



City Council Planning Workshop

Wednesday, February 21, 2024

9:00 am to 3:30 pm

Adventist Health Arena



TODAY'S AGENDA

9:00	Mayor's Welcome
9:10	Public Comment
9:20	Comments from the City Manager
9:30	Fiscal Update and Long-Range Financial Plan
10:10	State and Federal Legislative Program
10:30	Economic Development Strategic Action Plan
11:00	Update on Council Priority Projects
11:30	Government Performance and Accountability
12:00	LUNCH
12:30	Review Existing Strategic Goals & Accomplishments
1:30	Discuss and Identify 2024 Priority Goals and Strategies
3:30	Wrap-up



Welcome
by Mayor
Kevin J.
Lincoln II

Public Comment

Comments from City Manager Harry Black





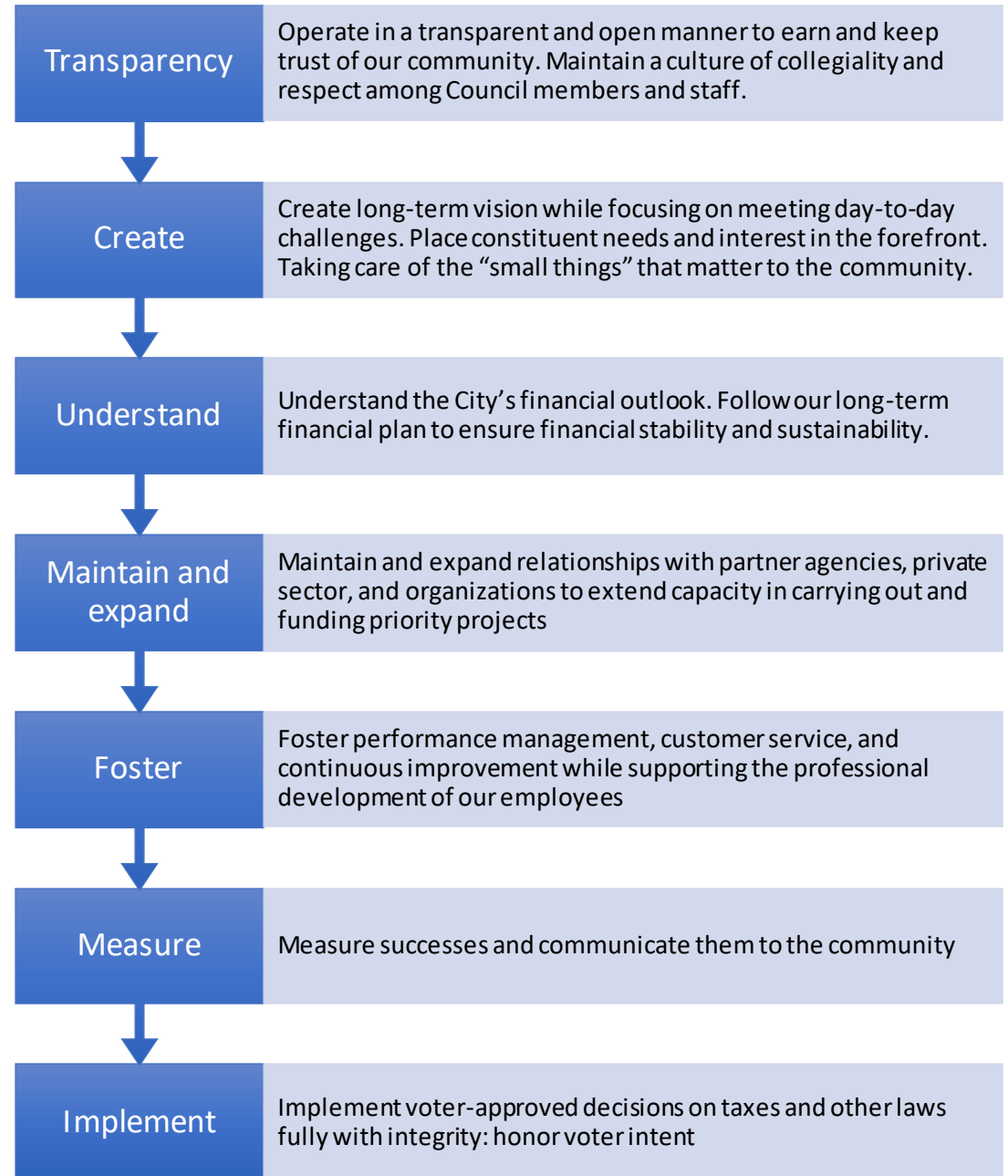
Workshop Ground Rules



- Listen to understand each other's point of view.
- Seek consensus.
- Assume good intent.
- Speak up if course correction is needed.
- Stay focused.
- Items brought up but are more appropriate to be discussed at another time, will be parked in the "bike rack" and tracked separately for follow up.



Guiding Principles established at prior Council Workshops

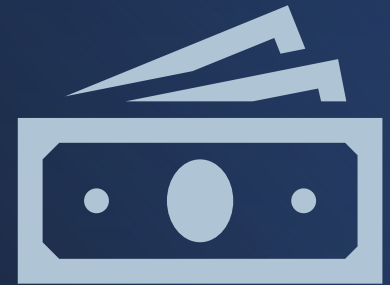


Fiscal Update and Long-Range Financial Plan (L-RFP)

Kimberly Trammel, Chief Financial Officer

Fiscal Outlook & Forecast Considerations

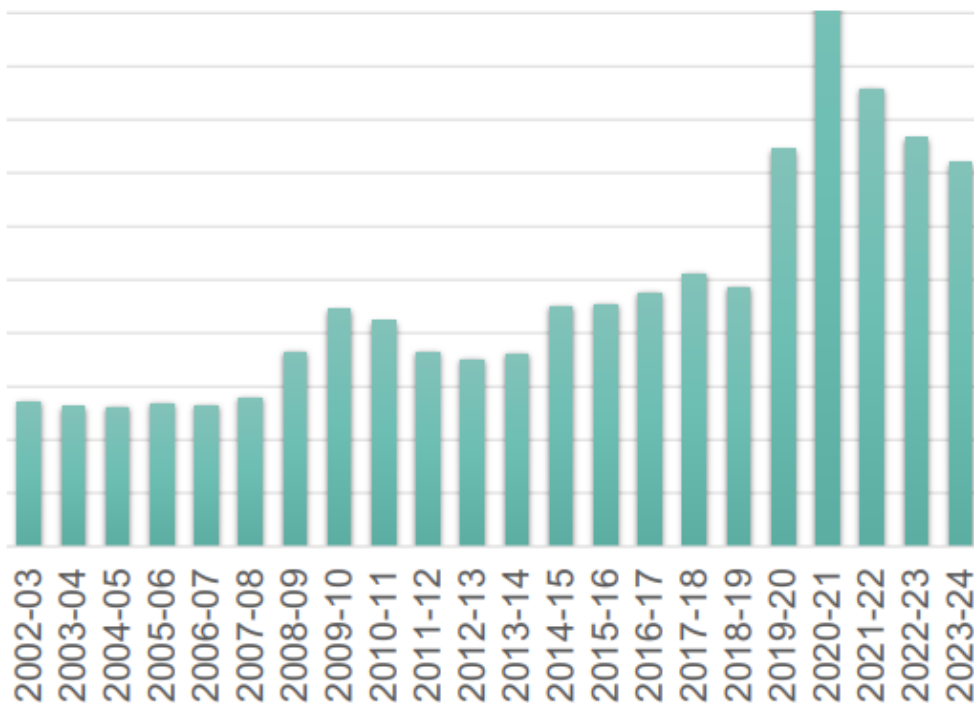
- State Budget Shortfall
- One-Time Grant Funds
- Economy/Global Dynamics
- Inflation
- Normalized revenue growth
- Pension costs
- Labor market pressures
- Workforce & service deficiencies
- Deferred infrastructure & maintenance



Forecast Considerations

State Budget Shortfall & Reduction in One Time Funds

State Expenditures

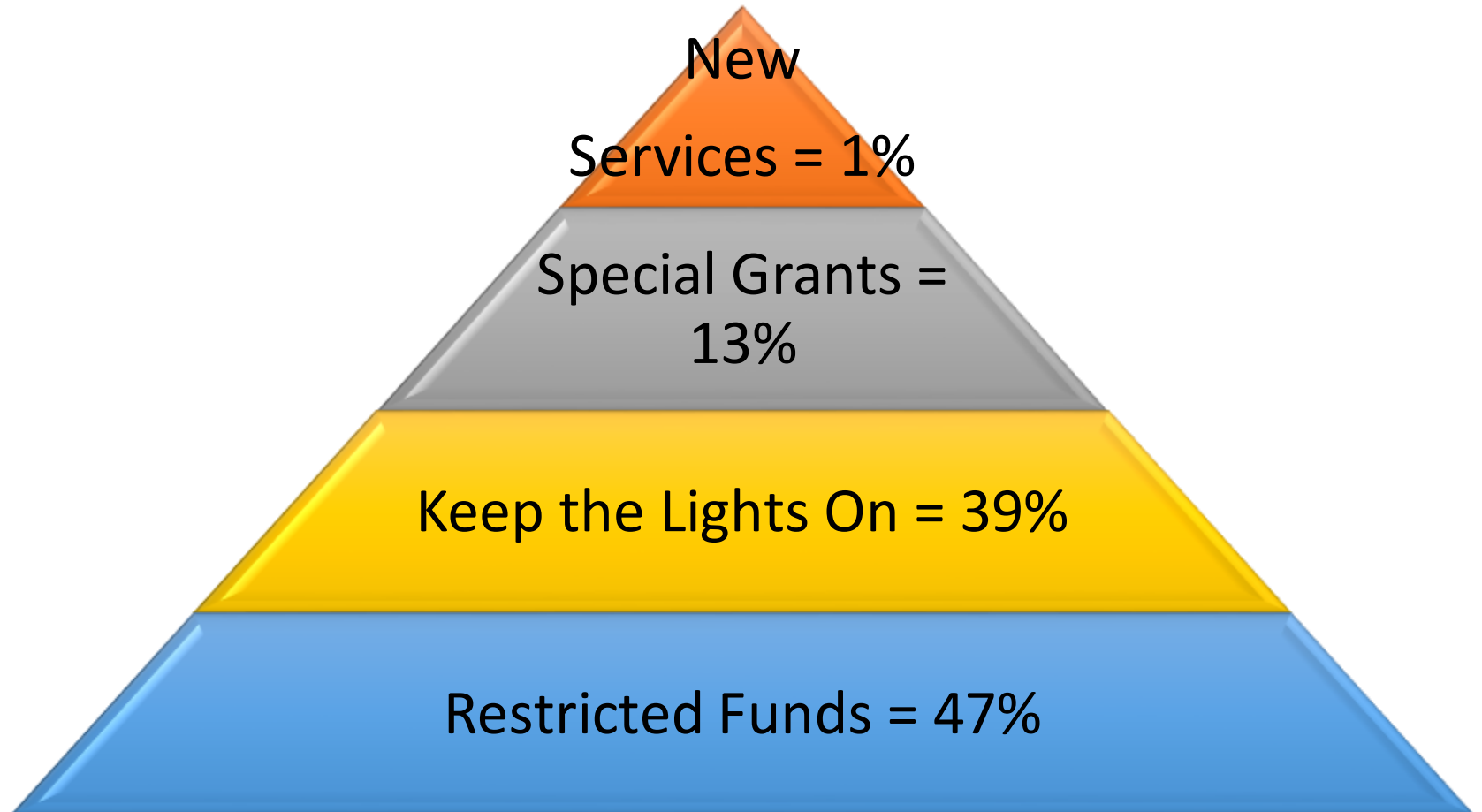


- City has benefited from State revenues and Federal stimulus dollars for the last several years
- One-time dollars will not continue at the same level
- \$58 million State Budget Shortfall

Source: Beacon Economics,
February 2024

City of Stockton Funding

FY 2023-24 Budget = \$912 Million

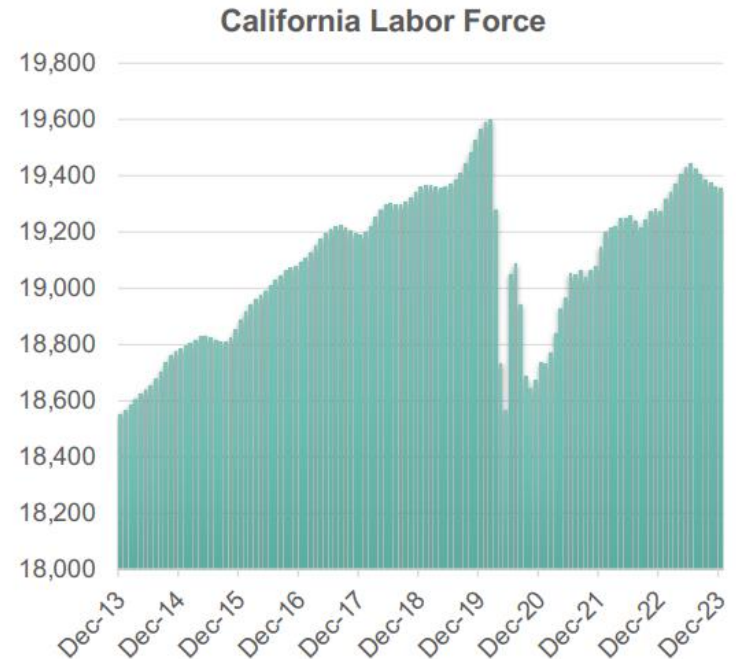


Forecast Considerations

Economic Indicators

- Significant Pandemic Impact
- Decline in overall labor force
- Increase in payroll since 2020

Source: Beacon Economics, February 2024



	Payrolls		Labor Force	
	Aug-23	Ch from Feb 20	Aug-23	Ch from Feb 20
Stockton	278.8	10.2%	345.2	3.8%
Sacramento	1095.2	5.7%	1132.5	2.3%
Inland Empire	1677.3	5.6%	2154.9	2.5%
Fresno	388.6	4.8%	458.2	0.6%
Bakersfield	290.8	4.1%	394.4	0.5%
San Diego	1573.0	3.5%	1597.3	0.6%
San Jose	1187.9	2.2%	1082.6	-0.6%
Orange County (MD)	1712.2	1.6%	1600.5	-1.2%
San Francisco (MD)	1214.3	1.0%	1037.5	-1.2%
Modesto	184.9	0.8%	240.2	-1.7%

