

**LODI CITY COUNCIL
SPECIAL CITY COUNCIL MEETING
CARNEGIE FORUM, 305 WEST PINE STREET
WEDNESDAY, APRIL 12, 2023**

The Lodi City Council Strategic Planning Session Day 2 was called to order by Mayor Hothi at 8:12 a.m. at Hutchins Street Square Pisano Room, 125 South Hutchins Street, Lodi.

Present: Council Member Bregman, Council Member Nakanishi, Council Member Yepez, Mayor Pro Tempore Craig, and Mayor Hothi

Absent: None

Also Present: City Manager Schwabauer, City Attorney Magdich, and City Clerk Nashed

NOTE: Council Member Bregman attended via teleconference. There were no members of the public in attendance.

Dr. Mike Mowery, President, Leadership Development and Strategic Foresight from Strategic Resources, Inc., welcomed Council and City staff to Day 2 of the Strategic Planning Session.

Discussion ensued with Mayor Pro Tempore Craig, Dr. Mowery, Deputy City Manager Andrew Keys, and City Manager Schwabauer regarding the inclusion of fiscal responsibility and Council and staff development; inclusion as a goal or as a milestone; inclusion within the infrastructure goal; human resources development inclusion as a milestone with fiscal sustainability inclusion as a goal; and choice of fiscal "growth," "sustainability," or "health."

Council Member Nakanishi stated that his concept of infrastructure is physical infrastructure, such as pipes, and he wants to be sure that is included in the infrastructure goal; other things can be added, but the City must maintain the physical infrastructure.

Council Member Yepez was grouped with Mayor Hothi to discuss Economic Development, Mayor Pro Tempore Craig was grouped with Council Member Nakanishi to discuss Parks, and Council Member Bregman participated with Deputy City Manager Keys to discuss Economic Development.

Dr. Mowery gave instructions on BHAG (big, hairy audacious goals) and setting milestones to reach the goal.

Parks, Recreation and Cultural Services Director Christina Jaromay reported for the group discussing Parks. The BHAG was to develop a world class revenue-generating parks system. The milestones were: fully-staffed to annual benchmarks, acquire Mokelumne River Nature Area to expand Lodi Lake, develop an indoor sports facility, expand Hutchins Street Square facilities, and dedicate funds to improve event-based facilities.

Community Development Director John Della Monica reported for the group discussing Economic Development. The BHAG was to raise the median income of Lodi to the top 25% within the State of California. The milestones were: to expand and diversify economic opportunities within the City, implement the hydrogen training facility and the White Slough training facility, promote City growth through annexation in the Sphere of Influence, attract non-agricultural-based jobs, and repurpose existing City assets.

Deputy City Manager Andrew Keys reported on Council Member Bregman's discussion on Economic Development. The BHAG was no vacancies for downtown. The milestones were: availability of 100% online permit processing; have planning and infrastructure ready for development of industrial land in the Sphere of Influence; have an Economic Development liaison; and develop a long-term (20-30 years) Economic Development Strategy, including incentives for development in the downtown/historical area.

Dr. Mowery led discussion regarding consolidation of the two Economic Development groups' ideas. Considerations included inclusion of the Economic Development liaison as a part of the Economic Development Strategy, online permit process as being more tactical than strategic, and putting the BHAG of downtown in the Downtown Revitalization goal.

Mayor Hothi was grouped with Mayor Pro Tempore Craig to discuss Public Safety, Council Member Nakanishi was grouped with Council Member Yepez to discuss Downtown Revitalization, and Council Member Bregman participated with Deputy City Manager Keys to discuss Public Safety.

Fire Chief Ken Johnson reported for the group discussing Public Safety. The BHAG was to create the best-

trained Police and Fire Departments in the State of California to ensure a safe City. The milestones were: to be fully staffed in Police and Fire based on benchmarks, create an outdoor training facility for the Police Department, implement Advanced Life Support system and other EMS programs needed by the community, and explore revenue opportunities for Police and Fire.

Deputy City Manager Keys reported on the discussion with Council Member Bregman regarding Public Safety. The BHAG was a unified public safety service that is trusted by the entire Lodi community. The milestones were: meet or exceed industry standards, maintain best response times for 911 calls within the county, attain high or increasing levels of community involvement, increase aggregate available patrol time within the Police Department, enhance proactive approach to safety response, and expand transient-oriented response teams.

