



**LODI CITY COUNCIL**  
 Hutchins Street Square  
 125 South Hutchins Street, Lodi

**AGENDA – SPECIAL MEETING**

**Date: May 26, 2015**

**Time: 6:00 p.m. – 9:00 p.m.**

For information regarding this Agenda please contact:

**Jennifer M. Ferraiolo**  
 City Clerk  
 Telephone: (209) 333-6702

**A. Call to Order / Roll Call**

**B. Topics(s)**

B-1 City Council Goal Setting (CM)

**C. Adjournment**

Pursuant to Section 54956.2(a) of the Government Code of the State of California, this agenda was posted at a place freely accessible to the public 24 hours in advance of the scheduled meeting.

\_\_\_\_\_  
 Jennifer M. Ferraiolo  
 City Clerk

*All staff reports or other written documentation relating to each item of business referred to on the agenda are on file in the Office of the City Clerk, located at 221 W. Pine Street, Lodi, and are available for public inspection. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof. To make a request for disability-related modification or accommodation contact the City Clerk's Office as soon as possible and at least 72 hours prior to the meeting date. Language interpreter requests must be received at least 72 hours in advance of the meeting to help ensure availability. Contact Jennifer M. Ferraiolo at (209) 333-6702. Solicitudes de interpretación de idiomas deben ser recibidas por lo menos con 72 horas de anticipación a la reunión para ayudar a asegurar la disponibilidad. Llame a Jennifer M. Ferraiolo (209) 333-6702.*

**\*\*NOTICE:** Pursuant to Government Code §54954.3(a), public comments may be directed to the legislative body concerning any item contained on the agenda for this meeting before (in the case of a Closed Session item) or during consideration of the item. **\*\***



# CITY OF LODI COUNCIL COMMUNICATION

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**AGENDA TITLE:** City Council Goal Setting

**MEETING DATE:** May 26, 2015

**PREPARED BY:** City Manager

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**Background:**

At a special meeting on March 31 staff provided the Council with a brief history and an overview of the existing aspirational goals adopted by prior Council's. As indicated in the attached staff report (Exhibit 1), due to the age of the goals, it had become apparent that Council may want to reconsider them. Staff also discussed available resources and suggested project goals be prioritized according to their importance and options for funding. The Council and department heads then presented and discussed their current top project priorities.

At the conclusion of the formal presentation, to simulate project prioritization based on limited resources meeting attendees were invited to participate in a sticker voting exercise which included placement of colored dots next to the projects listed on two poster boards placed at the front of the room. Council members each received four red stickers, members of the public received two blue stickers and department heads received two green stickers.

Subsequent to the meeting, staff reviewed the poster boards, tabulated the votes and identified eight general project categories (Exhibit 2). The project categories include: Asset Preservation; Downtown; Economic Development; Fiscal Sustainability; Gangs; Homeless; Public Safety; and Other. The projects with the highest number of votes are within the categories of Public Safety, Downtown and Economic Development.

**Present Situation:**

Tonight's follow up meeting is to provide the Council the opportunity to set a new priority list, taking into consideration the input received from the Community and departments at the first meeting.

\_\_\_\_\_  
Stephen Schwabauer  
City Manager

**Attachments:**

**Exhibit 1 – March 31 Staff Report**

**Exhibit 2 – March 31 Voting Results**

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APPROVED: \_\_\_\_\_  
Stephen Schwabauer, City Manager



## CITY OF LODI COUNCIL COMMUNICATION

**AGENDA TITLE:** City Council Goal Setting  
**MEETING DATE:** March 31, 2015  
**PREPARED BY:** City Manager

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### Introduction:

This goal setting process was originally conceived as an effort to flesh out the aspirational goals that appear in Lodi's Comprehensive Annual Financial Report (CAFR). However, as current staff realized the age of the goals, it became apparent that Council may want to reconsider its goals as well. The goals, whether left intact or revised, could then be used by Council to inform their prioritization of project goals. Discussion on March 31 will therefore start with a Council assessment of whether the existing goals adequately capture the current Council's aspirations. If they do, Council can then discuss a number of project specific goals and determine how those goals fit in to Council's aspirational goals. In the interest of quality discussion, tonight's meeting will not exceed 3 ½ hours. Additional meetings will be scheduled as necessary.

To inform the discussion, Staff requested that department heads and council members establish their three top project priorities and submit them for inclusion in this staff report. Although perhaps arbitrary, the three project limit is intended to force all involved to thin their list to an achievable level given current budget realities. The projects can then be prioritized according to their importance and funding options.

Before we get there, however, it will be instructive to consider a brief history of Lodi's goals.

### A Brief History of Lodi's Existing Goals:

Lodi's City Council considered its goals on an aspirational basis three separate times since the year 2000. As referenced, all of these goal sessions resulted in the setting of goals that were broadly aspirational, such as "Ensure a high quality of life and safe environment" rather than a desire to accomplish specific projects such as "Replace Fire Station 2." The first effort came in the form of adopting a City Mission Statement and occurred in 2001 as part of the 2002 Budget adoption process. At a shirtsleeve session on May 29, 2001, the Council revised its Mission Statement to read:

*"The City of Lodi's purpose is to enhance the quality of life for Lodi residents, reflecting our high community standards."*

The above statement of purpose was incorporated into the 2003 budget and has appeared on the cover page of every budget since 2003.