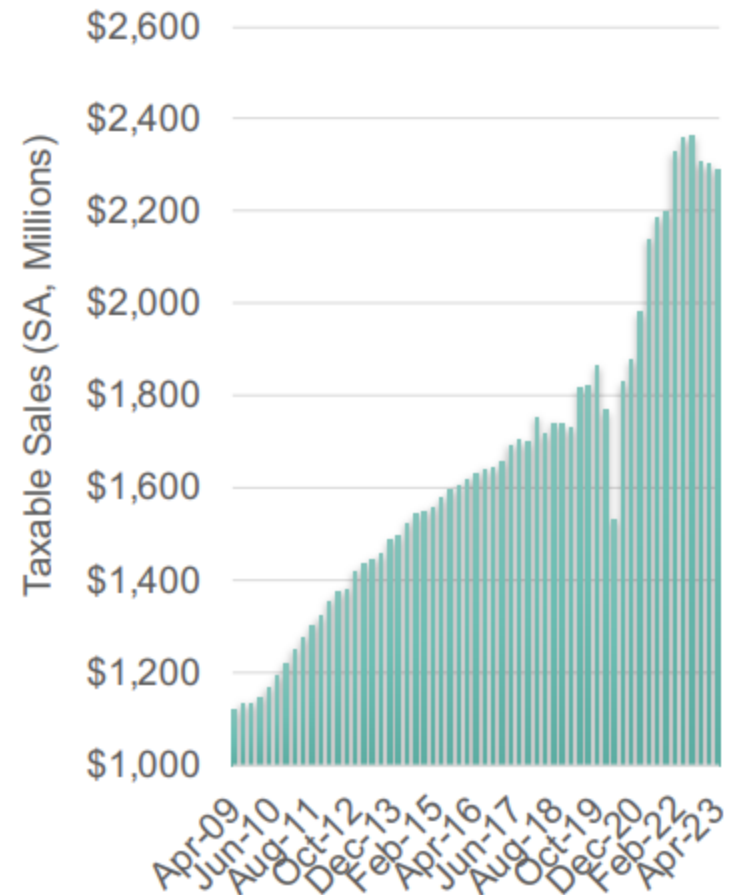
Forecast Considerations

Economic Indicators

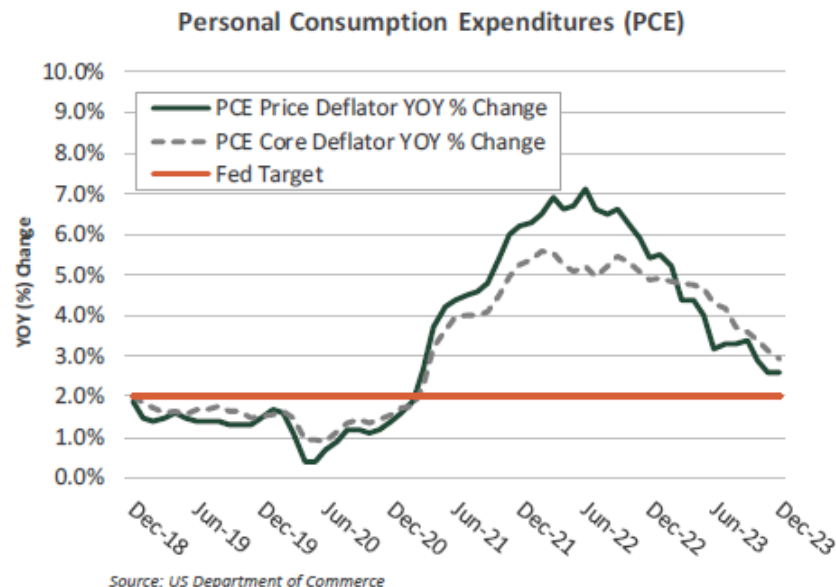
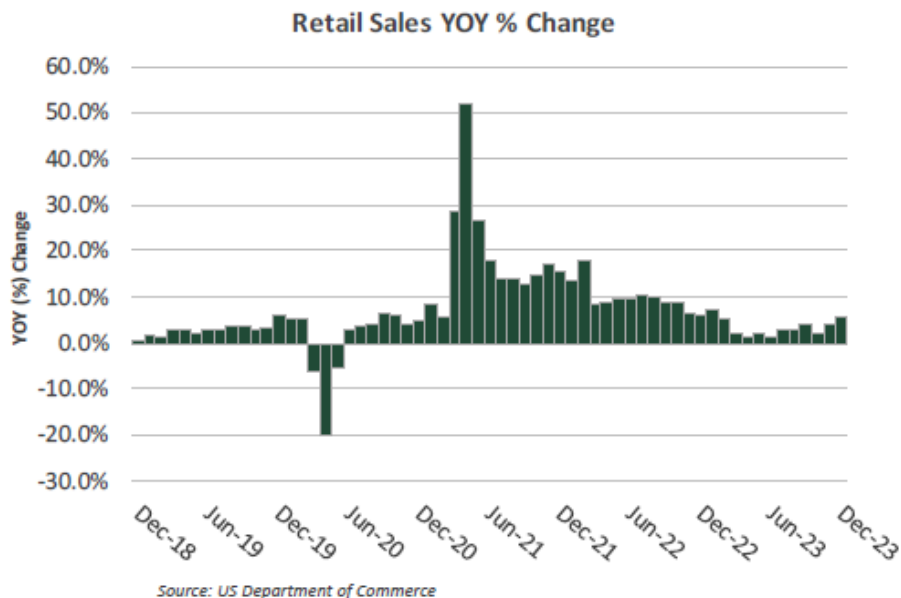
Housing Starts SAAR



CA Taxable Sales



Forecast Considerations – Economic Indicators



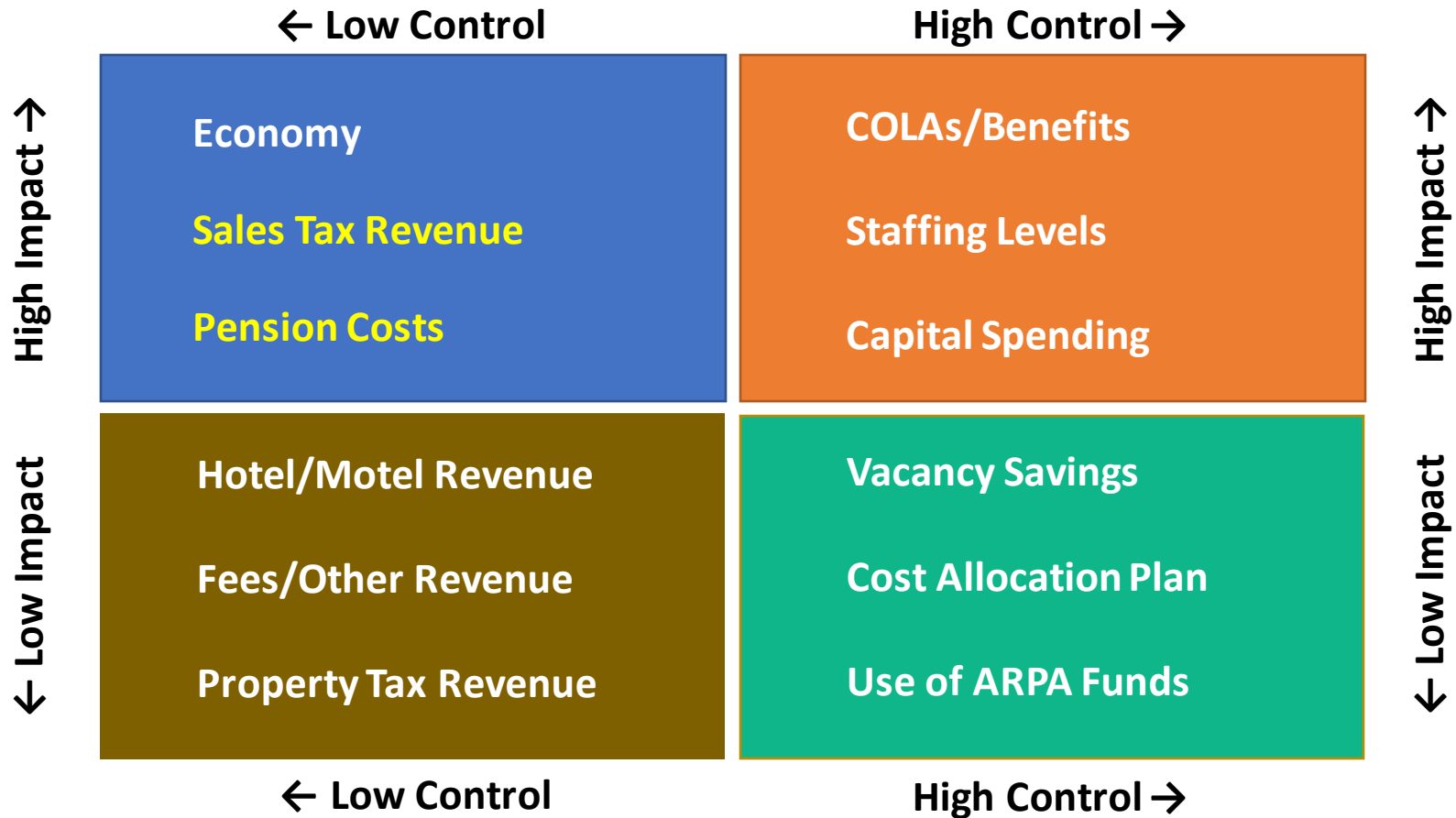
Change 2019 – 2023		
	US	CA
Real GDP Growth	8.0%	9.1%
Change in Payroll Jobs	3.6%	3.8%
Nominal Per Capita Income Growth	23.3%	25.5%
Average Annual Earnings Growth	4.5%	4.9%
Home Price Appreciation	47.5%	43.6%
Change in Unemployment Rate	0.3	0.8

Sources: Chandler Asset Management and Beacon Economics, February 2024

Long-Range Financial Plan

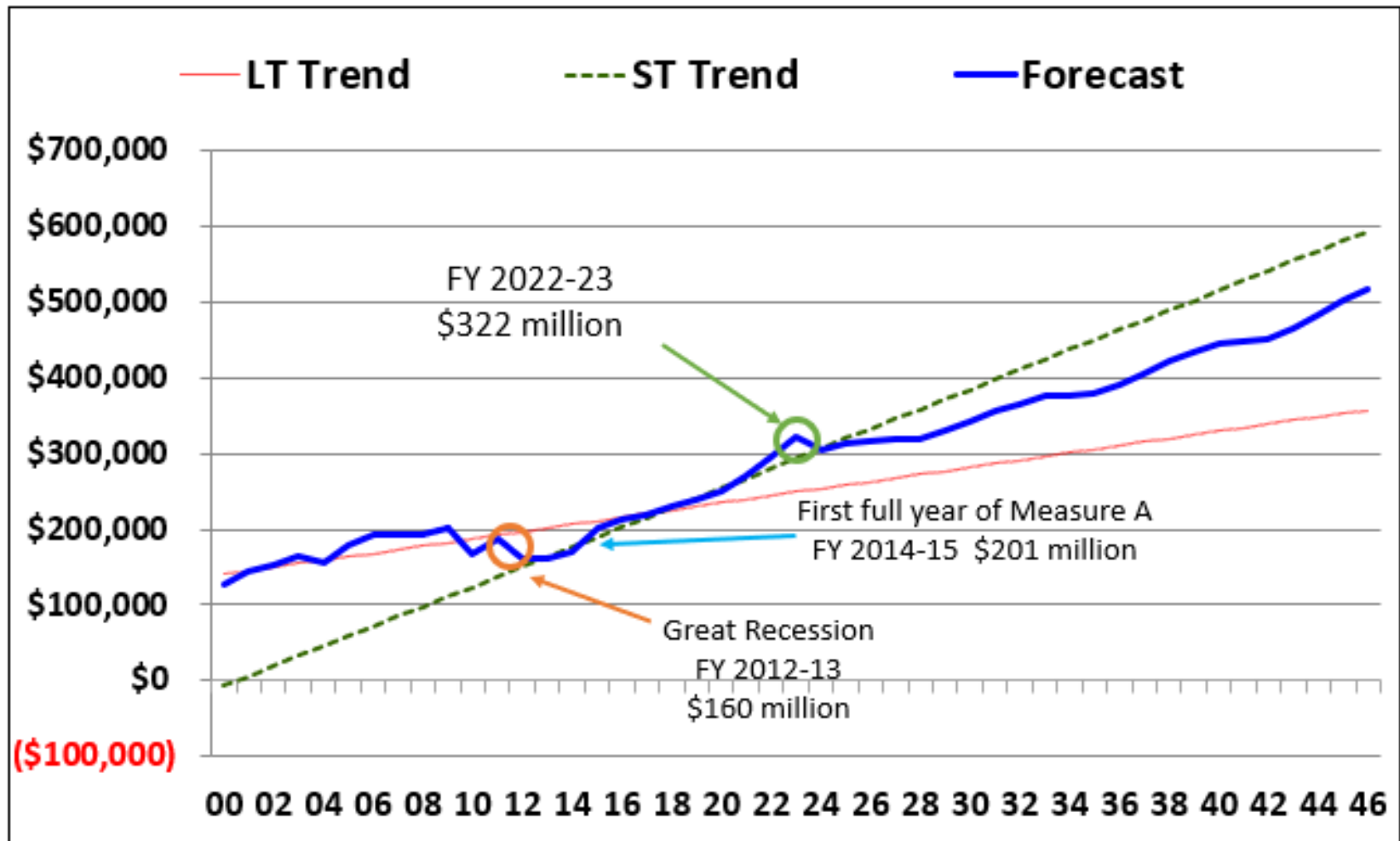
- Forecasts revenue & expenses
- 20-year forecast
- Only General Fund and related funds
 - Supported by General Fund – Library, Recreation, Marina, Entertainment Venues, Golf, etc.
 - Measure W and Measure M sales tax
- Created during bankruptcy
- Based on a wide range of assumptions
 - New assumptions = new outcome
- A tool for financial decision making

Major Areas of Forecast Volatility



Long-Range Financial Plan

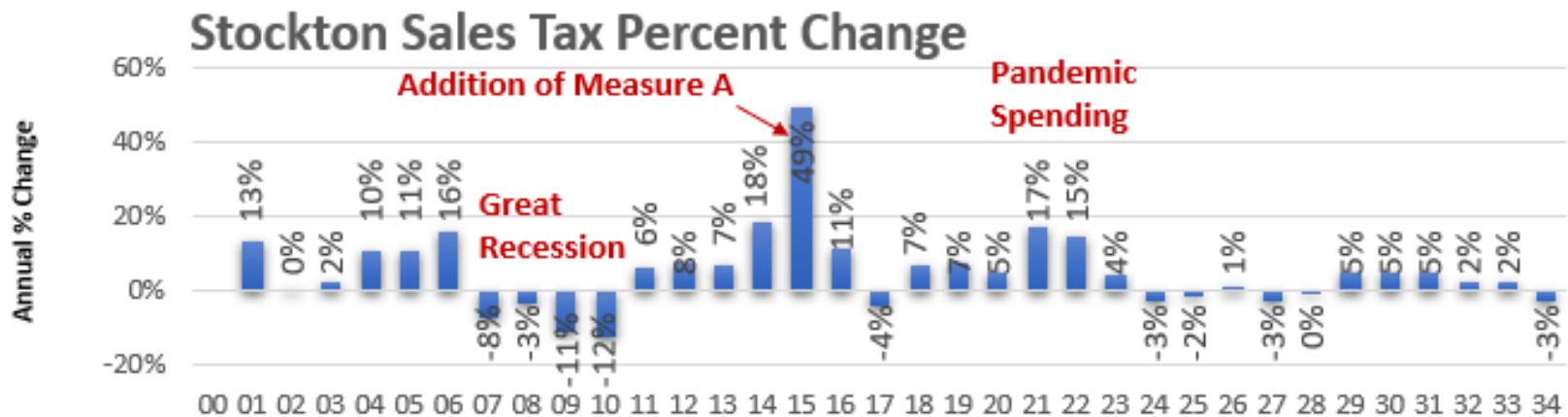
Revenue Forecast – Total General Fund



Long-Range Financial Plan

Revenue Forecast - Sales Tax

- Abnormal growth since the pandemic
- Declines projected for the next few years
- Stockton's tax growth differs from Statewide trends due to the tax base



HdL Statewide Trend – Annual Outlook (FY)

