

A man in a dark suit and striped tie stands in the foreground, looking towards the camera. Behind him is a large, classical-style building with many columns, likely a city hall or government building. The background is partially obscured by a bright yellow, torn-paper-like graphic element.

CITY MANAGER UPDATE

presented by

Harry Black, City Manager



ONE PAGE STRATEGIC PLAN® + SCORECARD

Translating City Council goals into city strategies, plans, and metrics. The One Page Strategic Plan® provides the framework for performance management.



STOCKTON STAT MEETINGS

Improving effective delivery of municipal services by leveraging shared data across departments.



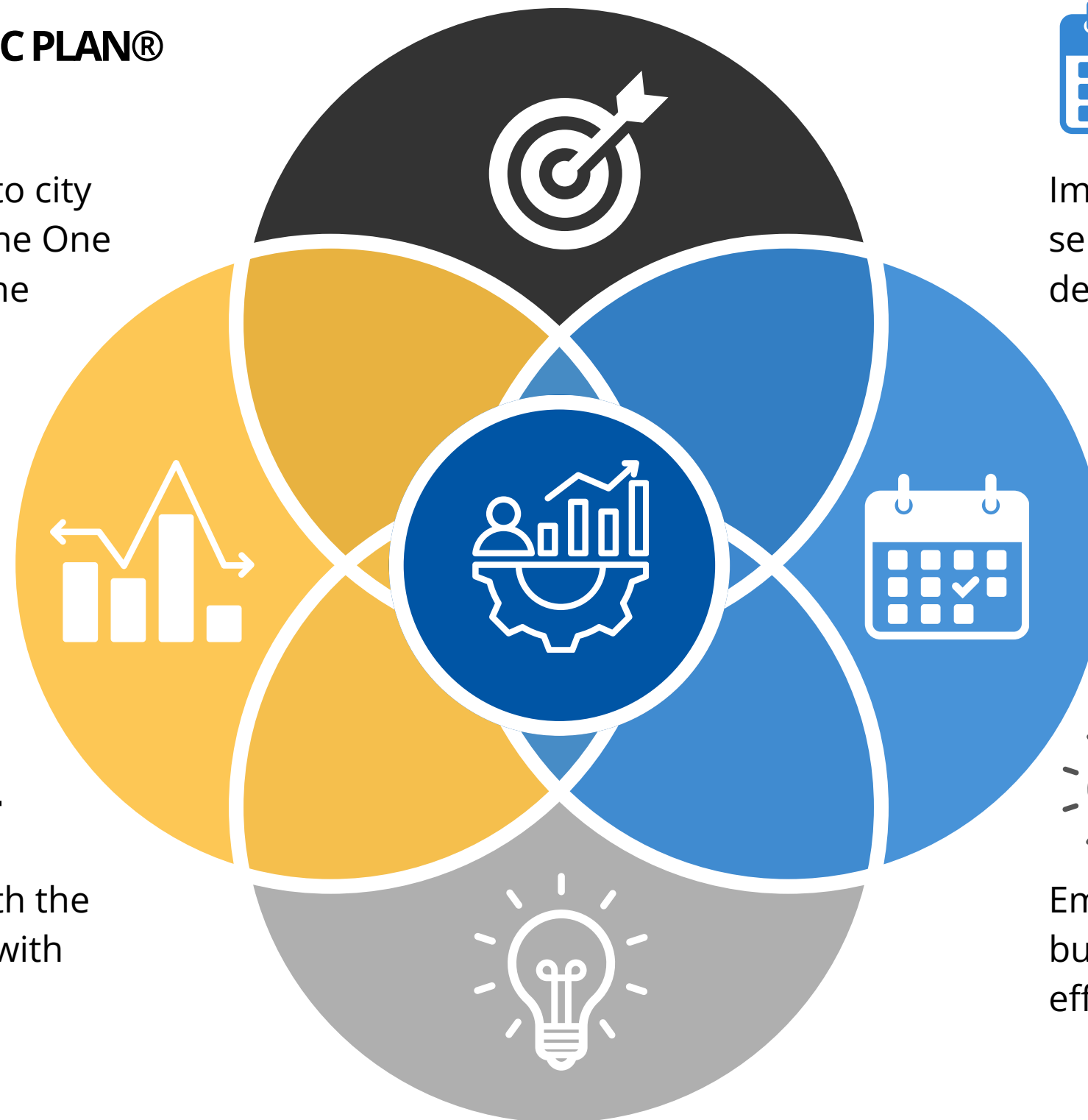
OPEN DATA PORTAL

Sharing City of Stockton data with the public through an online portal with interactive dashboards through StocktonInsights.