The Council revisited its aspirations again as part of a 2003 Goal Setting effort over the course of several sessions. Minutes from those meetings are attached. The goals were ultimately incorporated into Lodi's

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APPROVED: \_\_\_\_\_  
Stephen Schwabauer, City Manager

CAFR in 2003 and have also appeared in every CAFR since that date. They include four overarching goals, each with their own subsets. The goals are "to ensure":

**Goal A: A high quality of life and safe environment**

- Maintain City's sense of community
- Provide for a balanced community
- Provide resources to maintain City's infrastructure
- Promote urban forestry
- Encourage public art, cultural and recreational opportunities
- Provide appropriate and sufficient City facilities
- Continue to use partnerships and alliances to advance City's objectives

**Goal B: An efficient and productive City organization**

- Develop short- and long-range operational plans
- Develop effective records management program
- Develop policies which provide timely and competent customer service
- Enhance access to information through technology by implementation of an information systems strategic plan
- Provide employee training and education
- Evaluate telecommunications opportunities
- Attract, retain, and invest in a quality City workforce
- Improve customer service

**Goal C: Public trust**

- Promote public relations and marketing efforts
- Ensure open, accessible public meetings

**Goal D: Development of the Lodi economy for a fiscally sound City organization**

- Promote commercial and industrial economic base
- Provide a balanced budget and adhere to adopted budget policies
- Pursue efforts to be entrepreneurial

**Available Resources:**

Lodi's finances are clearly recovering after six difficult budget years. We have seen three years in a row of increasing total revenue and three years in a row of increasing unrestricted reserves. However, even with the backdrop of an improving economy, Lodi has still not recovered to its pre-Great Recession \$44.5 million high revenue mark. As such, any funding choices would necessarily come at the expense of other projects or other services currently provided.

It is important to note that City employees contributed significantly to the City's survival of the Great Recession. Employee counts fell from a high of 480 to a low of 378. In addition, employee net pay remains below 2008 levels by at least 7 percent in miscellaneous groups and 9 percent in public safety. Further, the City is down seven sworn police officers and browning out Engine 1 regularly. Any priority must therefore necessarily include consideration of those contributions.

The majority of the projects listed below have no current funding available. For those projects, and projects that have partial funding, the City has little available resources to make them a reality in the near

term. Given available resources Council may wish to consider prioritizing projects based on the value-added concept so common in today's competitive State and federal grant environment. Put simply, a project's priority could be impacted by its ability to pay for itself either in the form of concrete and measureable increased revenue, or in the form of project contributions from third parties such as business interests, non-profits or individuals.

Lodi recently closed its 2013/14 fiscal year with \$8.9 million in unrestricted and undesignated General Fund reserves. The lion's share of those reserves is subject to a Council Reserve Policy allowing half to be used to meet an economic crisis and the other to fund a physical crisis. The Reserve Policy is attached as Exhibit 1. That leaves Council \$1.9 million in this fiscal year to address its General Fund priorities. In addition, our budget traditionally sets aside \$435,000 per year for capital maintenance and \$65,000 for information technology upgrades or replacements. Community Development Block Grant Funds for City projects add another approximately \$600,000 to the mix. However, CDBG dollars must be spent in a target area or for the benefit of the target audience. Finally staff anticipates a one-time \$776,000 sales tax revenue increase in Fiscal Year 2015/16 that could be used to meet any of the below priorities. Council has historically restricted one-time dollars to one-time needs such as addressing unfunded liabilities and capital maintenance. Staff recommends Council continue to hold that line. Addressing ongoing operating costs, such as positions, with one-time dollars exposes the City to losing those positions again when the one-time dollars are fully expended.

#### **Project Specific Goals:**

##### **I. CITY CLERK:**

Replace e-Records system with updated records management system that would provide staff and the public reliable access to City records. E-Records is frequently offline, particularly after hours or on weekends when staff is not available to restart the system. Even when operable, search capabilities are limited as some records no longer have full-text search capabilities, while recently-added records no longer have field search capabilities.

Staff is exploring two different options to replace e-Records:

a. Microsoft SharePoint & Consultant – Cost estimate: SharePoint (\$70,000 to \$80,000) On-going cost: None (maintained by in-house staff).

b. E-Records Program – Cost estimate: Sample vendor – Laserfiche (\$25,000 to \$50,000\*).

On-going cost: \$6,000 to \$8,000 annual maintenance.\*

\*Cost varies depending on how many public portal licenses are purchased.

Project is currently unfunded but could be funded equally between General Fund and Utility Funds.