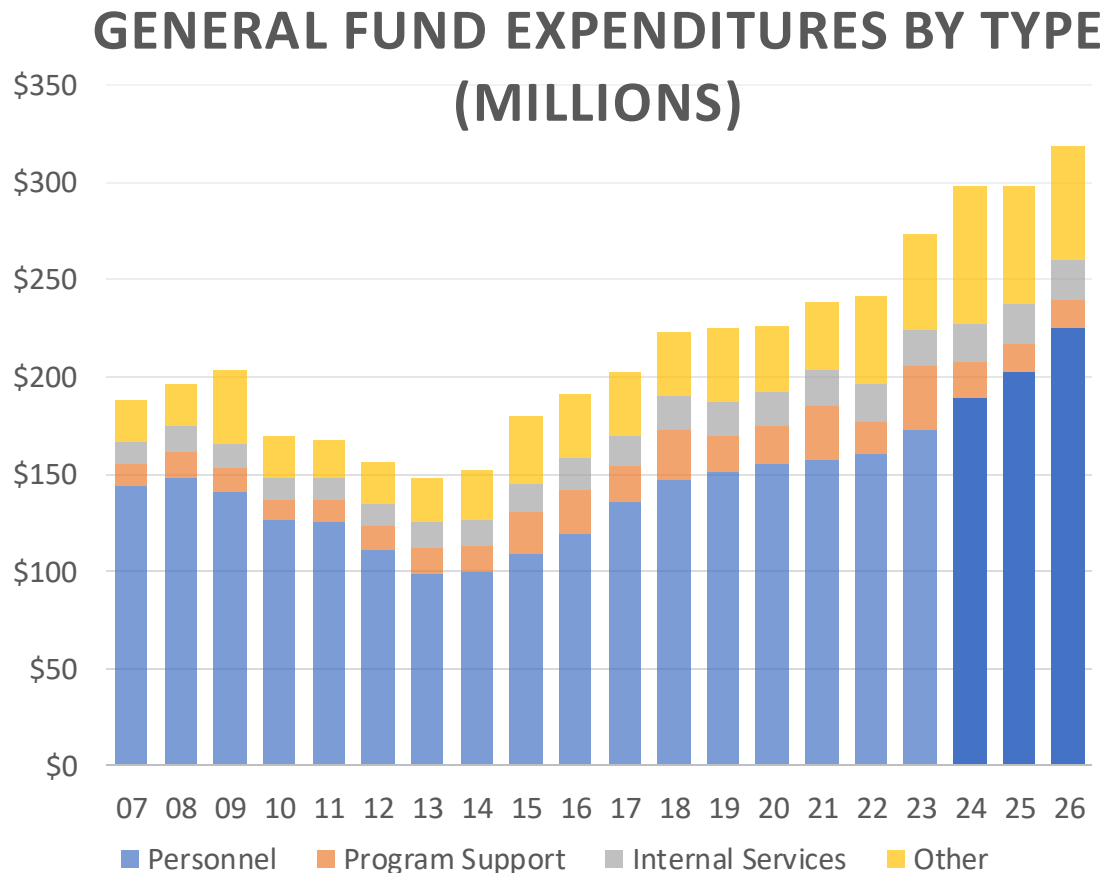
% Change YoY	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
	2.7%	5.6%	4.6%	-2.0%	11.4%	15.6%	2.0%	-0.2%	2.1%	2.8%	3.0%	2.9%	2.9%

Long-Range Financial Plan

Forecast Considerations

Expense Trends

- Majority of expenditures are employee salary and benefits
 - Defined in labor contracts
- Labor costs (blue bars) are increasing
- Filled positions are decreasing

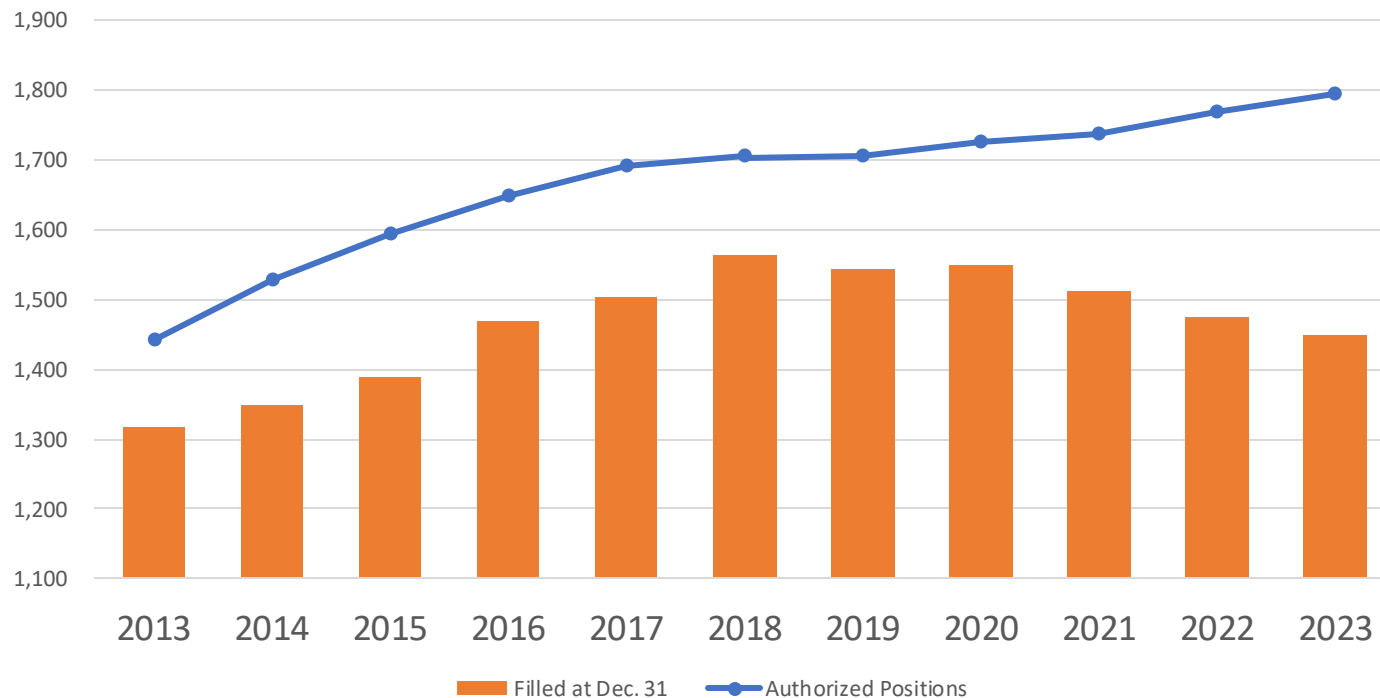


Long-Range Financial Plan Forecast Considerations

Labor Trends

- Authorized positions have been increasing
 - Still below 2009 levels
- Filled positions have been declining

Filled and Authorized Full-time Positions

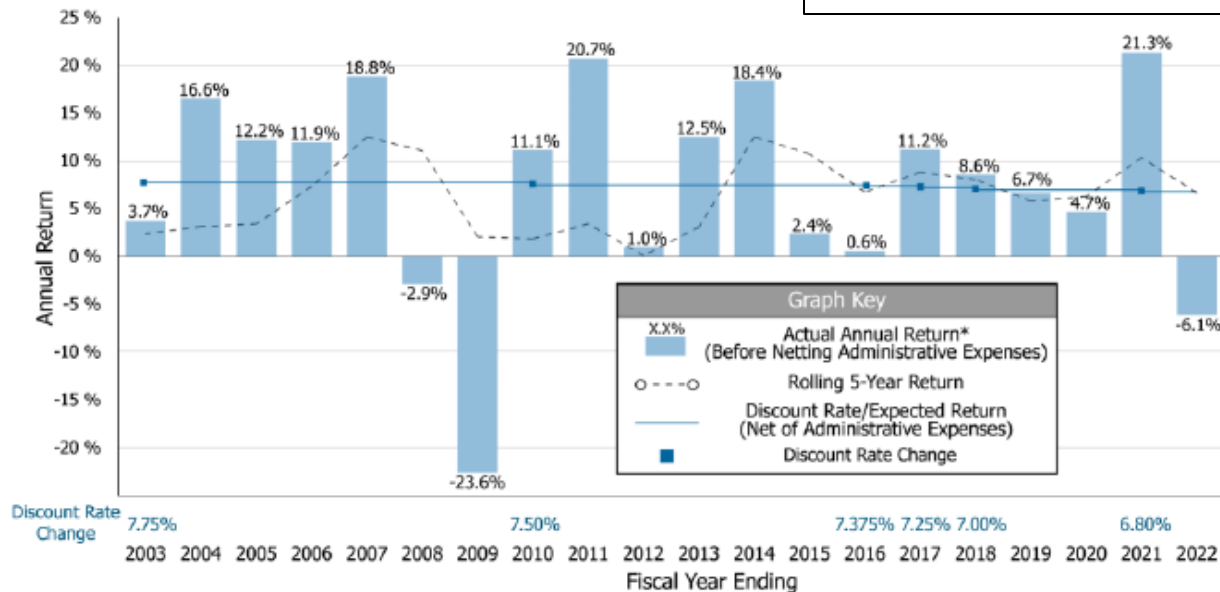


Long-Range Financial Plan

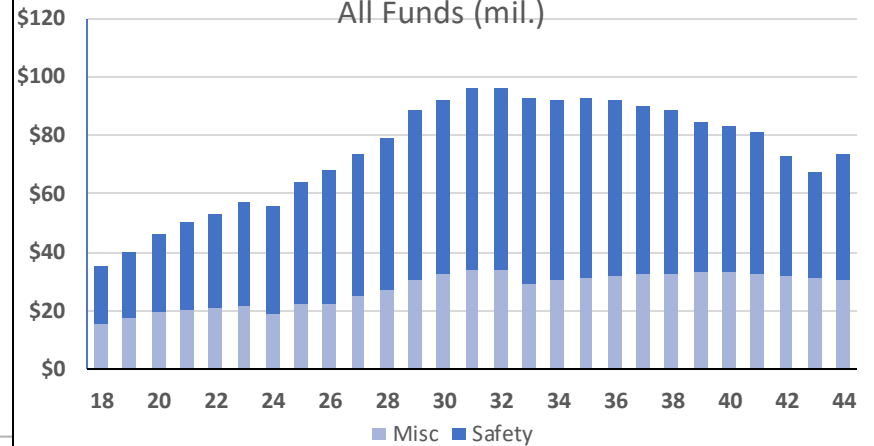
Pension Risks

- 56% of pension costs are funded by investment returns
- CalPERS approved 6.8% discount rate starting FY 2023-24
- Forecast assumes decline to 6% over 10 years

History of Investment Returns (2003 - 2022)



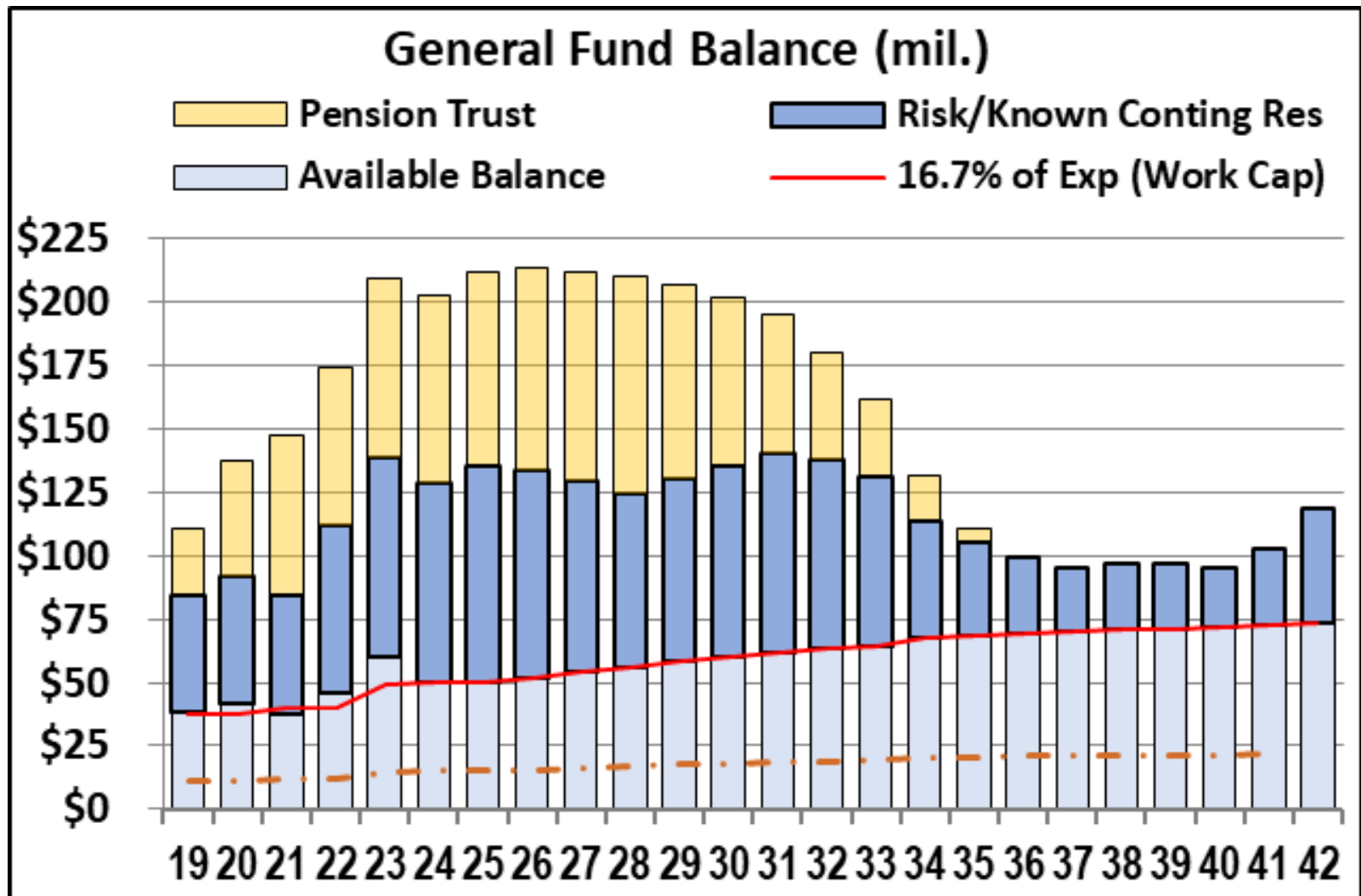
PERS Employer Estimated Payments -
Normal Cost plus Unfunded Liability
All Funds (mil.)