INNOVATION LAB

Employing LEAN principles to improve business processes for efficiency and effectiveness.



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

<p>FY 2024-25 OBJECTIVE: ‘What’ is Winning ...</p> <p>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.</p>	<p>STRATEGIES: (Captain) ‘How’ we will Win...</p> <p>1. Safer Streets (Chief Stanley McFadden/Chief Richard Edwards)</p> <ul style="list-style-type: none"> 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 by restoring previously shuttered fire companies 	<p>FY 2024-25 PLANS:</p> <ul style="list-style-type: none"> • 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 • Reopening of Truck 7 	<p>FY 2024-25 METRICS:</p> <ul style="list-style-type: none"> 1a) Reduce nonfatal injury shootings and identify impact of Ceasefire strategy by 5% 1b) Increase the 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) or increase the number of calls for service diverted to CMC by 5% 1d) Increase overall number of applicants to SPD by 5% 1d) Increase the successful completion of OVP wraparound services by 5% 1e) Increase average PCI of city roads by 5%
<p>COUNCIL PRIORITY GOALS:</p> <ul style="list-style-type: none"> • 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 	<p>2. Growing Economy (Stephanie Ocasio/Carrie Wright)</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> 2a) Increase social media engagement and followers across channels by 5% 2b) Increase city website traffic and engagement by 5% 2c) Increase the percentage of building permit projects that receive reviews completed within the published timeframe by 75% 2d) Expand meaningful linkages and partnerships with various small business partners (Y/N) 2e) Increase the total number of visitors to City venues by 5%.
	<p>3. Housing Opportunities for All (Stephanie Ocasio/Carrie Wright)</p> <ul style="list-style-type: none"> 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 with a focused provision for the workforce accommodation d) Optimize performance-based, equity-informed distribution of available city funds, e.g.grants 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> 3a) Increase the percentage of housing permit projects that receive reviews completed within the published timeframe by 75% 3b) Increase overall grant acquisition rate by 5% 3c) Increase Shelter Bed Capacity by 15% 3d) Maintain the implementation of the existing equity-informed model for allocating City funds (Y/N)
	<p>4. Thriving and Healthy Neighborhoods (Kris Farro)</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • 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 • Improve parks and related infrastructure 	<ul style="list-style-type: none"> 4a) Improve Stockton’s livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, trash and illegal dumping (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 wellbeing (Y/N) 4e) Increase multilingual programming and services (Y/N) 4f) Expand the City’s environmental and sustainability portfolio that includes the improvement in the city’s tree canopy (Y/N)
	<p>5. Fiscal Sustainability (Jay Kapoor)</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> 5a) Refresh long range financial plan and increase fiscal transparency (Y/N) 5a) Clean/unmodified audit opinions (Y/N) 5b) Increase Center for Internet Security (CIS) Controls Self Assessment Tool (CSAT) overall cyber security maturity score by 10% 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY23-24 ACFR 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)

Updated: 5/31/2024

CONGREGATE MEALS

- **2020:**
 - 19,159 meals served
- **2021:**
 - 29,885 meals served
- **2022:**
 - 12,918 meals served
- **2023:**
 - 16,799 meals served

**The City of Stockton has served over 78,761
congregate meals from 2020 to 2023.**



GROCERIES DISTRIBUTED

Year	Groceries Distributed	Brown Bag Deliveries
2020	7,063 (Edible Schoolyard + Mobile Farmers Market)	3,224 to seniors
2021	3,385 (Edible Schoolyard + Mobile Farmers Market)	7,173 to seniors
2022	4,975 (Edible Schoolyard + Mobile Farmers Market)	8,740 to seniors
2023	6,403 (Edible Schoolyard + Mobile Farmers Market)	9,861 to seniors



BUILDING PERMITS

- **2020:**
 - 7,679 permits issued
 - \$548,748,767 valuation
- **2021:**
 - 8,810 permits issued
 - \$670,600,397 valuation
- **2022:**
 - 8,924 permits issued
 - \$1,061,109,353 valuation
- **2023:**
 - 8,230 permits issued
 - \$834,693,736 valuation



NEW BUSINESS LICENSES

- **2020:**
 - 2,500 new licenses approved
- **2021**
 - 3,000 new licenses approved
- **2022**
 - 3,308 new licenses approved
- **2023**
 - 3,574 new licenses approved

The City of Stockton approved a total of 12,382 new business licenses from 2020 to 2023.



