



Annual City Council Planning Workshop

Wednesday, February 15, 2023 - 8:30 am to 3:30 pm

Civic Auditorium

TODAY'S AGENDA

8:30	Mayor's Welcome
8:40	Public Comment
8:50	Comments from the City Manager
9:00	Fiscal Update and Long-Range Financial Plan
9:40	State and Federal Legislative Programs
10:00	Economic Development Strategic Action Plan
10:30	Government and Performance Accountability
11:00	Review Existing Strategic Goals & Accomplishments
12:00	LUNCH
12:30	Continue: Existing Strategic Goals & Accomplishments
1:30	Discuss and Identify 2023 Priority Goals and Strategies
3:30	Wrap-up



Welcome
by Mayor
Kevin J.
Lincoln II

Public Comment

Comments from
City Manager
Harry Black



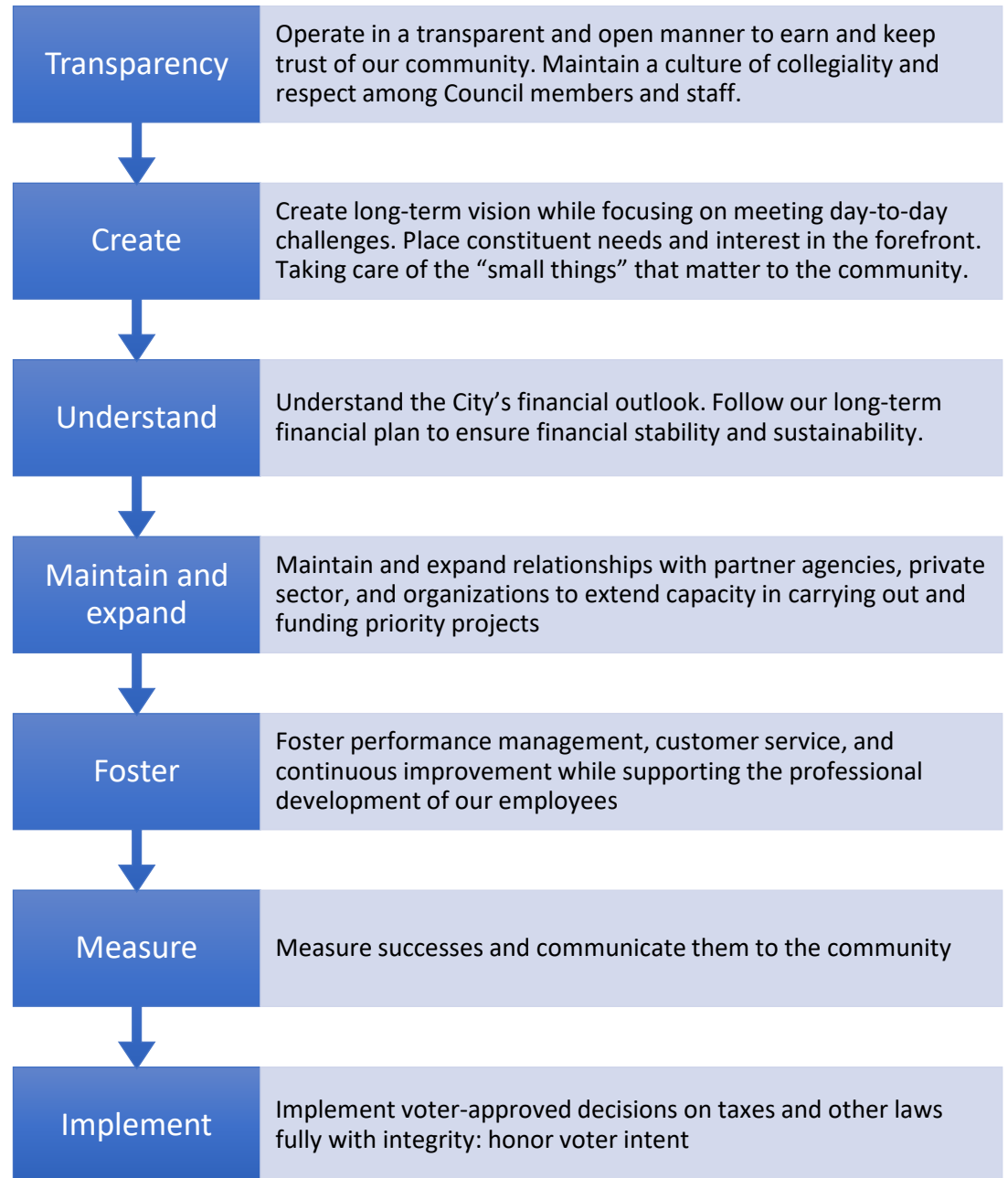


Workshop Ground Rules

- 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.