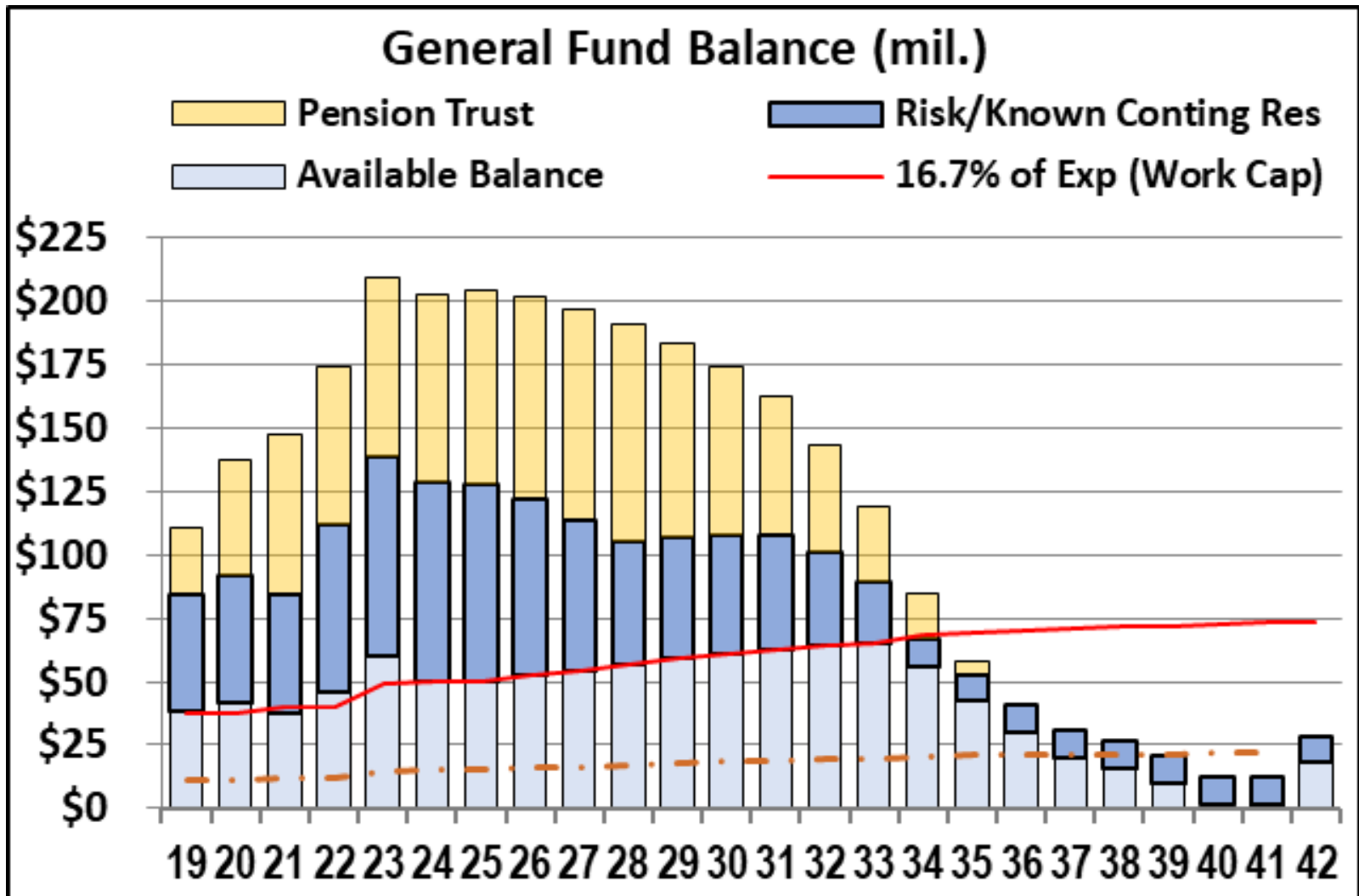
* As reported by the Investment Office with a 3-month lag on private equity and real assets.

Long-Range Financial Plan

As of January 2024



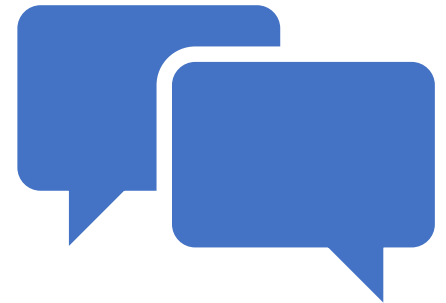
Long-Range Financial Plan (With Fire Truck No. 7)



Fiscal Planning

- Continue long-term financial planning approach
 - Post pandemic normalization with a focus on a **strategic and balanced approach to growth**
 - Utilize the Long-Range Financial Plan
 - Updates to the model will continue with budget development
- Balancing act - prioritizing service demands within available resources
 - Improve the City's ability to recruit and retain employees within available funds
 - Plan for future CalPERS cost increases
 - Catch-up on infrastructure and deferred maintenance
- Maximize use of one-time and ongoing federal and state funds

Questions and Comments on the Fiscal Update and L-RFP



2024 State and Federal Legislative Program

Harry Black, City Manager

Alex Bailey, Program Manager

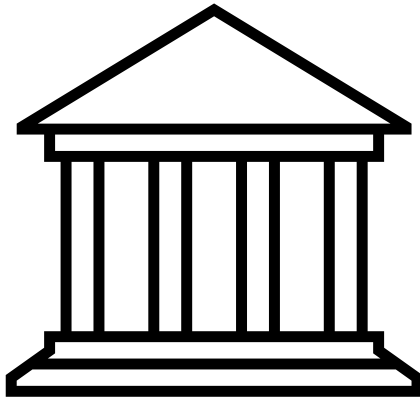
Legislative Advocacy Program

Objectives

- Advocate in Sacramento and Washington, D.C. to accurately and persuasively present the **positions** of the City of Stockton
- Establish **relationships** with key Legislators and Staff
- Provide early intelligence on **emerging issues**
- Share knowledge of trade-offs impacting legislative **framing** and funding
- Target **funding allocations** and grant applications
- Achieve the priority State and Federal **objectives** of the City



Legislative Advocacy Program



Scope

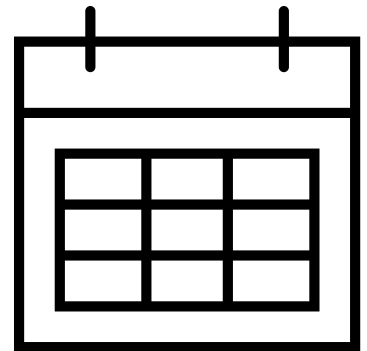
- **Legislative Program Consultation** - Annual Legislative Programs, government relations strategy and funding strategy development
- **Legislative Advocacy** – Represent the City; review executive proposals, legislation, administrative rules; provide regular reports; prepare letters and testimony; facilitate communication and meetings
- **Funding Advocacy and Assistance** – Advise and assist in the preparation of appropriations, earmarks and other funding opportunities requests
- **Political Reform** (State Program) – Register on behalf of the City, and comply with all reporting requirements mandated by the Lobbying Disclosure Act

Legislative Program Timeline & Process

State Legislative Year: July 1 – June 30

Federal Legislative Year: October 1 – September 30

- **Biweekly Meetings:** Teams update meetings scheduled throughout year.
- **October-December:** Discuss City funding and policy environment in preparation for new calendar year.
- **January:** Departmental legislative discussions with Federal and State lobbyists throughout month.
- **January-February:** State bill season. Conduct City staff brainstorming and planning session for appropriations.
- **February-March:** Develop funding and policy proposals to present to Council at Strategic Planning and Goal Setting Workshop.
- **March-April:** Present Federal and State Legislative Advocacy Program at Council meeting. Submit appropriation requests.
- **May:** Federal SJCOG *One Voice* project proposal and advocacy during annual trip to Washington, D.C.



State Level Advocacy

Emanuel Jones and Associates (EJA)

- Sacramento-based non-partisan government relations firm established in 1987
- Consultant has provided state legislative advocacy services to the City of Stockton since 2012
- Specializes in California local government issues, with experience in local government, municipal law, municipal finance
- Expertise in areas of public works, transportation, public safety, telecommunications, environmental issues and community services issues
- Employs state-of-the-art bill tracking systems for timely delivery of information to clients
- From policy review, strategic planning to legislative development and regulatory implementation, EJA assists and positions clients for success



Legislative Program Accomplishments in 2023

State Level

- Worked with Assemblymember Villapudua, Senator Eggman and a coalition of advocates to stop inclusion of Delta Conveyance Project in Governor's Infrastructure Package (SB 149).
- Worked with coalition of lobbyists to stop key water rights bills, that would have severely restricted the City's water rights.
- Worked with Big City Mayors to secure \$1 Billion in funding for Round 5 of HHAP in State Budget.
- Worked to protect funding for urban flood risk reduction projects in the State Budget.
- Worked with Assemblymember Villapudua and Senator Eggman's Offices on letter of support for the City's Homekey application.
- Supported mental health legislation as well as legislation to allow the City to achieve a 200-year event level of flood protection.



CALIFORNIA REPUBLIC

Legislative Program Funding in 2023

State Level

- Bubbler system & Trash boom at Morelli Park - \$3 Million
- Miracle Mile Public Safety Maintenance Substation and Parking - \$3.1 Million
- Aquatics infrastructure - \$4 Million
- Vocational Opportunities for People/Adults with Intellectual Disabilities - \$1 Million



City of Stockton Priorities 2024

State Level

1. **Workforce Infrastructure Upsizing:** Integrate development of Stockton Arena Parking Garage/Food Incubator with workforce development and leverage entrepreneurship.
2. **Restorative Justice Adult Housing Support:** Fund and implement the Restorative Justice Housing Vouchers Program to assist young individuals seeking an alternative to gun and gun violence by establishing 12 months of safe permanent housing. The program would build relationships with property managers to encourage housing for individuals with lived experiences, and would cover move-in costs, up to three months of rent, and intensive wraparound services for clients to maintain stable housing.
3. **Van Buskirk Park Reuse:** Site work and construction management for the Van Buskirk Golf Course Reuse Project to prepare for \$7M in amenities provided by California Statewide Park Development and Community Revitalization Program. Work includes - but is not limited to - surveying, clearing, grading, leveling and compacting.
4. **Complete Streets Project on Pershing Avenue:** Develop a Precise Road Plan to transform the Pershing Avenue corridor into a Complete Street to support multi-modal transportation and safety improvements.
5. **Animal Shelter Renovation:** Complete funding for full renovation of Animal Shelter to include project alternatives and new kennels to align with industry standards.
6. **Police Operations Building Remodel:** Remodel rollcall room to include a classroom for training needs and upfitting of the new wellness fitness room.

State Legislative Threats

- Taxpayer Protection and Government Accountability Act – November 2024 Ballot
- Protection of Local Government Funds in the State Budget – HHAP Grant funds, Transportation and other funding
- Legislation on Delta Conveyance and Water Rights Curtailment
- Legislation related to Flood Protection
- Legislation related to Proposition 47 and Retail Theft
- Legislation related to Homelessness and Affordable Housing
- Note: Last day to introduce new bills in State Legislature is February 16, 2024



CALIFORNIA REPUBLIC

Federal Level Advocacy



SUMMIT
STRATEGIES

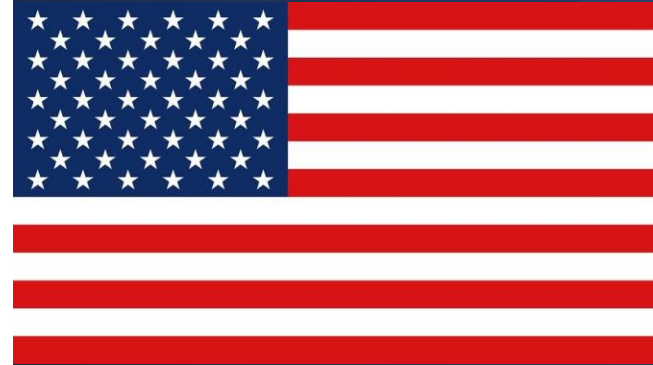
Summit Strategies Government Affairs

- Washington, D.C.- based national strategic government affairs consulting firm established in 2015
- Specializes in federal and state lobbying, legislative and regulatory monitoring, public policy analysis and development, grant support and coalition building
- Summit's practice includes municipal and county governments, parks and recreation districts, port authorities, freight rail and transportation agencies, environmental entities throughout the United States
- Areas of Expertise
 - Transportation
 - Economic Development
 - Environment, Energy & Natural Resources
 - Technology
 - Labor
 - Taxes & Trade

Legislative Program Accomplishments in 2023

Federal Level

- Support of Congressional directed spending requests.
- Support of Federal transportation grants, including SS4A and RAISE.
- Worked to strengthen Stockton's relationship with federal agencies and Congressional offices.
- Met with City Department Directors to learn about City priorities. Reviewed federal programs and monitored federal grant opportunities to identify federal programs to meet needs.
- Met bi-weekly with Stockton Government Affairs staff to discuss local priorities and ways the revised federal policies or federal funding could help resolve or support.



City of Stockton Priorities 2024

Federal Level

1. **Workforce Infrastructure Upsizing:** Integrate development of Stockton Arena Parking Garage/Food Incubator with workforce development and leverage entrepreneurship.
2. **Redevelopment & Blight Abatement:** Strategic acquisition and demolition funding for incentivizing revitalization and blight abatement.
3. **Downtown Business Emergency Infrastructure:** Foster emergency preparedness of Historic Downtown vacant buildings through fire sprinkler installation/earthquake remediation to encourage economic activity and support health and safety of “mom-and-pop businesses”.
4. **Restorative Justice Adult Housing Support:** Fund and implement the Restorative Justice Housing Vouchers Program to assist young individuals seeking an alternative to gun and gun violence by establishing 12 months of safe permanent housing.
5. **Van Buskirk Park Reuse:** Site work and construction management for the Van Buskirk Golf Course Reuse Project to prepare for \$7M in amenities provided by California Statewide Park Development and Community Revitalization Program. Work includes - but is not limited to- surveying, clearing, grading, leveling and compacting.
6. **Complete Streets Project on Pershing Avenue:** Develop a Precise Road Plan to transform the Pershing Avenue corridor into a Complete Street to support multi-modal and transportation and safety improvements.
7. **Urban Forestry Development:** Plant and maintain trees throughout Stockton to beautify City, provide greening and shade, regulate temperature extremes, reduce carbon emission/greenhouse effect, and reduce public health disparities.
8. **Police Operations Building Remodel:** Remodel rollcall room to include a classroom for training needs and upfitting of the new wellness fitness room.

Questions and Comments on 2024 Legislative Advocacy Program



Economic Development Strategic Action Plan

Carrie Wright, Economic Development

Economic Development Strategic Action Plan (EDSAP)

Background

- **Council Approval: January 24, 2022**
- **Supports Stockton's post-pandemic recovery**
 - Anchored by Six Key Goals
- **Seven Investment Areas, three Focus Areas**
 - Economy & Business
 - Infrastructure
 - Image & Branding
- **Interdepartmental Collaboration**
 - Grants
 - Program Implementation
- **Two full years in . . .**



Strengthen Local Business Climate

Investment Area #1

➤ Milestones

- ✓ Held successful Small Business Week programs
- ✓ Substantially completed Façade Improvement Program
- ✓ Completed ARPA Chamber support contracts
- ✓ Completed year one of Retail Strategies work

➤ Next Steps

- ☐ Implement Downtown Strategic Plan Lighting Project
- ☐ Facilitate better connections between small businesses and available resources.