##### **II. CITY COUNCIL**

###### **Mark Chandler**

- a. Economic development/jobs/business attraction
- b. Workforce development
- c. Infrastructure/utilities to industrial parcels
- d. Downtown development/tourism/homeless solution

**Bob Johnson**

- a. Establish a funded economic development incentive program
- b. Make Lodi's Fiber Optic System available to businesses
- c. Indoor Recreation Facilities

**Doug Kuehne**

- a. Incorporate more commercial and industrial land into the City limits (and get it shovel ready).
- b. Beautify the downtown area (make it more inviting for more business to come to that area).
- c. Incorporate the Goals of Vision 2020 into any future goals for the City (College presence, Downtown Hotel, etc.).

**JoAnne Mounce**

- a. East side improvement
- b. Gang suppression
- c. Downtown improvement
- d. Homeless

**Alan Nakanishi**

**III. COMMUNITY DEVELOPMENT:**

- a. **Inspector Position:** Add New Inspector Position to address increased inspection work load. This item will be self-funded through application fees.
- b. **Industrial Annexation:** Encourage and assist with Annexation of Industrial land in the Southeast area of Lodi. This project will largely be self-funded by project applicants.
- c. **Second Gang Intervention Worker.** Total cost of \$88,000 with School District share of 50% reducing City cost to \$44,000.

**IV. ECONOMIC DEVELOPMENT:**

- a. **Facilitate the successful disposition and reuse of the General Mills property**  
No additional cost. This effort will be accomplished by existing staff.
- b. **Investigate the feasibility of operating a fiber network for Economic Development**  
The Electric Utility will contract with an industry professional to conduct an analysis. Estimated cost range: \$20,000-\$50,000.
- c. **Establish a Downtown Property-Based Business Improvement District (PBID)**  
No additional cost. This effort will be accomplished by existing staff. Implementation of this goal is expected to reduce City exposure to increased maintenance costs over time.

## V. ELECTRIC UTILITY

An Organizational Checkup is being completed with the assistance of Hometown Connections, the utility services subsidiary of the American Public Power Association that provides public power utilities with consulting support in the areas of organization assessment, strategic planning, governance development, and staffing. This endeavor is a quick and cost-effective assessment of utility management and operations, based on best practices in the public power sector. The assessment addresses the following key areas:

- Customer outreach & communications
- Customer service, including utility billing
- Utility programs
- Power supply
- Distribution operations
- Employee safety
- Governance
- Strategic planning
- Rates
- Administration, accounting & finance
- Technology
- Human resources

The Organizational Checkup report will provide realistic recommendations and is the starting point for EU's comprehensive strategic planning process that can be integrated into the City Council's goals and objectives. The top three priorities that have been identified are as follows:

- a. **10-year Distribution System Maintenance CIP \$20 million:** Safety, reliability and affordability are key components to operate an electric utility. In order to maintain our excellent safety record, mitigate outages, and ensure cost effectiveness, EU staff has developed a 10-year Distribution System Maintenance Capital Improvement Plan (CIP) as part of the department's financial model. Staff will continue to work toward completion of the tasks outlined in the CIP at the lowest cost possible, along with updating the financial model and reviewing the rate schedules on an annual basis to ensure funding is available while maintaining credit worthiness. (See Exhibit 2, Electric Utility 10-Year CIP)
- b. **Increase Customer Relations and Marketing Efforts:** The residents and businesses in Lodi are the owners of the utility, and it is our responsibility and desire to become an "energy partner" with our customer/owners. In order to do so, we must learn what they need and provide the necessary information to assist them in understanding how to best utilize the energy conservation programs designed to save energy and money while remaining compliant with State and Federal mandates.
- c. **Succession Planning:** The EU has a number of individuals eligible to retire in the next few years, and there are very few qualified candidates in the electric utility industry. In preparation for this a number of organizational changes have taken place over the past five years to improve operational efficiency and establish career paths within the utility. This is an ongoing effort that staff will continue to pursue and evaluate along with leveraging outside agencies for support when needed.

## VI. FIRE

- a. **Return Brownd-Out Fire Engine 1 to Full Service:** The total estimated cost of returning the brownd-out Engine 1 back to full service for one year is \$365,000 in additional overtime. The cost to hire nine firefighters (one captain, engineer, and firefighter for three shifts) is estimated at \$1.3 million annually.

- b. Increase Lodi Fire Department Staff professional development and succession planning programs:** The fire department staff strives to remain at the leading edge of the fire profession and going beyond the minimum standards to exceed departmental expectations. This can only occur with the continued education, training, professional development and succession programs.
- i. 2/3 of the command staff will retire in the next 5 years
  - ii. Over half of the Captain/supervisors will retire in the next 5 to 10 years
  - iii. 50% of the Department will assume new positions and responsibilities
- c. Explore, evaluate and implement a comprehensive asset management and savings plan:**
- i. Communications: Complete the radio inventory and follow through with the purchase/installation of all front-line and reserve apparatus with APEX dual-radios. Total cost for upgrades on the communication systems is \$75,600.
  - ii. Self-Contained Breathing Apparatus (SCBA) and other imperative safety equipment: Within the next 5 to 10 years the City of Lodi Fire Department will have to replace over 40 SCBA equipment pieces. Each device can range between \$6,000 - \$8,000 (a total cost of replacement between \$240,000 and \$320,000).
  - iii. Develop adequate funding for facilities maintenance, replacement and repair is essential to the safety and well-being of all Lodi Fire Department personnel.