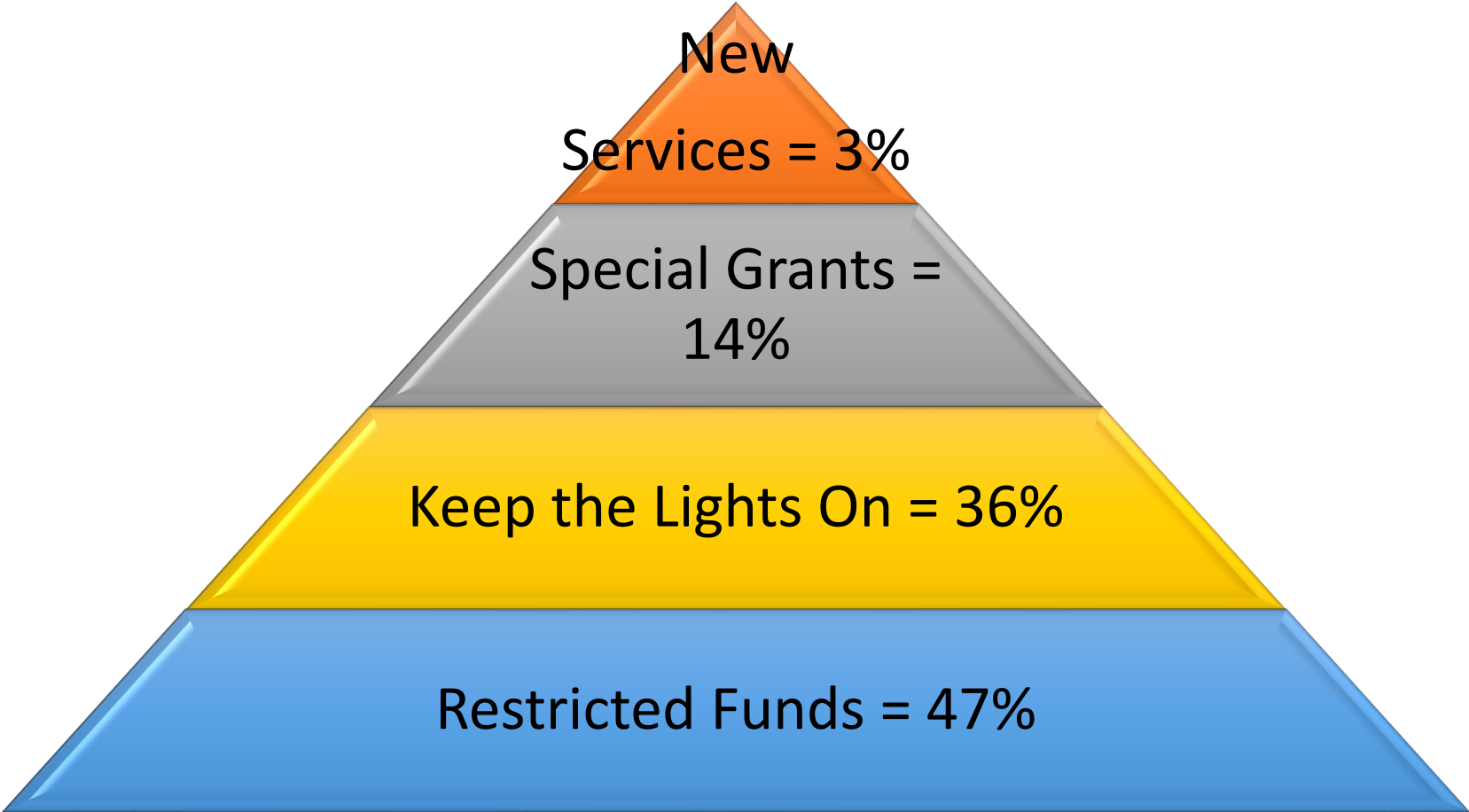
Guiding Principles established at prior Council Workshops