Develop Workforce Capacity

Investment Area #2

➤ Milestones

- ✓ Continued participation in North Valley Thrive (CERF)/ Ca Jobs First
- ✓ Citywide summer internship program
- ✓ Californians For All Youth Workforce Development Grant contracts implemented
- ✓ Expanded Coursera and Tutor.com offerings
- ✓ City Leadership Academy and DEI Certifications

➤ Next Steps

- ☐ Partner with SJCOE
- ☐ Youth Employment and Development
 - ☐ College Prep and FAFSA support (CSD)
 - ☐ Host citywide youth employment fair (CSD)
 - ☐ Financial literacy classes for youth (CSD)



Investment Area#3

- ✓ Executed contracts with Entrepreneurship Grant recipients
- ✓ Completed National League of Cities Inclusive Entrepreneurship Program
 - ✓ SourceFinder Map
 - ✓ Food Business Accelerator Study

- ❑ Implement SBA Earmark Grant focusing on Arena Parking Garage space
- ❑ Bridging the Digital Divide for our small businesses and entrepreneurs – meeting people where they are



Transform Downtown

Investment Area #4

➤ Milestones

- ✓ South Pointe DDA Approval
- ✓ Caltrans Sustainable Transportation Grant Award
- ✓ Substantially completed Façade Improvement Program
- ✓ Completed EPA Planning Activities

➤ Next Steps

- ☐ Implement South Pointe DDA
 - ☐ CEQA Compliance + Remediation Document
 - ☐ South Pointe Cleanup
- ☐ Procure consultant for Caltrans Grant implementation
- ☐ USDOT RAISE Grant Application
- ☐ Apply for REAP 2.0
- ☐ Propose redevelopment fund for acquisition and demolition



Activate Public Spaces

Investment Area #5

➤ Milestones

- ✓ Record attendance at venues
- ✓ Concert in the Park series
- ✓ Stockton Lantern Show
- ✓ Expanded July 4th and Tree Lighting
- ✓ Food Truck Ordinance
- ✓ International Award-winning Stockton Flavor Fest
- ✓ Awarded \$7M+ for Van Buskirk
- ✓ Issued RFI for City owned sites

➤ Next Steps

- ☐ Process responses to the RFI
- ☐ Explore adding a large September event to Weber Point calendar





Unify Community

Investment Area #6

➤ Milestones

- ✓ Record attendance at venues
- ✓ Planning complete for Neighborhood Cohesion event
- ✓ King's Playoff opportunity
 - Supported Main Street Market

➤ Next Steps

- ☐ Repeat
- ☐ Pixie Woods 70th Anniversary
- ☐ Planning for Civic Memorial Auditorium's 100th



EDSAP

Promote Brand

Investment Area #7

➤ Milestones

- ✓ Produced social media campaign for City accomplishments
- ✓ Exceeded one-page strategic plan goals for social media
- ✓ Sponsored 10+ Community Events
- ✓ Launched a new website
- ✓ Attended ICSC Retail Show
- ✓ Attended One Voice Conference
- ✓ Placed regional ads in publications
- Procured naming rights sponsor for the arena
- Business Advocate of the Year Award
- Seizing opportunities for Stockton stories

➤ Next Steps

- ☐ Continue doing what we do . . .

Questions and Comments on the Economic Development Strategic Action Plan



Update on Council Priority Projects

Chad Reed, Public Works

Teen Impact Center Roof
Replacement & Repairs

Waterfront Lighting Restoration

Downtown Abandoned Meter
Pole Removals

Five Mile Creek Hyacinth
Removal



Projects Completed in 2022

Projects Completed in 2023



Pixie Woods Suspension Bridge Replacement

Stockton Soccer Complex Playground & Food Truck Pad

Swimming Pool UV Sterilization System Improvements

Downtown Decorative Streetlight LED Conversion

Lower Sac Road Bridge at Mosher Slough Fence

Oak Park Ball Field Improvements

Gospel Center Rescue Mission Sidewalk Replacement

MLK Underpass Enhancements

Fire Station 1 Renovations

PROJECTS IN CONSTRUCTION

Sidewalk Replacements

Weber Point Events Center Shade Structure Rehab

Pixie Woods Tree Trimming & Brush Removal

Grupe Parking Lot Resurfacing

Citywide Park Walkway Replacement

Miracle Mile RRFB & Improvements

Pixie Woods Improvements

Tree Maintenance & Intersection Safety Tree Trimming

Van Buskirk Community Center Gym Floor Installation



Victory Park Tennis Court Lighting Refurbishment

Van Buskirk Building Demolition

Oak Park Senior Center Parking Lot Resurfacing

Brooking, Panella, Sandman & Weber Park Playground Replacements

Pixie Woods Irrigation Automation

Generator Replacements

Swenson Park Fencing Replacement

City Owned Baseball Field Repairs & Improvements

Sousa Park Restroom Installation

PROJECTS IN DESIGN

Civic Auditorium Assessment

Silver Lake Assessment

Citywide Bridge Slope Protection

American Legion Park Lagoon
Fencing Replacement



PENDING PROJECTS

Mattie Harrell
Park Irrigation
Well Replacement

Sousa Pool Crack
Repair &
Replastering

Teen Impact
Center
Rehabilitation

FINANCIAL SUMMARY – COMPLETED PROJECTS

PROJECT	FUNDING	FISCAL YEAR ASSIGNED
Teen Impact Center Roof Replacement & Repairs	\$850,000	2021-2022
Waterfront Lighting Restoration	\$200,000	2021-2022
Downtown Abandoned Meter Pole Removals	\$180,000	2021-2022
Five Mile Creek Hyacinth Removal	\$25,000	2021-2022
Pixie Woods Suspension Bridge Replacement	\$95,000	2021-2022
Stockton Soccer Complex Playground & Food Truck Pad	\$375,000	2021-2022
Swimming Pool UV Sterilization System Improvements	\$110,000	2021-2022
Downtown Decorative Streelight LED Conversion	\$750,000	2021-2022
Lower Sac Road Bridge at Mosher Slough Fence	\$80,000	2021-2022
Oak Park Ball Field Improvements	\$100,000	2021-2022
Gospel Center Rescue Mission Sidewalk Replacement	\$240,000	2021-2022
MLK Underpass Enhancements	\$100,000	2022-2023
Fire Station 1 Renovations	\$100,000	2021-2022
TOTAL	\$3,205,000	

DISCRETIONARY PROJECT SUMMARY	FY 2021-2022	FY 2022-2023
# OF PROJECTS ASSIGNED	30	8
TOTAL FUNDING ALLOCATED	\$20,525,000	\$2,265,000
% OF PROJECTS IN CONSTRUCTION	43 %	50 %
% OF PROJECTS COMPLETED	40 %	13 %

FINANCIAL SUMMARY

PROJECTS IN CONSTRUCTION

PROJECT	FUNDING	FISCAL YEAR ASSIGNED	PERCENT COMPLETE
PROJECTS AT 100% DESIGN			
Grupe Park Parking Lot Resurfacing	\$500,000	2021-2022	
Oak Park Senior Center Parking Lot Resurfacing	\$615,000	2021-2022	
Pixie Woods Irrigation Automation	\$80,000	2021-2022	
Sidewalk Replacements	\$4,000,000	2021-2022	
Generator Replacements	\$500,000	2022-2023	
Sousa Park Restroom Installation	\$375,000	2022-2023	
PROJECTS IN CONSTRUCTION			
Weber Point Events Center Shade Structure Rehab	\$1,250,000	2021-2022	15 %
Pixie Woods Tree Trimming & Brush Removal	\$250,000	2021-2022	65 %
Citywide Park Walkway Replacement	\$150,000	2021-2022	70 %
Miracle Mile RRFB & Improvements	\$800,000	2021-2022	5 %
Pixie Woods Improvements	\$1,100,000	2021-2022	50 %
Tree Maintenance & Intersection Safety Tree Trimming	\$5,500,000	2021-2022	13 %
Van Buskirk Community Center Gym Floor Installation	\$350,000	2021-2022	99 %
Victory Park Tennis Court Lighting Refurbishment	\$80,000	2021-2022	95 %
Brooking, Panella, Sandman & Weber Park Playground Replacements	\$1,000,000	2021-2022	20 %
Swenson Park Fencing Replacement	\$255,000	2022-2023	5 %
Van Buskirk Building Demolition	\$300,000	2022-2023	5 %
TOTAL	\$17,105,000		

FINANCIAL SUMMARY

PROJECTS IN DESIGN

PROJECT	FUNDING	FISCAL YEAR ASSIGNED
Citywide Bridge Slope Protection	\$300,000	2021-2022
American Legion Park Lagoon Fencing Replacement	\$150,000	2021-2022
Civic Auditorium Assessment	\$300,000	2022-2023
Silver Lake Assessment	\$35,000	2022-2023
City Owned Baseball Field Repairs & Improvements	\$400,000	2022-2023

PENDING PROJECTS

PROJECT	FUNDING	FISCAL YEAR ASSIGNED
Mattie Harrell Park Irrigation Well Replacement	\$95,000	2021-2022
Sousa Pool Crack Repair & Replastering	\$200,000	2021-2022
Teen Impact Center Rehabilitation	\$1,000,000	2021-2022

Questions and Comments Council Priority Projects



Government Performance and Accountability

Harry Black, City Manager

Vision: Stockton will become the best city in America to live, raise a family, and grow a business.

FY 2023-24 OBJECTIVE:

'What' is Winning ...

Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton.

STRATEGIES: (Captain)

'How' we will Win...

1. Safer Streets (Chief Stanley McFadden/Lora Larson)

- a) Reimagine Stockton Police Department (SPD)
- b) Increase community partnerships, engagement, and recruitment
- c) Continue data driven strategies and tactics
- d) Reduce violent crime
- e) Further address quality of life issues

FY 2023-24 PLANS:

- Build upon Ceasefire Strategy to reduce shootings and homicides and the city's crime prevention strategies and tactics through partnership between SPD and OVP
- Emphasize use of SPD's ICAP and OVP's case management systems
- Continue case management and wrap around support for high risk population
- Expand Fire Investigation program and partnerships to reduce the incidence of arson fires
- Increase community partnerships with a special needs registry focused on youth and elderly
- Utilize Community and Youth Advisory Boards to empower the community
- Evolve the City Manager's Review Board initiative and calibrate the Carelink program

FY 2023-24 METRICS:

- 1a) Reduce non fatal injury shootings 5% reduction
- 1b) Increase number of overall engagements and interventions (Y/N)
- 1c) Establish a baseline number of calls for service diverted to CMC through mobile crisis intervention program (Carelink)
- 1d) Increase overall number of applicants to SPD 5% increase
- 1e) Increase successful completions of social services within OVP case management 5% increase

COUNCIL PRIORITY GOALS:

- **Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**
- **Focus on crime reduction in focus areas**
- **Develop solutions to address homelessness, including increasing the affordable housing supply**
- **Leverage city and partner resources in impacting overall public health, community wellbeing, and community resiliency**
- **Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents**

2. Growing Economy (Stephanie Ocasio/Carrie Wright)

- a) Grow jobs
- b) Continue to implement the Economic Development Strategic Plan
- c) Continue to transform the overall development process
- d) Increase small business development with an equity lens
- e) Foster and support inclusive entrepreneurship

- Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business façade improvements, and continuing the Stockton re branding initiative
- Implement workforce development programming including youth employment and development through strengthening partnerships with local education institutions
- Increase space activation through closing the fiber ring, enhanced small business support, and availability of customer self service solutions

- 2a) Increase social media engagement and followers across channels 15% increase
- 2b) Increase city website traffic and engagement 15% increase
- 2c) Increase building permit project reviews that meet published targets 75% meet published review times
- 2d) Expand meaningful linkages and partnerships with various small business partners (Y/N)
- 2e) Increase attendance across City venues 10% increase

3. Housing Opportunities for All (Carrie Wright/ Stephanie Ocasio)

- a) Continue to transform the overall development process
- b) Optimize partnerships and linkages
- c) Increase investment in high impact affordable and market rate housing strategies
- d) Optimize performance-based, equity-informed distribution of available city funds, e.g.grants

- Complete Development Code (Stockton Municipal Code Title 16) overhaul to streamline and clarify the development process
- Continue to shorten transaction/cycle process times in permit application processing
- Provide ongoing support and commitment to adopted homelessness plans
- Increase overall program impact and effectiveness emphasizing data informed decisions
- Complete Housing Action Plan to facilitate and incentivize increased production of market rate and below market rate housing
- Complete the current pipeline of inflight homeless housing projects

- 3a) Increase housing permit project reviews that meet published targets 75% meet published review times
- 3b) Establish and enhance partnerships and linkages (Y/N)
- 3b) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N)
- 3c) Increase the inventory of bed/housing units to reduce the gap of unsheltered homeless
- 3d) Establish performance based, equity informed distribution model for available City funds (Y/N)

4. Thriving and Healthy Neighborhoods (Kris Farro)

- a) Establish a City integrated team approach, e.g.cross-departmental team to optimize clean, sustainable, and safe neighborhoods
- b) Increase placemaking, space activation, and community engagement
- c) Optimize alignment of youth programs by prioritizing community interests and needs
- d) Optimize overall community well-being with an equity lens
- e) Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts
- f) Expand sustainability and environmental strategies

- Launch an outdoor mural program through Stockton Arts Commission
- Produce an annual Citywide community cohesion project
- Expand access to resources for youth to enable career development
- Increase multilingual materials
- Expand sustainability/environmental portfolio to include TCC Round 4 implementation, Climate Action Plan update, and equity informed sustainable transportation pilot program
- Enhance efforts to support community based organizations capacity building
- Expand Clean City initiative and access to related data
- Launch Citywide illegal dumping prevention and mitigation efforts
- Launch a mobile recreation and library program

- 4a) Improve Stockton's livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, and trash (Y/N)
- 4b) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N)
- 4c) Increase community center, library, and community based organization utilization (Y/N)
- 4d) Emphasize education, awareness, and investment to positively impact community well being (Y/N)
- 4e) Increase multilingual programming and services (Y/N)
- 4f) Expand the City's environmental and sustainability portfolio (Y/N)

5. Fiscal Sustainability (Kim Trammel)

- a) Continue learning from the past
- b) Mitigate risk
- c) Optimize resources through innovative business practices
- d) Optimize city workforce, recruitment, retention, training, and development
- e)Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts

- Upgrade bond rating and enhance financial reporting
- Maximize City revenue sources
- Begin ERP system Phase 4 (Utility Billing) planning and preparation
- Enhance use of Long Range Financial Plan in decision making
- Continue to operationalize centralized grants administration and coordination
- Expand recruitment efforts, retention plan, and workforce planning and development
- Optimize organizational Cyber Security maturity for continued protection of digital assets

- 5a) Refresh long range financial plan and increase fiscal transparency (Y/N)
- 5b) Clean/unmodified audit opinions (Y/N)
- 5b) Increase Center for Internet Security (CIS) Controls Self Assessment Tool (CSAT) overall cyber security maturity score 10% increase
- 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21 22 CAFR and Distinguished Budget Presentation Award (Y/N)
- 5d) Increase workforce retention and recruitment (Y/N)
- 5e) Develop diversity, equity, inclusion human capital management roadmap (Y/N)

Safer Streets

**1a) Reduce non-fatal injury shootings –
5% reduction**

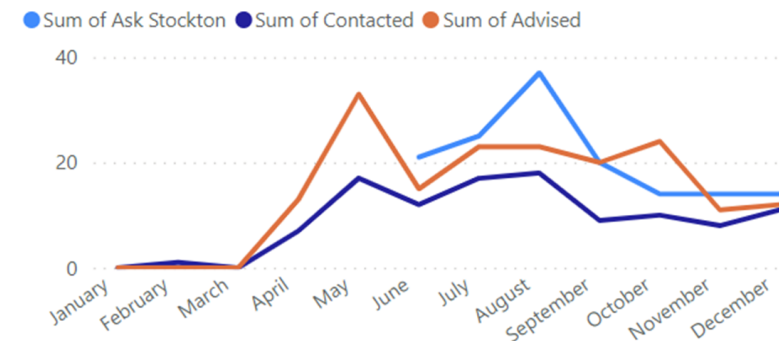


**1b) Increase number of overall
engagements and interventions (Y/N)**

Yes.

Progress-to-Date: PD has augmented its total engagements and interventions by actively participating in positive initiatives within the communities.