## VII. INTERNAL SERVICES DIVISION

- a. Complete Implementation of Tyler and add Functionality:** Funded
- b. Develop and Implement Comprehensive Budget and Financial Policy:** Unfunded
- i. IT (\$4 million at 6/30/14)
  - ii. Vehicles (\$2.4 million at 6/30/14)
  - iii. OPEB (\$16.9 million at 1/1/14)
  - iv. Buildings (See Exhibit 3, Public Works Project Priorities)
  - v. PERS (\$93.9 million at 6/30/13)
- c. Develop City-wide Information Technology Strategic Plan:** Unfunded

## VIII. LIBRARY

- a. Redesign children's area.** At present, children's picture books are located in five sections of the children's area, and we need interesting/fun structures within the children's section to attract children's attention in that area and to stimulate their tactile senses and imagination. The redesign is estimated to cost \$22,000.
- b. Digitize Lodi News:** Digitize the Lodi News Sentinel newspapers from 1880 to present. Currently, these newspapers are on 600 roles of microfiche, and our microfiche reader does not work properly. Replacement of the microfiche reader would cost \$7,000 while digitizing the newspapers would cost \$30,000 and the newspapers would be available online, anywhere in the world. It would provide all of Lodi's history to its citizens for access in their homes, and would save countless hours of staff having to look up information on microfiche.

- c. **Security:** Enclose the Library's back door and the book drop to protect the space from drug use and criminal activity. Cost approximately \$6,000.

## IX. PARKS AND RECREATION

- a. **Continue phased roof restoration project at Hutchins Street Square:** Total remaining cost: \$288,000 to protect a \$15 million asset for the next 10-15 years. Roof sections A&B completed (Phase 1). Phase 2 needed (Area C, \$165,000), then Phase 3 (Area E, \$58,000), Phase 4 (Area D, \$45,000) and Phase 5 (F&G, \$20,000). Cost estimates provided by the Garland Company (site visit Nov. 2013, report updated Feb. 10, 2014).
- b. **Funding for erosion study/mitigation at Lodi Lake Park and grant writing:** Focus would be two areas: Pigs Lake/Nature Area and portion between Rotary and Youth Area locations. Goal would be to determine cause of excessive erosion and mitigation measures that may be eligible for grant funding. Estimated to cost up to \$50,000, but that likely would not include any significant mitigation measures. Having the study/solution to back a grant application is our best opportunity to receive outside funding. The City submitted applications for State grant funding in 2008 and 2011 without success.
- c. **Parking lot maintenance/resurfacing (in order of priority):**
  - i. Softball Complex (2-inch Petromat Overlay) - \$130,000
  - ii. Salas Park (2-inch Petromat Overlay) - \$300,000
  - iii. Katzakian Park (Slurry/Re-Paint) - \$15,000
  - iv. Grape Bowl North Lot (Slurry/Re-Paint) - \$120,000
  - v. Kofu Baseball/Skate Park Lot (2-inch Petromat Overlay) - \$50,000
  - vi. Nature Area paved path slurry seal - \$20,000
- d. **Playground equipment replacement:** \$25,000 would be sufficient seed money for a community build program at Candy Cane Park. The only playground apparatus at that park is deteriorating and needs new path of travel, plus replacement. \$25,000 would pay for materials and site supervisor, with community providing labor. Overall, \$100,000 would assist with Candy Cane and demolition of existing south playground area at Emerson Park, which is not ADA accessible and equipment is deteriorating, and replacement playground equipment.

## X. POLICE

- a. **Increase sworn and civilian staffing:** (add 8 sworn + 5 civilian staff) – Sworn increases include one (1) sergeant (Professional Standards Officer – IA, training, backgrounds, internal audits, policy revision, etc. – replacing a PT civilian position); one Corporal (PIO, public affairs, digital media, community policing); and six (6) police officers (patrol, traffic, investigations, and downtown bike patrol). **Estimated additional sworn cost: \$1.2 million.** Civilian increases include one (1) additional Dispatch/Jail Supervisor; one (1) Crime Analyst (replacing a PT civilian position); one (1) Community Services Officer for crime prevention, neighborhood watch, business watch, etc.; one (1) additional Records Clerk; and (1) additional Assistant Animal Services Officer. **Estimated civilian cost: \$425,000. Estimated total (sworn & civilian based on 2014-15 compensation): \$1,625,000. Source: General fund.**

- b. **Replace CAD/RMS system:** Current Sungard OSSI system performs poorly. Estimated replacement cost: \$1 million to \$1.5 million one-time expense, or explore a lease purchase option. Possibly no additional annual maintenance costs. Source (partial): annual maintenance savings from termination of Sungard contract (~\$140,000), plus savings from now-defunct prisoner transportation program (~\$50,000, or combined total of approximately \$190,000/year).
- c. **Equipment and technology replacement and enhancements:** Increase annual vehicle replacement fund contribution to \$300,000 (additional \$250,000 annually); establish an internal service fund for computer and equipment replacements (~\$150,000-\$250,000 additional/year); new PD website (~\$25,000-\$50,000 one-time); dash cameras (\$200,000 one-time); body cameras (\$90,000 one-time, plus \$40,000 annually); implement digital video + evidence storage (additional ~\$100,000-\$150,000/year); additional training (additional \$50,000/annually); firearms replacement (\$50,000 one-time). Total first year cost: \$865,000-\$1,040,000. Estimated additional annual cost: \$590,000-\$740,000. Source: General fund.