Dr. Mowery led discussion to consolidate the two Public Safety lists. Police Chief Sierra Brucia confirmed that many of the items on Council Member Bregman's list were also discussed by his group as well.

Community Development Director Della Monica reported for the group discussing Downtown Revitalization. The BHAG was to realize a lively mixed-use walkable commercial downtown district. The milestones were: expand opportunities for downtown living; preserve downtown historic character; ensure accessibility for multimodal transportation and public safety; protect and promote the use of public facilities, including the library, public safety, and City administrative buildings; expand the perimeter of the downtown mixed-use area; and adopt policies that incentivize the revitalization of buildings and infrastructure.

Mayor Hothi was grouped with Council Member Yopez to discuss Infrastructure; Mayor Pro Tempore Craig was grouped with Council Member Nakanishi to discuss Public Well Being; and Council Member Bregman participated with Deputy City Manager Keys to discuss Infrastructure.

Library Director Akiliah Manuel reported for the group discussing Public Well Being. The BHAG was to aspire to be a leader in generating a happy, healthy, and high-quality life for all. The milestones were: to increase opportunities for physical, recreational, and cultural activities; partner with other public and private entities to provide outreach for education and activities to engage diverse cultures and communities; provide opportunities for access to mental health and substance abuse treatment; and focus on youth education and mentorship to foster positive life choices.

Public Works Director Charlie Swimley reported for the group discussing Infrastructure. The BHAG was to develop and maintain a robust infrastructure to support a world class city. The milestones were: to invest in innovative infrastructure with a high rate of return, ensure adaptive reuse of existing properties, address deferred maintenance, and ensure capacity for future growth.

Dr. Mowery read the information provided by the discussion with Council Member Bregman and Deputy City Manager Keys regarding Infrastructure. The BHAG was to eliminate deferred maintenance for the City's existing utilities, parks, streets, and facilities. The milestones were: to be proactive in infrastructure development in SOI growth areas; produce a full and complete inventory of all utilities, parks, streets, and facilities maintenance needs; and ensure future development's long-term maintenance funding is sustainable and self-supporting.

Dr. Mowery led discussion on combining the two Infrastructure lists. Mayor Pro Tempore Craig reminded Dr. Mowery of the need to include investment in staff and Council development in the Infrastructure goal, as discussed previously.

Mayor Hothi was grouped with Council Member Yopez to discuss Housing for All, Mayor Pro Tempore Craig was grouped with Council Member Nakanishi to discuss Fiscal Health, and Council Member Bregman partnered with Deputy City Manager Keys to discuss Housing for All.

Mayor Pro Tempore Craig reported for the group discussing Fiscal Health. The BHAG was to create a fiscal structure to accomplish City Council's strategic priorities. The milestones were: to position Lodi to maintain a diversified revenue mix that reflects the economic prosperity of the community, ensure that leadership and staff maintain focus on fiscal priorities, anticipate and advocate against unfunded mandates while ensuring the City has funding amounts equal to annual depreciation levels to maintain assets, improve pension fund as against average cities by 25%, and promote the City's fiscal transparency and citizens' fiscal fluency.

Parks, Recreation and Cultural Services Director Jaromay reported for the group discussing Housing for All. The BHAG was an inventory of available housing for all socio-economic statuses. The milestones were: to have affordable housing, as well as transitional housing; have affordable housing by design, develop middle (generational) housing, have diverse housing by design, adapt standards and policies to promote housing at all levels, and have an adequate rental market.

Deputy City Manager Keys reported on the discussion with Council Member Bregman on Housing for All. The BHAG was to ensure every socio-economic demographic and family structure can secure quality housing within the community. The milestones were: to develop new housing opportunities that have market values aligned with current area median income and standard housing income ratios, ensure the housing stock is affordable, create more residential opportunities downtown, ensure continued progress toward the City's Regional Housing Needs Allocation (RHNA) goals, and require new development to have a percentage of housing that is to be for sale and affordable.

Dr. Mowery explained that he will put together the goals and milestones as discussed and then present it to the City. He recommended officially adopting it at a Regular Council meeting so it officially becomes part of the Council's Strategic Vision.

Council Members provided takeaways from the past two days.

Mayor Hothi adjourned the meeting at 11:25 a.m.

ATTEST:

Olivia Nashed
City Clerk