**1c) Establish a baseline number of calls
for service diverted to CMC through
mobile crisis intervention program
(Carelink)**

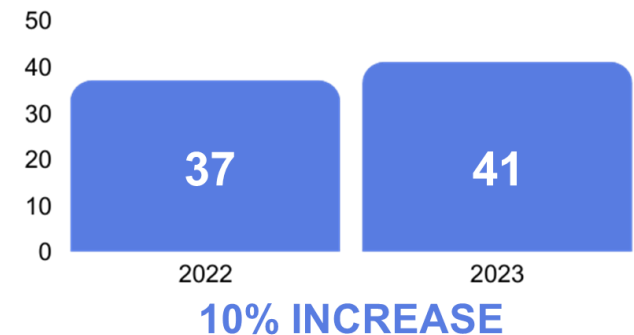


Safer Streets Cont.

1d) Increase overall number of applicants to SPD – 5% increase



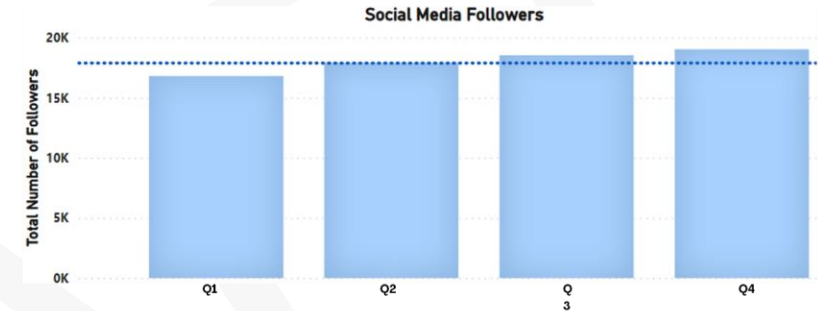
1e) Increase successful completions of social services within OVP case management – 5% increase



Growing Economy

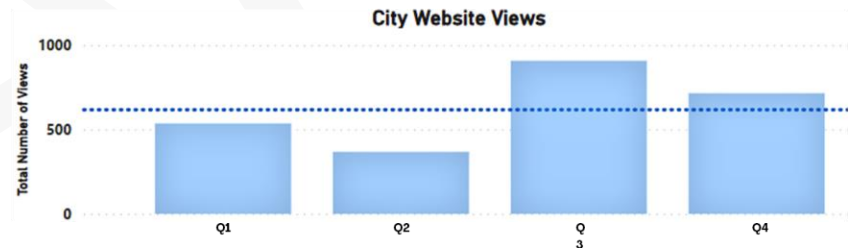
2a) Increase social media engagement and followers across channels – 15% increase

- Social media engagement, considering followers and fans, surged by 22.42% from Q1 to Q4, across Facebook, Twitter, LinkedIn, and Instagram, totaling 29,000 interactions.



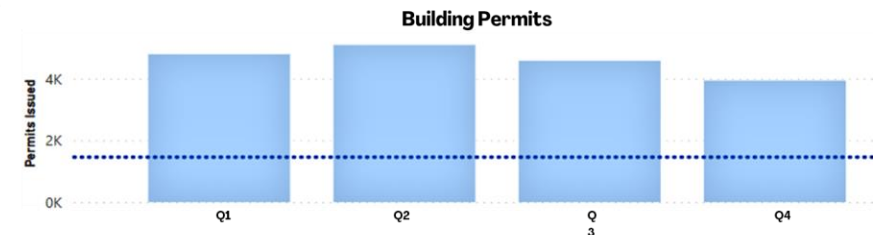
2b) Increase city website traffic and engagement – 15% increase

- Website traffic surged in Q3 and continued to meet the target in Q4.



2c) Increase building permit project reviews that meet published targets– 75% meet published review times

- The target has consistently been exceeded.

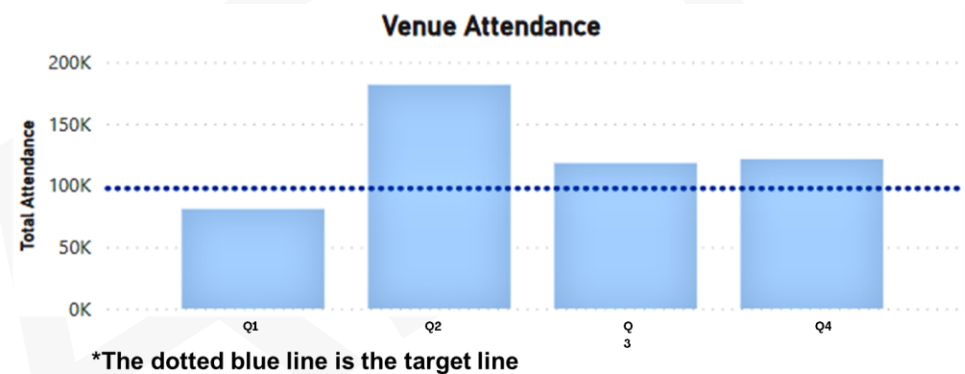


*The dotted blue line is the target line

Growing Economy Cont.

2e) Increase attendance across City venues— 10% increase

- Venues and Special Events attracted over 556K downtown last year, exceeding the target in Q2, Q3 and Q4.



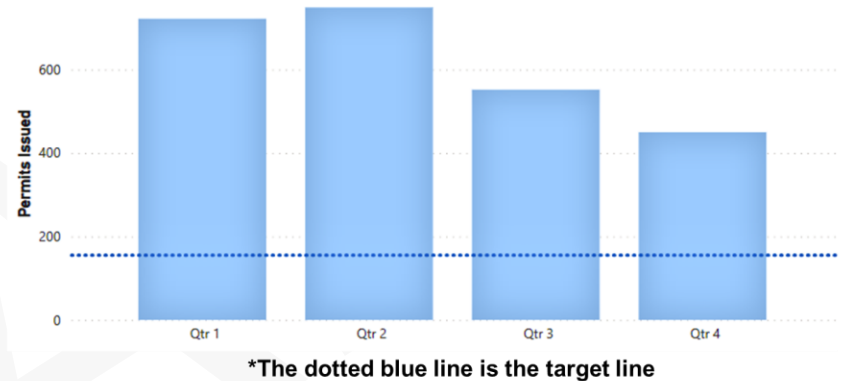
Yes.

2d) Establish meaningful linkages and partnerships with various small business partners.

Progress to Date: Under the Broken Window Grant program, we received 50 applications. Of these, 37 have been awarded, while 9 are pending vendor registration.

Housing Opportunities for All

3a) Increase housing permit project reviews that meet published targets – 75% meet published review times.



3b) Establish and enhance partnerships and linkages.

Yes.

Progress-to-Date: The City has strengthened partnerships through initiatives like regional programs (e.g., North Valley Thrive, Ca Jobs First), citywide summer internships, California For All Youth Workforce Development Grants, Coursera and Tutor.com expansions. We've also shown commitment through City Leadership Academy, DEI Certifications, entrepreneurship grant partnerships, National League of Cities Inclusive Entrepreneurship Program, and Food Business Accelerator Study, fostering collaboration for community development.

Housing Opportunities for All Cont.

3c) Increase the inventory of bed/housing units to reduce the gap of unsheltered homeless

157,975 SQ FT

Using average calculations, 316 new bed units are being added.

3d) Establish performance-based, equity-informed distribution model for available City funds (Y/N)

Yes.

Progress-to-Date: EDD has implemented the following performance-based, equity-informed distribution models for available City funds:

- Standard procurement processes and grant guidelines followed.
 - Education and outreach provided for all funding opportunities.
 - Funding aligned with Council-approved goals.
 - New policies and procedures for monitoring subrecipients established for 2024.
 - Nonprofit capacity building program funded.
 - Entire Economic Development Department (EDD) is DEI certified.
-

Thriving & Healthy Neighborhoods

4a) Improve Stockton's livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, and trash (Y/N)

Ongoing.

Progress-to-Date: EDD, PD and PW are working to improve Stockton's livability by addressing vacant properties, abandoned cars, graffiti, weed abatement, code enforcement, and trash issues.

4b) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N)

Yes.

Progress-to-Date: CSD manages neighborhood events, while EDD handles city-wide ones. Both collaborate to boost community participation in all city-sponsored events.

4c) Increase community center, library, and community-based organization utilization (Y/N)

Yes.

Progress-to-Date: CSD has elevated the utilization of community centers, libraries, and community-based organizations.

Thriving & Healthy Neighborhoods

Broken/Hanging Trees

Target: **90%** Closed in **8 Days**

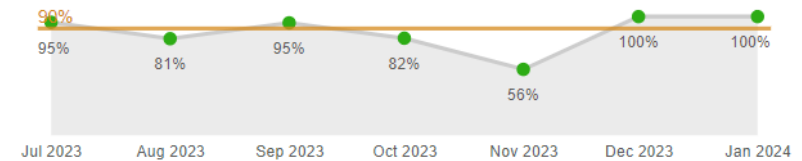
152 Closed Work Orders FY 23-24

88%

Work Orders Met Target ...

6

Days - Average Work Order Age



Graffiti

Target: **90%** Closed in **5 Days**

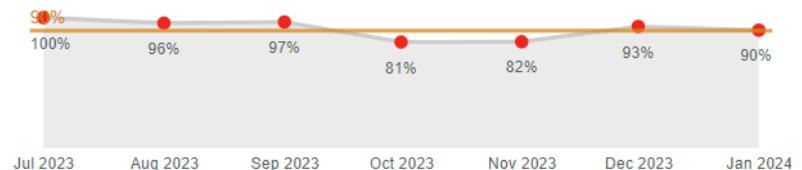
611 Closed Work Orders FY 23-24

91%

Work Orders Met Target...

3

Days - Average Work Order Age



Potholes

Target: **90%** Closed in **8 Days**

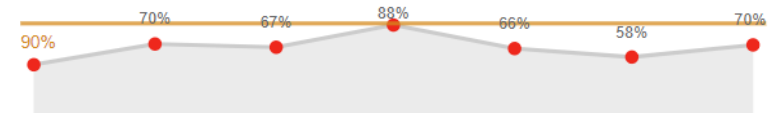
557 Closed Work Orders FY 23-24

64%

Work Orders Met Target...

9

Days - Average Work Order Age



Street Lights

Target: **90%** Closed in **15 Days**

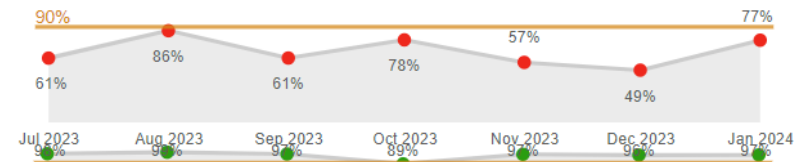
738 Closed Work Orders FY 23-24

69%

Work Orders Met Target ...

14

Days - Average Work Order Age



Trash

Target: **90%** Closed in **5 Days**

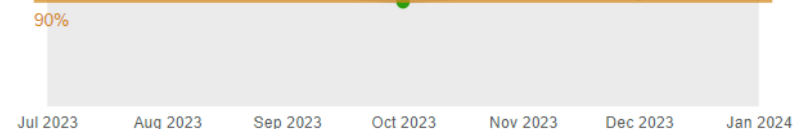
3297 Closed Work Orders FY 23-24

96%

Work Orders Met Target ...

2

Days - Average Work Order Age



Thriving & Healthy Neighborhoods Cont.

4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)

Yes.

Progress-to-Date: CSD secured grants totaling \$17 million for various projects, including library renovations and youth programs. Additionally, 45 students participated in the youth worker program.

4e) Increase multilingual programming and services (Y/N)

Yes.

Progress-to-Date: CSD has expanded multilingual programming and staffing, and is in talks with a vendor to enhance translation services further.

Thriving & Healthy Neighborhoods Cont.

4f) Expand the City's environmental and sustainability portfolio.

Yes.

Progress-to-Date: TCC has bolstered the city's environmental efforts with the following grants:

- **Adaptation Planning Grant Program (APGP) - \$650k:** Develops a Climate Action & Adaptation Plan (CAAP) to address greenhouse gas emissions and engage stakeholders for implementation.
 - **Climate Pollution Reduction Grant (CPRG) - \$1M:** Supports Stockton in crafting a Comprehensive Climate Action Plan focused on GHG reduction, from the Department of Energy.
 - **Energy Efficiency & Conservation Block Grant (EECBG) - \$316k:** Funds electrification projects including solar, battery storage, and EV charging for city-owned facilities as part of the CAAP update.
 - **Statewide Park Development and Community Revitalization Program (SPP) - \$7M:** Renovates Van Buskirk Park with air-cleansing trees, a community garden, and free outdoor activities, enhancing air quality and community health.
 - **CAforAll (California for All) - \$4.3M:** Supports Stockton's youth workforce through a summer employment program with four non-profit partners, including energy-efficient upgrades and forestry training.
 - **Transformative Climate Change (TCC Round 4) - \$24M:** Funds diverse programs such as energy-efficient upgrades, urban forestry, produce distribution, solar installations, hybrid buses, and health education.
-

Fiscal Sustainability

5a) Refresh long range financial plan and increase fiscal transparency. Yes.

Progress-to-Date: ASD has updated its long-range financial plan and enhanced fiscal transparency with the following:

- ASD updated the Electronic Municipal Market Access website and linked it to the City website.
 - The City provided updates on the Council Priority Project Funds at the April 5, 2023 Council Budget Finance Economic Development Committee meeting.
 - We continue to provided quarterly financial update to the City Council and citizen committees with improvements to the way information is presented.
 - Provided an overview of Owner Only Utility Billing to the Council Legislation/Environmental Committee in April and June 2023.
 - Annual Reports for all of the transaction tax measures were provided to the City Council.
 - Performance-to-Date information for City goals was added to the Annual Budget document.
 - A Performance Audit Report of Measure A was completed and presented to the Council Audit Committee on October 16, 2023.
-

Fiscal Sustainability

5b) Clean/unmodified audit opinions (Y/N)

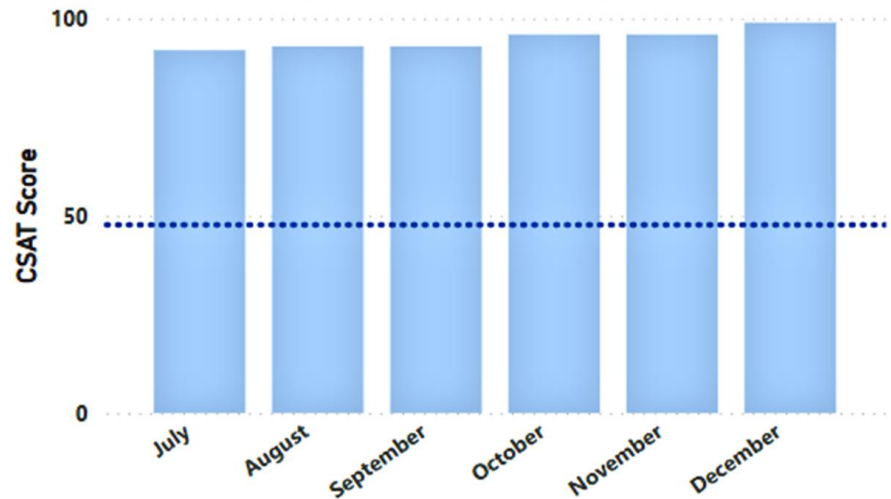
5b) Increase Center for Internet Security (CIS) Controls Self-Assessment Tool (CSAT) overall cyber security maturity score – 10% increase

- Cyber Security Score has consistently exceeded target.

Yes.

Progress-to-Date: ASD has attained this metric and is committed to its ongoing achievement.