A black and white photograph of a hand holding a glass of water being filled from a faucet. The water is splashing in the glass. The image is partially obscured by a yellow graphic element on the right side of the page.

MUNICIPAL UTILITIES

- **2021:**
 - 8.9 billion gallons drinking water produced
 - 996 water meters replaced
- **2022:**
 - 10.5 billion gallons drinking water produced
 - 654 water meters replaced
- **2023:**
 - 9.8 billion gallons drinking water produced
 - 609 water meters replaced

FIRE INSPECTIONS

Year	Sprinkler/Alarm Inspection	Building Final Inspection	Permit Inspection	Re-Inspection	New Permits	Total Inspections
2021	1,290	528	2,165	1,732	586	10,862
2022	1,122	802	1,931	1,107	386	10,722
2023	1,219	707	1,825	1,523	381	10,118

*Total overall inspections include: school, hood and duct, underground fire line/hydrant, fire sprinkler, fire alarm, special system, building permit, weed, residential occupancy, assembly occupancy, special (fireworks, festivals, tents), fire operational, community care, and hotel/motel inspections.



DEVELOPMENT FEES WAIVED

- **2020:**
 - \$9,623,000 single family residential
 - \$3,069,440 multi-family residential
- **2021:**
 - \$11,095,222 single family residential
 - \$2,448,230 multi-family residential
- **2022:**
 - \$9,441,895 single family residential
 - \$29,145 multi-family residential
- **2023:**
 - \$9,023,583 single family residential
 - N/A multi-family residential

The City of Stockton waived a total of \$39,183,700 in CDD fees for single-family residential projects and \$5,546,815 for multi-family residential projects from 2020 to 2023.





PROPERTY CRIME

- **2020:**
 - 9,578 total property crimes
- **2021:**
 - 8,842 total property crimes
- **2022:**
 - 9,304 total property crimes
- **2023:**
 - 10,067 total property crimes

With a population of 322,060, the City of Stockton has maintained an average of about 2.93 property crimes per 100 people annually from 2020 to 2023.



VIOLENT CRIME

- **2020:**
 - 129 non-fatal injury shootings
 - 56 homicides
- **2021:**
 - 150 non-fatal injury shootings
 - 39 homicides
- **2022:**
 - 141 non-fatal injury shootings
 - 49 homicides
- **2023:**
 - 142 non-fatal injury shootings
 - 45 homicides



CEASEFIRE STRATEGY

Stockton's **Ceasefire Strategy**, refined since 2012, effectively **tackles urban violence** by combining **focused deterrence and enforcement, community engagement, and comprehensive social services**. From 2019 to 2021, it achieved a **40% reduction in shooting victimizations** among **treated gang members** and a **30% reduction in homicides**. The strategy underscores **community trust** and **safety**, setting a **benchmark in violence prevention**.



OFFICE OF VIOLENCE PREVENTION

Stockton's Office of Violence Prevention (OVP) reduces gun and gang violence through community partnerships and services like employment help, housing support, counseling, and mentoring. Trained peacekeepers assist with conflict resolution and trauma care. OVP responds to gun violence, aiding families to prevent retaliation and promote healing, aiming to create a safer community, and believing in everyone's potential for growth and change.



OFFICE OF VIOLENCE PREVENTION STATS

Year	Total Adults	Total Youths	Total in Outreach	Total in Case Management	Employment Services	Housing Assistance	Mental Health Services	Cognitive Behavioral Training	Conflict Mediations	Safety Meetings
2020	50	9	18	41	75	30	20	18	55	110
2021	31	8	15	24	137	82	22	18	24	108
2022	36	24	21	39	115	48	28	55	45	100
2023	58	16	13	61	153	82	167	92	56	71



HOMELESSNESS PREVENTION

ALLOCATED FUNDS

- **2020:**
 - Total Allocated Funds: \$15.8 million (CDBG, ESG, CARES, COVID-19 Emergency Funds)
- **2021:**
 - Total Allocated Funds: \$47.3 million (ERAP, ESG, ESG-CV)
- **2022:**
 - Total Allocated Funds: \$54.4 million (ERAP, Affordable Housing NOFA, CDBG, ESG, ESG-CV)
- **2023:**
 - Total Allocated Funds: \$14.1 million - \$4.1 million (HHAP, SB2, LEAP, REAP), \$10 million (Joint allocation, City + County Shelter)



GRAFFITI REMOVED

- **2020:**
 - 836,000 total sq. ft. removed
- **2021:**
 - 1,092,051 total sq. ft. removed
- **2022:**
 - 1,031,833 total sq. ft. removed
- **2023:**
 - 653,000 total sq. ft. removed

From 2020 to 2023, the City of Stockton successfully removed a total of 3,612,884 square feet of graffiti.