## XI. PUBLIC WORKS

Public Works project priorities are detailed in Exhibit 3 and are categorized as follows:

- i. Facilities
- ii. Streets
- iii. Utilities
- iv. Fleet
- v. Transit
- vi. White Slough

### Conclusion:

As Council can see, Lodi's needs far exceed available resources. It is hoped that this session can serve as a framework for setting forth a roadmap for Lodi's most important projects while at the same time finding some projects we can take off the list.

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Stephen Schwabauer  
City Manager

### Attachments:

- Exhibit 1 – General Fund Reserve Policy
- Exhibit 2 – Electric Utility 10 Year CIP
- Exhibit 3 – Public Works Project Priorities

RESOLUTION NO. 2010-86

A RESOLUTION OF THE LODI CITY COUNCIL  
ADOPTING A GENERAL FUND RESERVE POLICY

=====

WHEREAS, maintaining General Fund reserves is fiscally prudent; and

WHEREAS, reserves can mitigate the financial exposure of catastrophic events and actions from outside entities that affect our revenue streams; and

WHEREAS, reserves reflect positively on the creditworthiness and prudent management of the City; and

WHEREAS, the City of Lodi Budget and Finance Committee has drafted the attached General Fund Reserve Policy for Council adoption.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Lodi does hereby approve the General Fund Reserve Policy attached as Exhibit A.

Dated: June 2, 2010

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I hereby certify that Resolution No. 2010-86 was passed and adopted by the City Council of the City of Lodi in a regular meeting held June 2, 2010, by the following vote:

AYES: COUNCIL MEMBERS – Hansen, Hitchcock, Johnson, Mounce,  
and Mayor Katzakian

NOES: COUNCIL MEMBERS – None

ABSENT: COUNCIL MEMBERS – None

ABSTAIN: COUNCIL MEMBERS – None

  
RANDI JOHL  
City Clerk

The foregoing document is certified to be a correct copy of the original on file in the City Clerk's Office.  
Jennifer M. Robison  
Assistant City Clerk, City of Lodi

By: Jennifer M. Robison  
dated: 6/4/10

2010-86



## **City of Lodi General Fund Reserve Policy**

### **Purpose of Reserve Policy**

Adequate designations of reserves---funds set aside for various legitimate purposes---are critical to the successful and stable, short- and long-term operation of the City of Lodi. Adequate reserves in the General Fund ensure that the City is able to respond to emergencies and continue providing services to the citizens of Lodi. Adequate reserves ensure that the City will have sufficient funding available to meet its operating, capital and debt service obligations.

Pursuant to Statement No. 54 of the Governmental Accounting Standards Board (GASB) – Fund Balance Reporting and Governmental Fund Type Definitions, unrestricted fund balance is composed of funds that may be classified as committed, assigned or unassigned. Committed fund balance represents those funds that are constrained by a limitation imposed by the governing body of a government upon itself as to the use of those funds. Assigned fund balance represents the City Council's intention to use funds for a specific purpose. Unassigned fund balance represents the remainder of fund balance after accounting for all reserved amounts. Provisions of GASB Statement No. 54 are effective for reporting periods beginning after June 15, 2010.

Beginning with the budget for Fiscal Year 2010/11, the following General Fund Reserves shall be funded, as funding is available.

### **Committed Fund Balance**

#### **General Fund Reserve – Catastrophic Reserve**

- To maintain the ability of the City to meet operational expenses during times of declared emergency or major catastrophe, the City shall maintain a committed General Fund balance of a minimum of 8% of annual General Fund revenues. It is recognized that during a time of emergency, the City will need to expend more resources than normal operations dictate to meet the community's needs. In addition to an increased level of expenditure, the tax base of the City may be impaired after a major catastrophic event. This reserve shall be exclusive of all other reserves. This reserve may only be drawn upon pursuant to an emergency as declared under the Lodi Municipal Code.
- If the General Fund – Catastrophic Reserve amount falls below 5% of annual revenue, the City Manager shall prepare a plan within three months of approval of the Comprehensive Annual Financial Report (CAFR), commencing with the CAFR for FY 2009/10, to restore the 5% level within 12 months and the 8% level within 24 months.
- This reserve is not intended for normal unanticipated expenditures and shall be funded before all other committed General Fund reserves.