Center for Internet Security Controls Self-Assessment Tool
(CSAT) Cyber Security Maturity Score



*The dotted blue line is the target line

Fiscal Sustainability

5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY23-24 Distinguished Budget Presentation Award (Y/N)

Yes.

Progress-to-Date: ASD has been honored with the GFOA Budget Award FY23-24, with notable recognition for achieving a flawless score in the Strategic Goals & Strategies section.

5d) Increase workforce retention and recruitment (Y/N)

Ongoing.

Progress-to-Date: HR negotiated with unions and enacted a recruitment and retention strategy. They secured a side letter with PD to redistribute Measure A funds, aiming to retain existing officers and attract new hires.

5e) Develop diversity, equity, inclusion human capital management roadmap (Y/N)

Ongoing.

Progress-to-Date: HR distributes job posting notifications to different entities and online platforms for a wide reach. Testing results are adjusted to ensure diversity among applicants before moving forward.

Questions and Comments on Government Performance and Accountability



LUNCH
BREAK



Review Existing Strategic Goals & 2023 Accomplishments

Harry Black, City Manager

Kris Farro, Community Services

Carrie Wright, Economic Development

Chad Reed, Public Works

Stanley McFadden, Chief of Police

2023-24 Goals



Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming

Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents

Develop solutions to address homelessness, including increasing the affordable housing supply

Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency

Focus on crime reduction in focus areas

2023 Accomplishments



Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming



951,332 ^{+3.4%}

Items checked out and renewed from Stockton-San Joaquin libraries ¹



634,879

^{+22.4%}
Library visitors ²



242,161 ^{+40%}

Library digital downloads ³



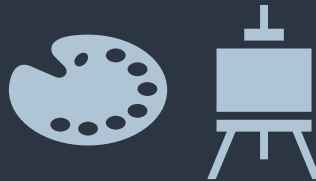
\$25K

Grant to provide free swim lessons ⁴



4,592 ^{+86.3%}

Youth participated in sports programs ⁵



17,701 ^{+20.5%}

Times youth participated in bi-monthly afterschool programs ⁶



3,890 ^{+55.2%}

Times youth participated in weekly day camps ⁷

2023 Accomplishments



Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming



\$225k ^{+73%}

Invested into Pixie Woods & restoration of the Pixie Queen



637,780 ^{+33.9%}

Interactions with Library Website



Re-opened the Literacy Department, matching tutor & learner partners



4,520

Teens participated in monthly membership programs/activities



\$2.08M

Awarded to 14 local organizations as the Youth Services Grant program



15,734 ^{+12.3%}

New library cards issued

2023 Accomplishments



Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming



9,861 +12.3%

Brown Bag groceries
delivered to Seniors ¹²

17,846 +22.6%

Congregate meals delivered
to seniors ¹³

1,663 Bags of Fruits &
Veggies distributed through
Mobile Farmers Market ¹⁴

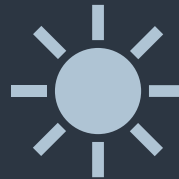
73,000 lbs.

Organic Produce delivered
to families through TCC &
Edible Schoolyard ¹⁵



\$1,208,276

Allocated to workforce
development through
TCC Rounds 3 & 4
funding



125

Households provided
energy & water efficiency
upgrades through TCC
partner Rising Sun ¹⁶



106

Youth hired in City's
Summer Youth
Employment Program ¹⁷

178

Youth employed through
Partner Programs ¹⁷



\$1.7M

Additional CA4All funding
secured to continue youth
workforce development ¹⁷

2023 Accomplishments



Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents



Title 16 Amendment to repeal the “Big Box” development restrictions



Implemented CDD Virtual Assistant, walking customers through permit process



Title 16 Amendment to establish “Food Truck Parks” and Commissary development standards



Secured sponsorship and naming rights for the Adventist Health Arena & completed significant improvements



Approved Master Development Plan to expand St. Joseph Medical Center campus



Hosted virtual Business Resource Provider Workshops, with League of National Cities

2023 Accomplishments



Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents

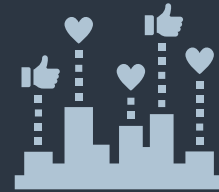


\$660k

Chamber Support
Completed ¹⁸



Developed Downtown
Strategic Plan to
support revitalization
and placemaking ¹⁹



37

Non-Profits supported
through ARPA Capacity
Building Program ²⁰



Developed City of
Stockton Resource Map
for Entrepreneurs ²²



39

Downtown
Business Façades
Completed ²³



Launched the Stockton
Lantern Festival, a new
regional event at the
Banner Island Ballpark ²¹

2023 Accomplishments



Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents



14,500+ +20%

Attendees at Stockton
Flavor Fest ²⁴



556,000+

Visitors to Downtown
Stockton for Venues and
Special Events ²⁵



\$508,000 +78%
Entrepreneurship
funding offered ²⁶



62 +19%

Economic Review
Committee Meetings ²⁷



11

Events for Small
Business Week ²⁸



90 +9.7%

Events and meet
and greets ²⁹



50

Broken Windows
Repaired through
Grant

2023 Accomplishments



Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents



257,700+ +27%

Attendees at the Bob Hope and Arena ³⁰



104 +57.6%

Games and Events at Banner Island Ballpark ³¹



7 Awards Earned:

- 5 International Festival & Events Awards for Stockton Flavor Fest
- ASM Event Operating Net Revenue at Bob Hope
- Business Advocate of the Year



11,460 +45.5%

Applications for City employment opportunities processed ³²



Recruited for 9 Police Trainee Academies & 3 Fire Trainee Academies



3,574 +8%

New business licenses issued ³³

2023 Accomplishments



Develop solutions to address homelessness, including increasing the affordable housing supply



\$2.37M

Prohousing Incentive Pilot Program to Support Low Income Housing Development



\$1.5M

Property Acquisition NOFA to promote affordable housing development



3

Homekey projects under construction, totaling 108 units of homeless housing ³⁵



610 +0.8%

New housing units on issued building permits, including 53 low-income units and 60 accessory dwelling units ³⁴



\$10M+

Joint allocation with City and County to keep Stockton Shelter facility open and operational

2023 Accomplishments



Develop solutions to address homelessness, including increasing the affordable housing supply



Hired first ever Homeless Strategic Initiatives Manager focused on implementing priority goals related to homelessness



\$3.6M

Allocated to St. Mary's Pathways project, providing 300+ shelter beds



\$1.8M

Funding provided to rehab and open Sonora Square, providing 37 units of housing for individuals needing mental health support



Housing Element

Application Submitted ³⁶

Housing Action Plan

Substantially Drafted



1,074

HOT Team contacts made ³⁷



\$8.7M+ Fees Waived

Single-Family Residential ³⁸

2023 Accomplishments



Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency



\$2,844,911

Provided to relieve
11,621 delinquent
customer accounts
through Water and
Wastewater
Arrearage Programs ³⁹



Completed the
2023
Stormwater
Masterplan



10,000+
Fire
inspections ⁴⁰



2,005 ^{+3.8%}
Vehicles
towed/
Abated ⁴¹



717 ^{+36.8%}
Community
Cats Spayed
or Neutered ⁴⁴



81%
Live release rate
from Animal
Shelter ⁴²



591
Community Pets
Vaccinated &
Microchipped ⁴³

2023 Accomplishments



Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency



507

Volunteers
coordinated ⁴⁵



2,700 Cubic
Yards ^{+243%}

Playground fall
surfacing
replenished ⁴⁶



86,026 ^{+34%}

Curb miles swept in
Street Sweeping ⁴⁷



9.8B

Gallons of
drinking water
produced ⁴⁸



1,050+

^{+1,338%}
Trees Planted ⁴⁹



12

Parks with repaired or
replaced playground
structures ⁵⁰



609

Water meters
replaced ⁵¹



6,052

Free bulky waste
pick-ups ⁵²

2023 Accomplishments



Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency



84,480 Ft

Centerline
striping ⁵³



113

Locations with
replaced sidewalk
⁵⁷



2,239

Signs installed
⁵⁴



2

Rectangular rapid
flashing beacons
installed ⁵⁸



660

Sidewalk tripping
hazards addressed ⁵⁵



2

Traffic
roundabouts
constructed ⁵⁸



2,528

Traffic signal &
street light repairs
completed ⁵⁶



62,000+

Pounds of e-
waste recycled ⁵⁹

2023 Accomplishments



Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency



652,500 Sq Ft

-36.7%

Graffiti Removed ⁶⁰



840,000 Sq. Yds.

+31.25%

Roadway cracks sealed ⁶¹



19,525

+133.2%

Potholes filled ⁶²



3,780+ Tons

+7.5%

Trash removed ⁶³



2,905

Tires removed
from the
Street ⁶⁴



1,232

Illegally dumped
mattresses
removed ⁶⁵



537

TVs removed
from the
Street ⁶⁶



1,892

Dead or hazardous
trees & limbs
removed ⁶⁷



918

Large
Appliances
removed ⁶⁸

2023 Accomplishments



Focus on crime reduction in focus areas



1.2%

Decrease
Violent Crime ⁶⁹



64,329

+31.7%

Hours of internal PD &
Fire training ⁷³



963 +5%

Firearms seized ⁷⁰



261

Neighborhood,
Community, and
Business Meetings ⁷¹



255K+ +3%

SPD Calls for
Service ⁷²



Continue to develop Care Link
with Community Medical
Centers to provide non-law
enforcement response for calls
for service



114

Traffic Enforcement
missions completed

2023 Accomplishments



Focus on crime reduction in focus areas



71%

Increase in Housing
Placements through
OVP ⁷⁴



23%

Recidivism: Reducing
client reoffending rates ⁷⁵



40%

Increase in Employment
Placements through
OVP ⁷⁶



40%

Increase in Educational
Achievement ⁷⁷



238

Conflict mediation,
interventions, and
safety meetings ⁷⁸



New Mental Health
Support Programs
developed and offered
through OVP for Clients
and Responders ⁷⁹

Questions and Comments on 2023 Goals & Accomplishments



Community Survey Feedback

Harry Black, City Manager



01

Methodology

Methodology



571 sample survey
of Stockton adults,
18+



Respondents
recruited
online



Fielded
January 2nd - 28th,
2024



Survey was
conducted in
English and Spanish



Data was weighted
to represent the
population in
Stockton

02

Quality of life

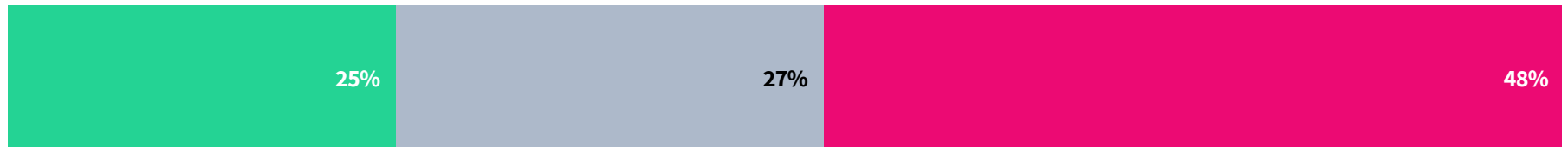


Overall quality of life: 70% of respondents reported excellent or fair quality-of-life in Stockton and are likely or neutral to be living in Stockton 5 years from now.

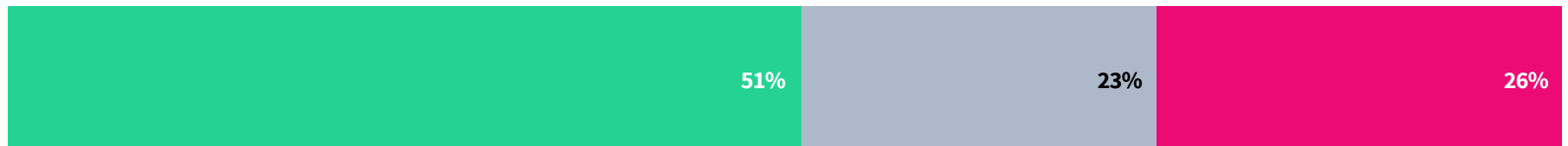
Question: How is the overall quality of life in Stockton?



Question: How likely are you to recommend Stockton as a place to live?



Question: How likely are you to be living in Stockton 5 years from now?



■ Likely ■ Neutral ■ Unlikely

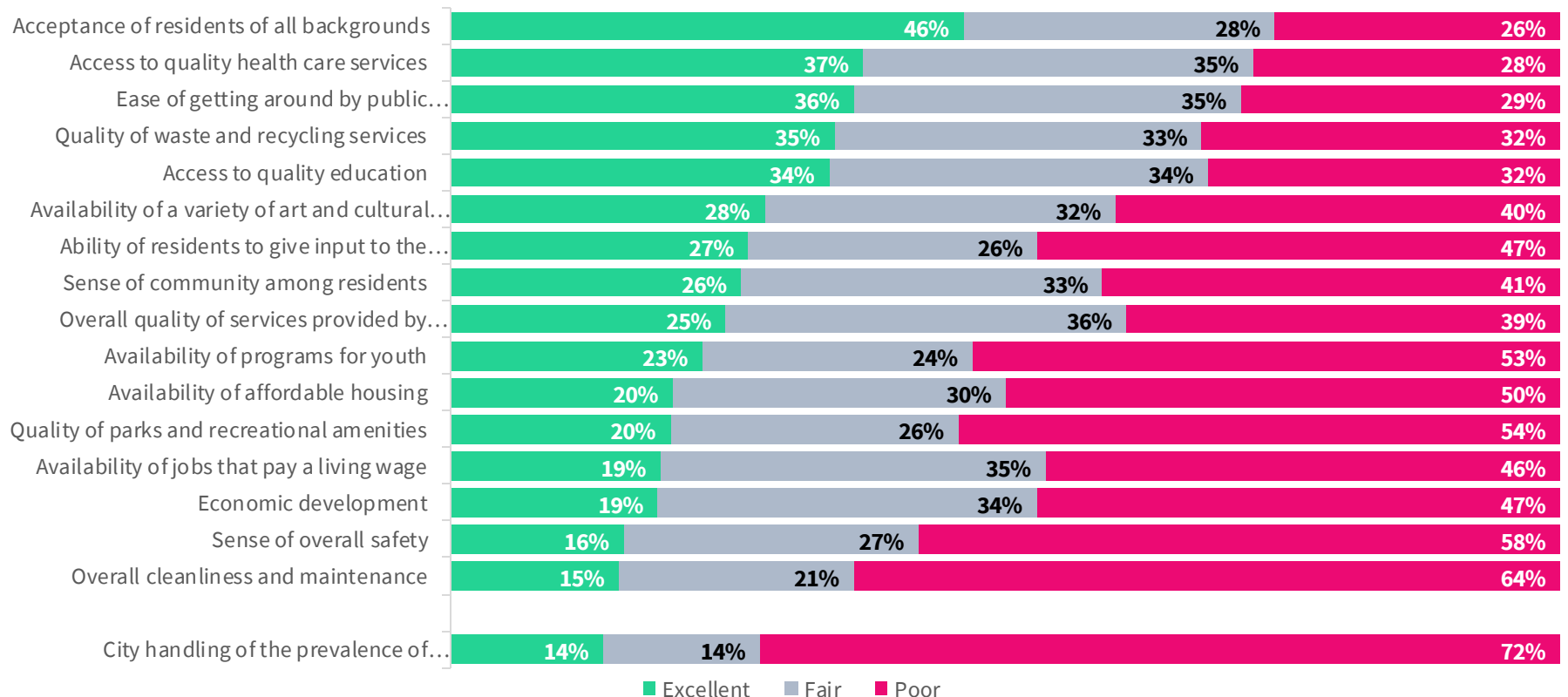
A photograph of a person's hands typing on a laptop keyboard, overlaid with a dark purple semi-transparent filter. In the top left corner, the number '03' is displayed in a light green color.