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

Kimberly Trammel, Chief Financial Officer
Imelda Arroyo, Budget Officer

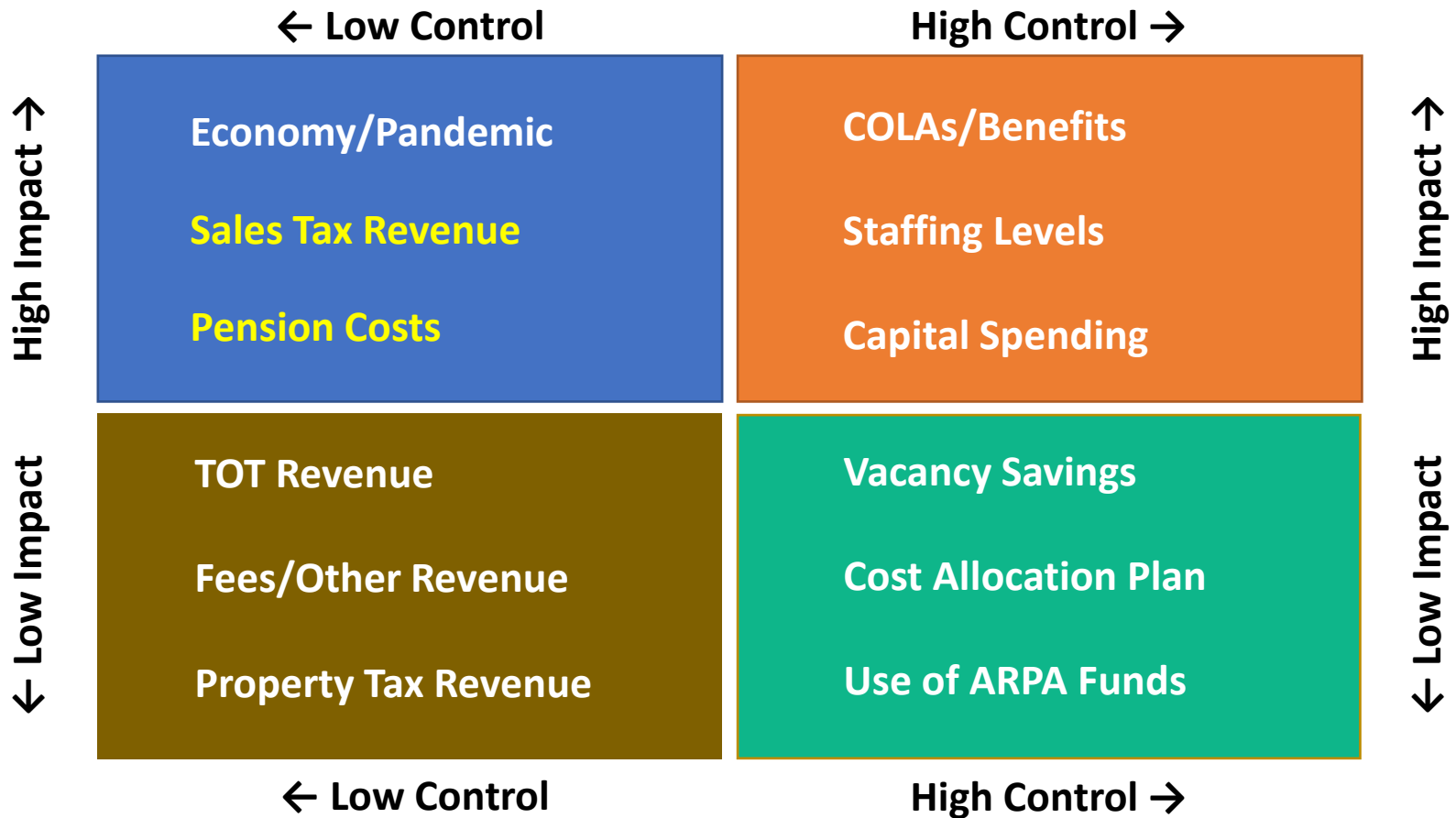
City of Stockton Funding FY 2022-23 Budget = \$899 Million