ADA CURB RAMPS INSTALLED

- **2020:**
 - 55 ADA ramps installed
- **2021:**
 - 57 ADA ramps installed
- **2022:**
 - 56 ADA ramps installed
- **2023:**
 - 53 ADA ramps installed





POTHOLES FILLED

- **2020:**
 - 8,361 potholes filled
- **2021:**
 - 10,768 potholes filled
- **2022:**
 - 8,373 potholes filled
- **2023:**
 - 19,525 potholes filled

From 2020 to 2023, the City of Stockton made significant progress in maintaining and improving road conditions by filling a total of 47,027 potholes.

CRACK SEALING

- **2020:**
 - 582,000 sq. yds. of crack sealing repair
- **2021:**
 - 611,000 sq. yds. of crack sealing repair
- **2022:**
 - 640,000 sq. yds. of crack sealing repair
- **2023:**
 - 840,000 sq. yds. of crack sealing repair

From 2020 to 2023, the City of Stockton has made substantial improvements to its roadways, repairing a total of 2,673,000 square yards.





CSD LIBRARY

- **2021**
 - 120,679 library attendance
 - 164,072 digital downloads
 - 535,660 interactions with library website
 - 3,647 library cards issued
- **2022**
 - 518,479 library attendance
 - 173,272 digital downloads
 - 476,441 interactions with library website
 - 14,015 library cards issued
- **2023**
 - 634,879 library attendance
 - 242,161 digital downloads
 - 637,780 interactions with library website
 - 15,734 library cards issued

EDD VENUES

- **Bob Hope Theatre and Arena:**
 - 257,700 total attendees in 2023
 - Up 27% from 2022
- **Banner Island Ballpark:**
 - 104 total games and events in 2023
 - Up 58% from 2022

These significant increases in attendance and events highlight the City of Stockton's dedication to enriching cultural, recreational, and entertainment experiences for our community, making our city a vibrant and dynamic place to live and visit.



ANIMAL SHELTER

- **2021:**
 - 8,582 animals taken in
 - 2,191 adopted
- **2022:**
 - 6,908 animals taken in
 - 1,714 adopted
- **2023:**
 - 6,594 animals taken in
 - 1,893 adopted

A total of 5,798 animals were adopted from 2021 to 2023





CLEAN CITY INITIATIVE

The **Clean City Initiative**, a collaboration between various **city departments, Republic Services, Waste Management**, and **volunteers**, aims to **reduce trash and illegal dumping**. It includes **Community Cleanup & Beautification Events**, which also focus on **homeless encampment cleanup**, and **Drive-Thru Recycling Events** for residents to **recycle bulky items**.



CLEAN CITY INITIATIVE

Event	2021	2022	2023
Drive Thru Recycling	2,627 vehicles served	2,028 vehicles served	1,312 vehicles served
Community Cleanup	21 events, 575 volunteers, 458 bags of litter	11 events, 409 volunteers, 38 trees planted, 65 litter bags collected	18 events, 457 volunteers, 72 trees planted, 198 litter bags collected
Neighborhood Services Events	449 mattresses, 179 tires, 113 e-waste, 69.2 tons of trash, 224 appliances	115 mattresses, 169 tires, 112 e-waste, 76.8 tons of trash, 107 appliances	72 mattresses recycled, 98 tires, 3 tons of e-waste, 47 tons of trash, 82 appliances
Homeless Encampment Cleanup	28 events, 897 truckloads, 1,485 tons of waste removed	26 events, 690 truckloads, 1,216 tons of waste removed	24 events, 583 truckloads, 1,238 tons of waste removed



TREES PLANTED

- **2021:**
 - 30 trees planted
- **2022:**
 - 73 trees planted
- **2023:**
 - 1,058 trees planted

From 2021 to 2023, the City of Stockton has made significant strides in enhancing urban greenery and promoting environmental sustainability by planting a total of 1,161 trees.





THANK YOU!