03

Satisfaction with life in Stockton

Satisfaction with life in Stockton: Most respondents reported excellent or fair satisfaction with the following categories.

Overall safety and cleanliness are the two areas where most respondents are not satisfied.



A background image showing two women in a social setting. The woman on the left, with long brown hair, is smiling and looking down at a smartphone she is holding. The woman on the right, with dark hair, is looking towards the first woman. The image has a dark, purple-tinted overlay.

04

Strategic Priorities

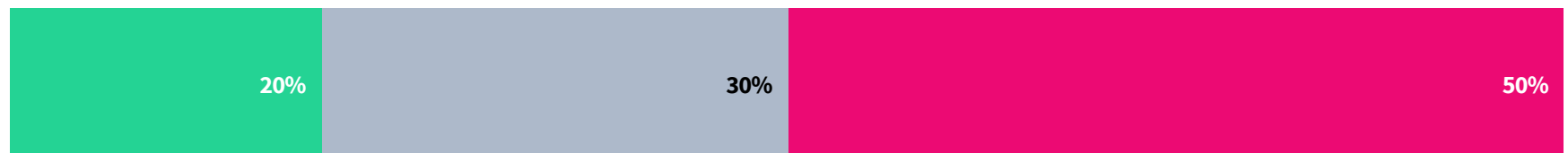
Council Goal: Develop Solutions to Address Homelessness, including increasing the affordable housing supply.

Deep-dive: Younger respondents were more satisfied than older respondents with how City is handling the prevalence of homelessness, and Black respondents were more satisfied than other analyzed race/ethnicity groups. Respondents aged 18-34 and Black respondents were also more satisfied with the availability of affordable housing.

City handling of the prevalence of homelessness



Availability of affordable housing



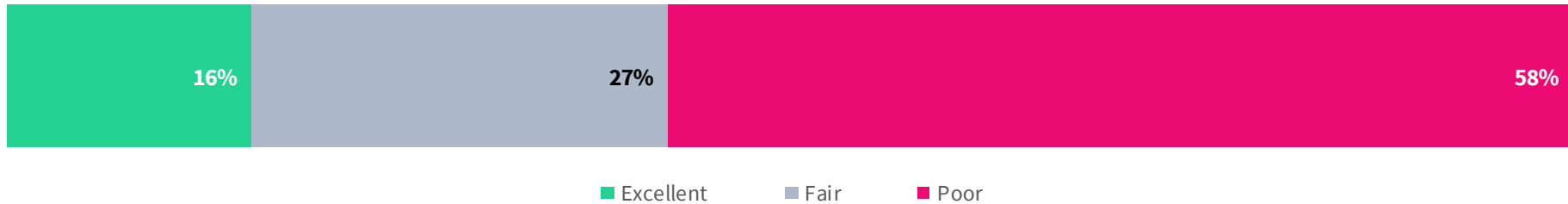
■ Excellent ■ Fair ■ Poor

Based on responses, continued focus on Homelessness & Housing is warranted.

Council Goal: Focus on Crime Reduction in Focus Areas

Deep-dive: Respondents aged 18-34 and Black respondents reported feeling safer than other analyzed demographics.

Sense of overall safety



Based on responses, continued focus on crime reduction is warranted.

Council Goal: Leverage Resources in impacting overall Public Health, Community Wellbeing, and Resiliency.

Deep-dive: Younger respondents were more satisfied with the access to quality healthcare than older respondents, White respondents were less satisfied than other analyzed race and ethnicity groups, and respondents with a high school degree or less were more satisfied than respondents with a college degree or higher education degree.

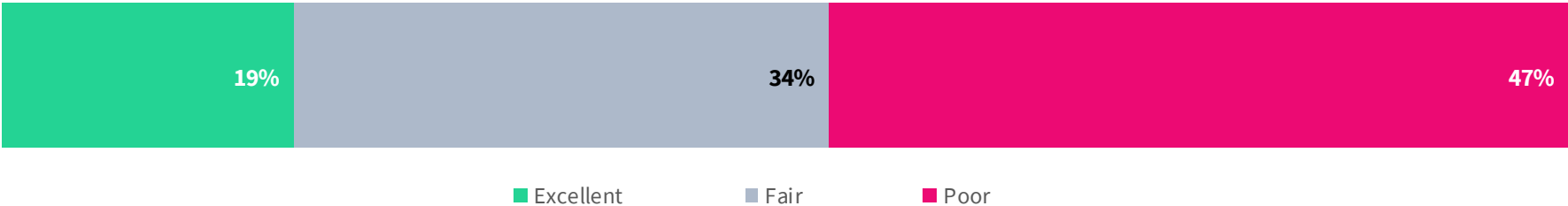
Access to quality healthcare



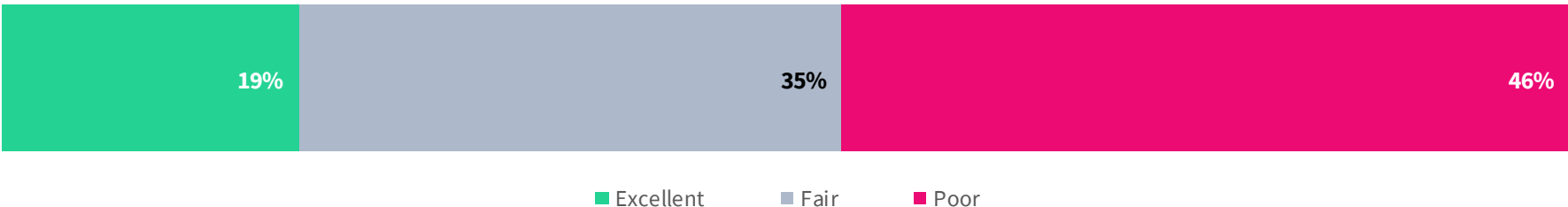
Council Goal: Prioritize Inclusive Economic Development

Deep-dive: Respondents aged 18-34, Black respondents, and respondents with a high school degree or less were more commonly satisfied with the economic development in Stockton. Respondents aged 18-34 and Black respondents were more satisfied than other groups with the availability of jobs that pay a living wage.

Economic development



Availability of jobs that pay a living wage

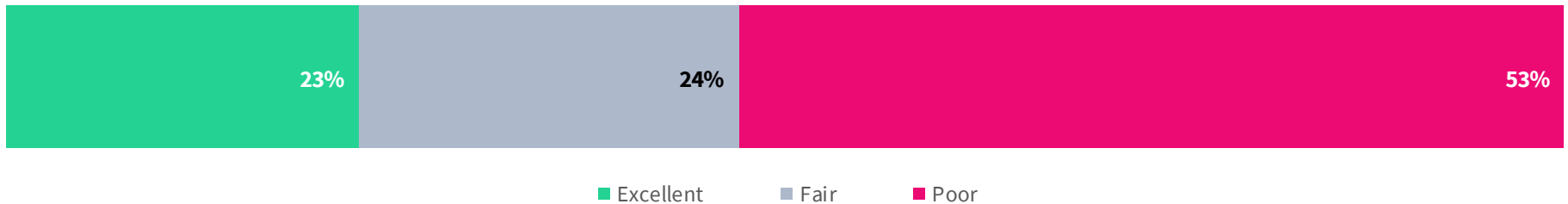


Based on responses, continued focus on economic development is warranted.

Council Goal: Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming

Deep-dive: Respondents aged 18-34, Latino respondents, Black respondents, and Asian respondents were more satisfied than other groups with the availability of programs for youth than other analyzed demographic groups.

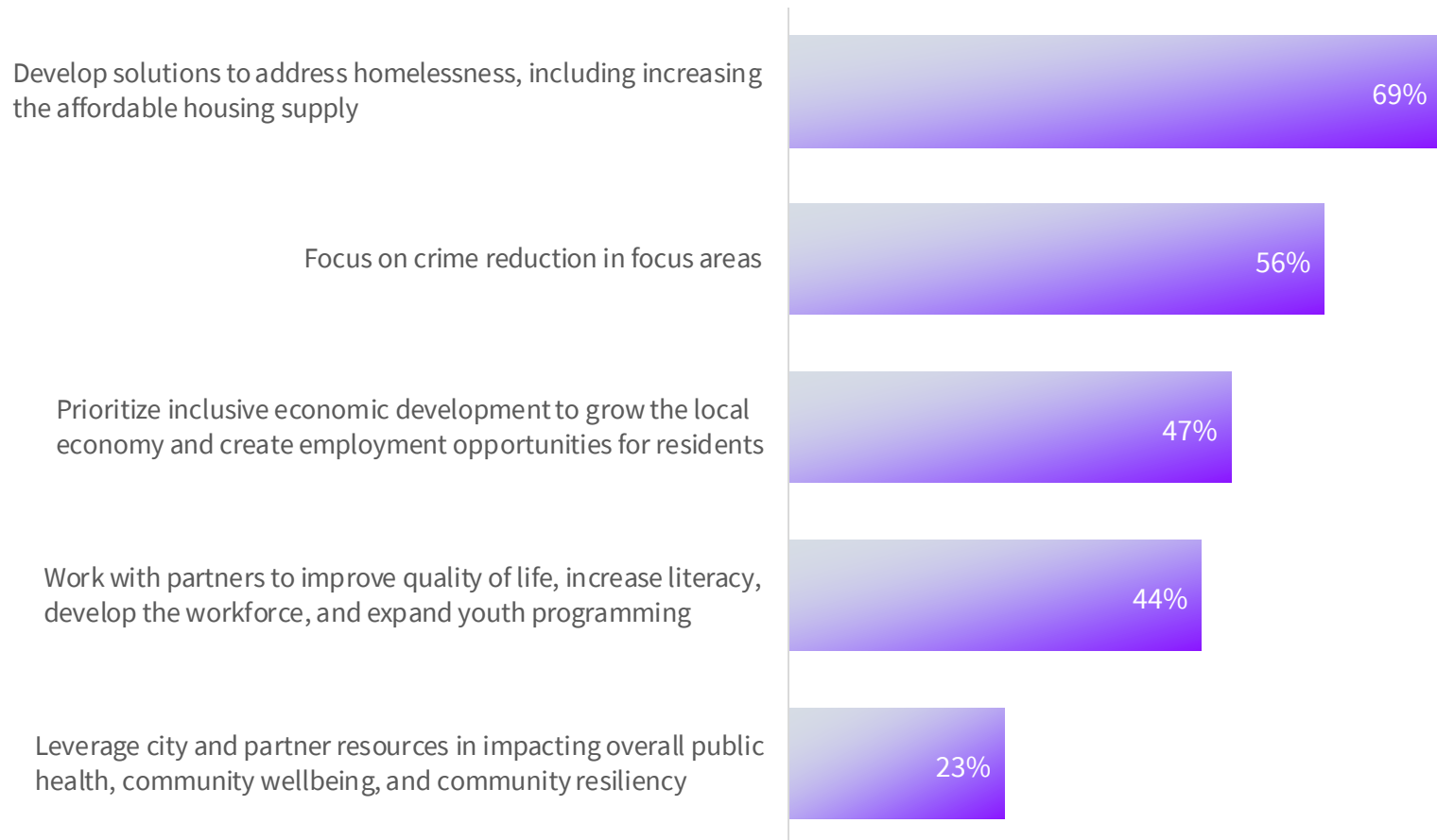
Availability of programs for youth



Based on responses, continued focus is warranted.

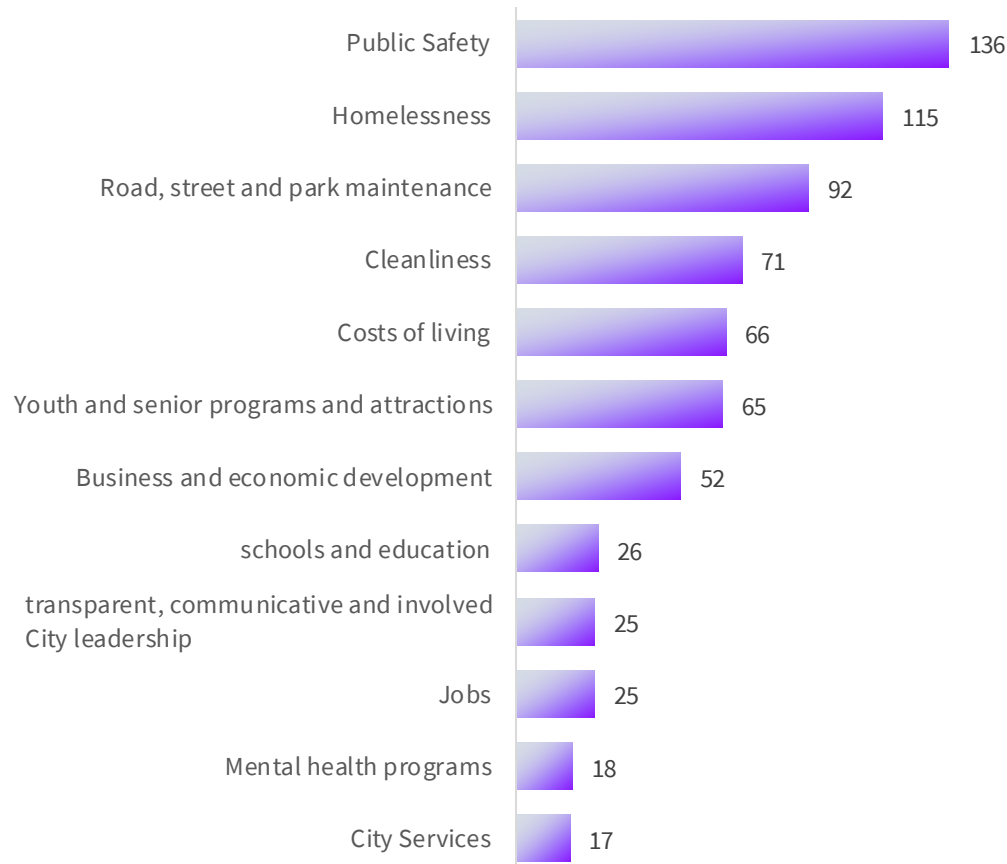
Question: Stockton's city council has prioritized a set of goals to help them improve their services to the public. Please select the top three goals that you think are most important for the City Council to focus on in 2023-2024:

Strategic Priorities: Over half the respondents prioritized solutions to address homelessness (including increasing the affordable housing supply) (69%), and crime reduction (56%). Only 23% of respondents prioritized leveraging partner resources in impacting overall public health.



When asked about other priorities, respondents reiterated their **prioritization of public safety, homeless initiatives, and road/street/park maintenance.** ■

Question: What other goals, if any, would you like to see the City Council prioritizing in 2023-2024?



General Discussion: A Quick Look Back A Quick Look Forward

Harry Black, City Manager

Vision: Stockton will become the best city in America to live, raise a family, and grow a business.

FY 2021-22 OBJECTIVE:

‘What’ is Winning ... Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton.

**FY 2023-24
COUNCIL PRIORITY GOALS:**

- **Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**
- **Focus on crime reduction in focus areas**
- **Develop solutions to address homelessness, including increasing the affordable housing supply**
- **Leverage City and partner resources in impacting overall public health, community wellbeing, and community resiliency**
- **Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents**

**FY 2024-2025
PROPOSED COUNCIL PRIORITY GOALS:**

