- **Fire:** Expand awareness through community and social media outreach about the dangers and prevalence of Fentanyl.
 - *Presentations focusing on Narcan were provided by the Fire Department at the Library and to Public Works and Parks and Recreation staff.*

8. Public Well-Being

Stretch Goal: Be a recognized leader in generating a happy, healthy, high quality of life for all.

- A. Increase opportunities for physical, recreational, and cultural activities.
 - *Library - Since the start of January 2024, the library has arranged 17 culturally enriching programs, of which 8 have been successfully executed, garnering an impressive attendance of 417 participants in total.*
 - *Library – In February 2024, The City Council issued a proclamation recognizing the Black History Month programming.*
- **Parks:** Develop/execute a comprehensive communications/marketing plan to support all programs, services, and offerings.



City Council Strategic Vision Updates – Q1

(January 1, 2024 - March 31, 2024)

- **Parks:** Create new Rec and Cultural programs based on public demand: new Adult Pickle Ball and basketball leagues, new music and fitness classes.
 - *Offering new dog training class, wellness yoga, and hula dancing. Offering new lacrosse program.*
 - *Offering new Tots Tap & Tumble - a rebranded tap class, flag football, and track and field.*
- **Parks:** Plan and implement one new community special event.
- **Parks:** Plan and implement art installation projects at I-5/Flag City and 99/Turner Rd.
 - *Received 30+ proposals from artists for the 99/Turner Rd project; Lodi Arts Commission has chosen the art work for Council's approval.*
 - *Artist has completed preliminary concept for I-5/Flag City project.*
- **Parks:** Complete storm drain beautification project in partnership with Lodi Arts Commission.
 - *Pilot project underway. First storm drain art installed on Elm Street in front of Parks & Recreation office.*
- B. Partner with other public/private entities to provide outreach, education, and activities to engage diverse cultures and communities.
 - **Library:** Launch Human Library – Human “books” to be “checked out” so people can learn lived experiences of others in a safe environment
 - **Library:** Formation of 2023 Equity, Diversity, and Inclusion (EDI) committee of staff and stakeholders.
 - *In February 2024, the EDI committee underwent training in gap analysis and initiated the audit of the Library's collection.*
 - *In March 2024, three new members joined the EDI committee, bringing the total to 8 Lodians, nearing the cap of 10 members.*
 - **Library:** Form partnerships to enlarge the scope of library services to address critical patron issues that include human services that library staff are not trained to address or are outside the scope of library services.
 - **Police:** Continue to provide opportunities for Police Partners volunteers and enhance recruiting efforts to reach more diverse populations.
 - *Coffee with a Partner events x2*
 - **Parks:** Seek community partners and assist in setting up of a non-profit foundation modeled off the Police and Fire Foundations to assist Parks, Recreation, and Cultural Services in soliciting donations for special projects and programs.
 - **Parks:** Expand the City's participation with Resource Center Medicare Part D Health Fair.
 - **Parks:** Launch the Red Alerts program in partnership with the Senior Commission and public safety.



City Council Strategic Vision Updates – Q1 (January 1, 2024 - March 31, 2024)

- C. Provide opportunities for access to mental health and substance abuse treatment.
- **Library:** Continue offering Mental Health First Aid Training for City staff and community.
 - *On March 29, 2024, the Library hosted Mental Health First Aid Training, attended by City staff and community members, including representatives from the Parks department, Community Development, the Library, and Inner-City Action, who manage the Lodi Access Center.*
 - **Library:** Maintain open office hours with social workers.
 - **Fire/Police/HR:** Maintain and strategically enhance Public Safety personnel mental health program (Cordico and First Alarm Wellness) and research enhanced city employee mental health services.
 - *PD – Police Peer Support team attended countywide training*
 - *PD – Mental wellness grant for \$40,000 received to pay for update to gym*
 - *PD – California Consulting worked with staff on application for LEMHWA grant to increase funding for Department Wellness*
 - See Milestone 4.E for Access Center work plan.
- D. Focus on youth education and mentorship to foster positive life choices.
- **Library:** Continue work with Teen Advisory Board and Youth Fellowship program, including a Money Matters - Teen Financial Literacy Program
 - *The Library was awarded a \$9,100 grant to support the Teens Helping Teens Mental Health Program, which was co-designed with the Teen Advisory Board. The majority of the program's activities will be led by the teens on the board.*
 - **Library:** Develop Aspire vocational development program
 - **Parks:** Plan and implement outdoor educational activities and excursions program funded by Outdoor Equity Grants Program.
 - *Local activities in the community and natural area trip excursions e.g. Tahoe Basin underway for first year of program. Planning underway for 2024 trips.*
 - *Natural area excursion to Sonoma Coast completed. Spring camp (local activity) completed.*
 - **Police:** Expand Cadet Program and recruitment efforts.
 - *Interviews conducted and backgrounds initiated on two candidates.*
 - **Police:** Develop a summer Police Youth Academy for local teens for the summer 2024 launch.
 - *Police Youth Academy has been delayed for launch until summer of 2025 due to staffing changes in the Citizens Academy.*