### **General Fund Reserve – Economic Reserve**

- To maintain the City's economic viability and to meet seasonal cash flow shortfalls, the City shall maintain a committed General Fund Reserve – Economic Reserve balance of a minimum of 8% of annual General Fund revenues. Although 8% is the minimum, because this reserve is intended to levelize economic cycles from year to year, the reserve should have a higher amount to cushion the cyclical effects of the economy. This reserve shall be exclusive of all other reserves. Funding may only be disbursed based upon a resolution of the City Council.
- Funding of the General Fund Reserve – Economic Reserve will begin in the fiscal year following full funding of the General Fund Reserve – Catastrophic Reserve. Provisions below regarding action required if the General Fund Reserve – Economic Reserve falls below 5% of General Fund revenues shall only apply after the reserve has been funded at the minimum 8% level.
- Once fully funded, if the General Fund Reserve – Economic Reserve falls below 5% of annual revenue, the City Manager shall prepare a plan within three months of approval of the Comprehensive Annual Financial Report, commencing with the CAFR for FY 2009/10, to restore the 5% level within 24 months and 8% within 48 months.
- Once fully funded, in no case shall the General Fund Reserve - Economic Reserve fall below 5% of annual General Fund revenue for greater than a continuous 24-month period.

### **Assigned Fund Balance**

Once Committed Reserves are fully funded, the City Council may establish Assigned Reserves for designated purposes. Assigned Reserves reflect Council's intent as to the use of funds. Once assigned, funds may only be released by resolution of the City Council.

Lodi Electric Utility 10-Year Capital Improvement Program

Capital Outlay (161)	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Distribution Capacity Program	\$ -	\$ 400,000	\$ 400,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
12kV Underground Improvements (inc cable replacement)	\$ 125,000	\$ 500,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000
Streetlight Grounding and Fusing	\$ 250,000	\$ 507,160	\$ 240,000	\$ 240,000	\$ 240,000						\$ -
230 kV Interconnection	\$ 50,000	\$ 250,000	\$ 250,000	\$ 50,000	\$ 50,000						\$ -
12 kV Overhead Maintenance (inc reconductor and pole replacement)	\$ 10,000	\$ 750,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
Ops Center Ergo Imp		\$ -									\$ -
Substation Improvements:											\$ -
Rpl BK2 @ Killelea			\$ 1,200,000								\$ -
Rewind old BK2			\$ -	\$ 600,000							\$ -
Battery @ Industrial		\$ 35,000									\$ -
Replace 60kV PCV Oil Breaker w/SF6 breaker			\$ 65,000		\$ 65,000						\$ -
Replace McLane OCB 6021 w/SF6 Breaker				\$ 55,000							\$ -
Rpl Killelea BK1 with rewind bank					\$ 160,000						\$ -
Rewind old Killelea BK1					\$ 600,000						\$ -
Rpl Henning OCB 6041 w/SF6 Breaker						\$ 65,000					\$ -
Rpl 5 - 12kV breakers and bus tie @ McLane						\$ 125,000					\$ -
New Corp Yard @ Industrial						\$ -	\$ -				\$ -
MSC Imp		\$ -	\$ 100,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 250,000	\$ 250,000			\$ -
ISD Equip Move (annex project)					\$ 629,200						\$ -
Annex Chiller		\$ 544,150									\$ -
Other	\$ 50,000										\$ -
<b>TOTAL</b>	<b>\$ 485,000</b>	<b>\$ 2,986,310</b>	<b>\$ 3,060,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,949,200</b>	<b>\$ 1,345,000</b>	<b>\$ 1,305,000</b>	<b>\$ 1,180,000</b>	<b>\$ 930,000</b>	<b>\$ 930,000</b>	<b>\$ 930,000</b>
<b>Vehicles/Rolling Stock</b>											
Vehicles/Rolling Stock	\$ 550,000	\$ 165,000	\$ 335,000	\$ 225,000	\$ 60,000	\$ 400,000	\$ 450,000	\$ 415,000	\$ 475,000	\$ 100,000	\$ 100,000
<b>TOTAL CAPITAL</b>	<b>\$ 1,035,000</b>	<b>\$ 3,151,310</b>	<b>\$ 3,395,000</b>	<b>\$ 2,325,000</b>	<b>\$ 3,009,200</b>	<b>\$ 1,745,000</b>	<b>\$ 1,755,000</b>	<b>\$ 1,595,000</b>	<b>\$ 1,405,000</b>	<b>\$ 1,030,000</b>	<b>\$ 1,030,000</b>

Category	Project Title	Project Title	Project Description	Recommended Priorities	Estimated Costs		Funding Source(s)	Funding Availability	
					FY 15/16	FY16/17			
Facilities	Building Maintenance	Hutchins Street Roof Rehabilitation	Rehab existing roof in a multi phased schedule	1	\$ 170,000	\$ 80,000	General Fund	Pending	
		Fire Station No. 1 Kitchen remodel	Remodel existing kitchen	2	\$	\$ 50,000	General Fund	Pending	
		City Hall Awning Replacement	Replace existing Awnings	3	\$ 10,000		General Fund	Pending	
	Capital Projects	Resurface Finance Parking Lot	Remove existing AC and replace with new AC and new ADA parking stalls	1		\$ 150,000	General Fund	Pending	
		Hutchins Street Square North Entrance ADA Improvements	Design and construct ADA modifications to North Entrance. - install ADA stalls in north parking lot	1	\$ 250,000		CDBG	Available	
		Resurface City Hall Parking Lot (between Walnut & Oak)	Resurface existing AC or utilize microsurfacing to rehab paved surface, upgrade ADA stalls	2	\$ 70,000		General Fund / CDBG	Pending	
Streets	Street Maintenance	Resurface Hutchins Street Square Parking Lots	Renovate surface of north and south parking lots	3		\$ 125,000	General Fund	Pending	
		Church Street Resurfacing (Lodi to Kettelman)	Resurface street using cape seal or micro sealing - including the installation of new ADA ramps as needed.	1		\$ 200,000	Street Fund / Gas Tax	Available	
		2015 Cape Seal	Resurface various streets using rubberized cape seal (See Map)	2	\$ 100,000	\$ 900,000	Measure K / Gas Tax	Available	
		Hutchins Street Resurfacing (Kettelman Lane to Harney Lane)	Resurface Hutchins Street, replace median curbing as needed	3		\$ 1,000,000	Not Identified	Not Available	
		Reverse Frontage Vial Repairs	Repair various broken / delapidated reverse frontage wall locations ( See Map)	4	\$ 50,000	\$ 50,000	Street Fund	Available	
		Capital Projects	Harney Lane Grade Separation	Construct four lane overhead structure at UPRR crossing of Harney Lane and widen roadway to four lanes from Hutchins to Stockton Streets	1	\$ 16,000,000		Various Sources	Available
			Lockeford Street Improvements (Stockton Street to Cherokee Lane)	Widen Lockeford Street to 3 lanes - install traffic signal at Stockton & Lockeford Street	2		\$ 1,500,000	RSTP	Pending
			Lower Sacramento Road Surface Repairs (Kettelman Lane to Taylor Road)	Repair / replace existing rubberized pavement surface that has begun to ravel due to high traffic volumes in the area	3		\$ 350,000	Not Identified	Not Available
			Alley Improvements	Resurface alleys based on condition & location relative to future meter program project locations	3		\$ 125,000	CDBG	Available
		Traffic Signals	Left Turn Phases at Ham Lane and Lockeford, Tokay, and Vine Streets	Modify traffic signals at the intersections of Ham Lane and Lockeford, Tokay and Vine Street to add a left turn phase.	1	\$ 400,000		Gas Tax	Available
		Harney / Mills	Install Traffic Signal at Harney Lane and Mills Avenue	2	\$ 40,000	\$ 340,000	Gas Tax / TDA Streets	Available	
		Guid Victor	Install Traffic Signal at Guid and Victor Road	3	\$ 40,000	\$ 400,000	Impact Fees	Available	
		Turner / California	Install Traffic Signal at Turner Road and California Street	4		\$ 350,000	Measure K / TDA Streets / Impact Fees	Available	
	Sidewalk Maintenance	Grinding, patching, replacement	Continue surveying City sidewalks for offset related trip hazards, Grinding & replacement work performed by contractors - patching by City staff.	1	\$ 50,000	\$ 50,000	TDA / Measure K	Available	
		Ramps	Install ADA ramps at various locations	2		\$ 125,000	CDBG	Available	
		Gap Closures	Install sidewalk at various locations where none exist	3	\$ 50,000	\$ 50,000	TDA	Available	
	Downtown Maintenance	Upgrade Lighting on School Street	Retrofit tree uprights	1	\$ 150,000		Public Benefits/General Fund	Available	
		Sidewalk pressure cleaning Project	Annual semi annual pressure cleaning of existing surface to remove gum, stains, etc.	2	\$ 10,000	\$ 10,000	General Fund	Pending	
Utilities	Water/Wastewater/Storm	Downtown street paver maintenance	Annually remove and reset settled pavers and re-sand as needed	3	\$ 50,000	\$ 50,000	General Fund	Pending	
		Vinewood Park & Shady Acres Stormwater Pump Replacement	Stormwater pumps at these locations are old and subject to frequent failure thereby requiring replacement.	1	\$ 400,000		Stormwater	Available	
		Shady Acres Stormwater Pump Station Trash Handling Facility	Install centrifugal separator to remove trash and organic debris from the pumped discharge to the Woodbridge Irrigation District canal.	2	\$ 900,000		Stormwater	Available	
		Wastewater Main Rehabilitation	Project consists of continuation of multi-year program to line old wastewater collection pipes.	1		\$ 2,000,000	Wastewater	Available	
Fleet	Shop and CNG Fueling	Upgrade CNG fueling facilities	Replace old compressor control panel, replace fast-fill dispensers and activate slow-fill dispensers.	1	\$ 250,000		TDA	Available	
		Purchase and Install lifts for new buses	Purchase and install into the shop floor a new lift system that will facilitate servicing the new buses that are too low to the ground for the existing portable lift equipment.	2	\$ 100,000		TDA	Available	
Transit	Transit	Automatic Vehicle Locator (AVL) System	Install automatic vehicle locator equipment on 5 buses to facilitate tracking and scheduling of fixed route and Dial-A-Ride services.	1	\$ 300,000	\$ 110,000	Prop 1B / TSSSDRA	Available	
		Acquire secured parking lot for transit buses	Assess feasibility of acquiring a secured parking lot for transit buses near the multi-modal station or parking structure. Proceed with acquisition and development of the site.	2	\$ 30,000		TDA	Available	
		Bus Stop Improvement Projects	Continue improving bus stops and bus stop accessibility at various locations along the fixed route system.	3	\$ 150,000	\$ 150,000	FTA / TDA	Available	
White Slough	Capital Projects	Structural Concrete Corrosion Repair	Structural concrete facilities constructed in 1967 are corroded and reinforcing steel is exposed requiring at the headworks and the influent channels to the primary clarifiers. Immediate repairs are required.	1	\$ 2,500,000		Wastewater	Available	
		Supplemental Dewatering Screw Press	The existing rotary fan press dewatering units do not provide sufficient redundancy in the solids handling operation. A third unit is needed.	2	\$ 1,300,000			Available	
		Ultraviolet (UV) Disinfection Facilities Upgrade	UV facilities are 10 years old and are maintenance intensive and inefficient from a power consumption perspective. Replacing the UV racks and bulbs will lower maintenance and power costs.	4	\$ 2,000,000		Wastewater	Available	
		Coarse Screening Facilities	Current industry standards for wastewater treatment facilities include coarse and fine screening upstream of the primary clarifiers. The existing band screens are not well suited to perform both coarse and fine screening and, therefore are subject to frequent breakdown and are maintenance intensive. This project would add coarse screening, new headworks and unattended septic dumping facilities upstream of the existing headworks..	2	\$ 3,500,000	\$ 3,000,000	Wastewater	Available	
		Supervisory Control and Data Acquisition (SCADA) and Instrumentation Facilities Upgrades	Improving plant operations reliability during unmanned operations periods requires additional and current technology upgrades in the areas of data process and electrical instrumentation and controls.	3	\$ 4,000,000		Wastewater	Available	

### March 31, 2015 Council Goal Setting - Voting Results By Category

<b>Economic Development</b>	<b>Cost</b>	<b>Council Votes</b>	<b>Total Votes</b>	<b>RANK*</b>
Economic Development/jobs/business attraction	TBD	1	3	5
Infrastructure/utilities to industrial parcels	TBD	2	3	4
Economic Development Incentive Program	TBD	1	4	2
Make Lodi's Fiber Optic System Available to Business	TBD	1	2	8
Annex and make "shovel ready" commercial and industrial land	TBD	3	3	3
Incorporate Goals of Vision 2020 into future City goals	TBD	1	1	9
Infrastructure to General Plan Undeveloped Areas**	TBD	0	0	
<b>Downtown</b>				
Downtown Development/tourism/homeless solution***	TBD	2	3	4
Downtown Beautification (duplicate)	TBD			
Downtown Improvement	TBD	1	2	8
Downtown Property-Based Improvement District	TBD	1	3	5
<b>Homeless</b>				
Downtown Development/tourism/homeless solution***	TBD	2	3	4
Homeless	TBD	1	1	9
<b>Public Safety</b>				
Gang Suppression***	TBD	1	1	9
Second Gang Intervention Worker***	\$44,000	2	2	7
Return Browned-Out Fire Engine 1 to Full Service	\$1,665,000	1	3	5
Lodi Fire Department staff professional development and succession planning	TBD	0	1	10
Increase sworn and civilian staffing	\$1,625,000	0	7	1
<b>Gangs</b>				
Gang Suppression***	TBD	1	1	9
Second Gang Intervention Worker***	\$44,000	2	2	7
<b>Fiscal Sustainability</b>				
Explore, evaluate and implement a comprehensive asset management and savings plan	\$75,600 to \$395,000	1	1	9
Develop and implement comprehensive budget and financial policy		0	3	6
Information technology	\$4,000,000	0	1	10
Vehicles	\$2,400,000	0	0	
OPEB	\$16,900,000	0	0	
PERS	\$93,900,000	1	1	9
Develop City-wide Information Technology Strategic Plan	TBD	0	0	
<b>Asset Preservation</b>				
Continue Phased Roof project at HSS	\$288,000	0	1	10
Funding for erosion study/mitigation at Lodi Lake Park and grant writing	\$50,000	0	1	10
Fire Station No. 1 kitchen remodel	\$50,000	0	1	10
<b>Other</b>				
Indoor Recreation Facilities	TBD	0	1	10
Eastside Improvement	TBD	1	2	8
E-Records System (\$6,000 to \$8,000 annual maintenance)	\$25,000 to \$80,000	0	3	6

\*Rank weighting by ratio of Council votes to total votes

\*\*Goal recommended by a citizen at the 3/31 meeting

\*\*\*Goal is repeated in more than one category