Long-Range Financial Plan

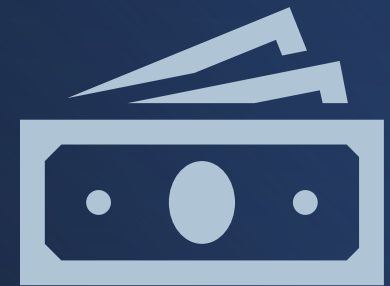
- Forecasts revenue & expenses
- 20-year forecast
- Only General Fund and related funds
 - Supported by General Fund – Library, Recreation, Marina, Entertainment Venues, Golf, etc.
 - Measure W and Measure M sales tax
- Created during bankruptcy
- Based on a wide range of assumptions
 - New assumptions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

Major Areas of Forecast Volatility



Long-Range Financial Plan Forecast Considerations

- Economy/Global Dynamics
- Measure A
- Pension costs
- Increasing cost of current services
- Labor market pressures
- Catch-up with:
 - Deferred infrastructure and maintenance
 - Workforce and service deficiencies
- Increase service delivery capacity

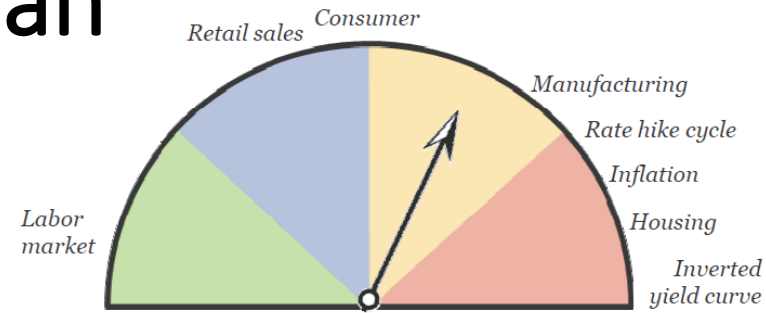


Long-Range Financial Plan Forecast Considerations

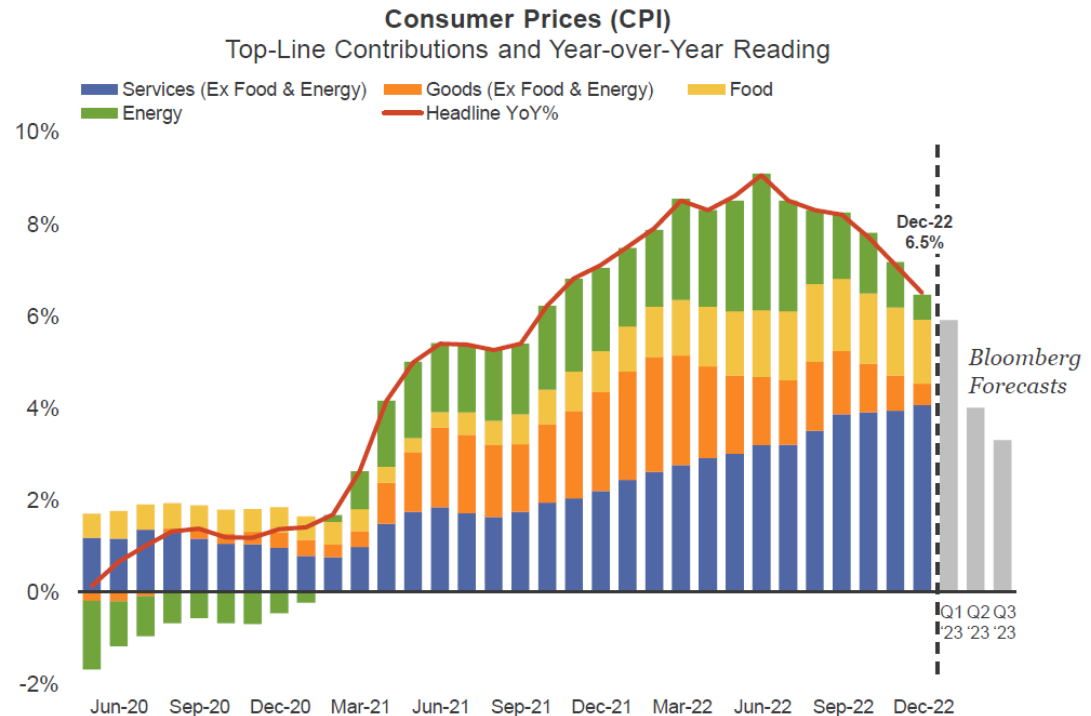
Economic Indicators

- Recession Risk is Yellow
- Inflation
- Interest Rates
- Savings & Disposable Income

Recession Risk

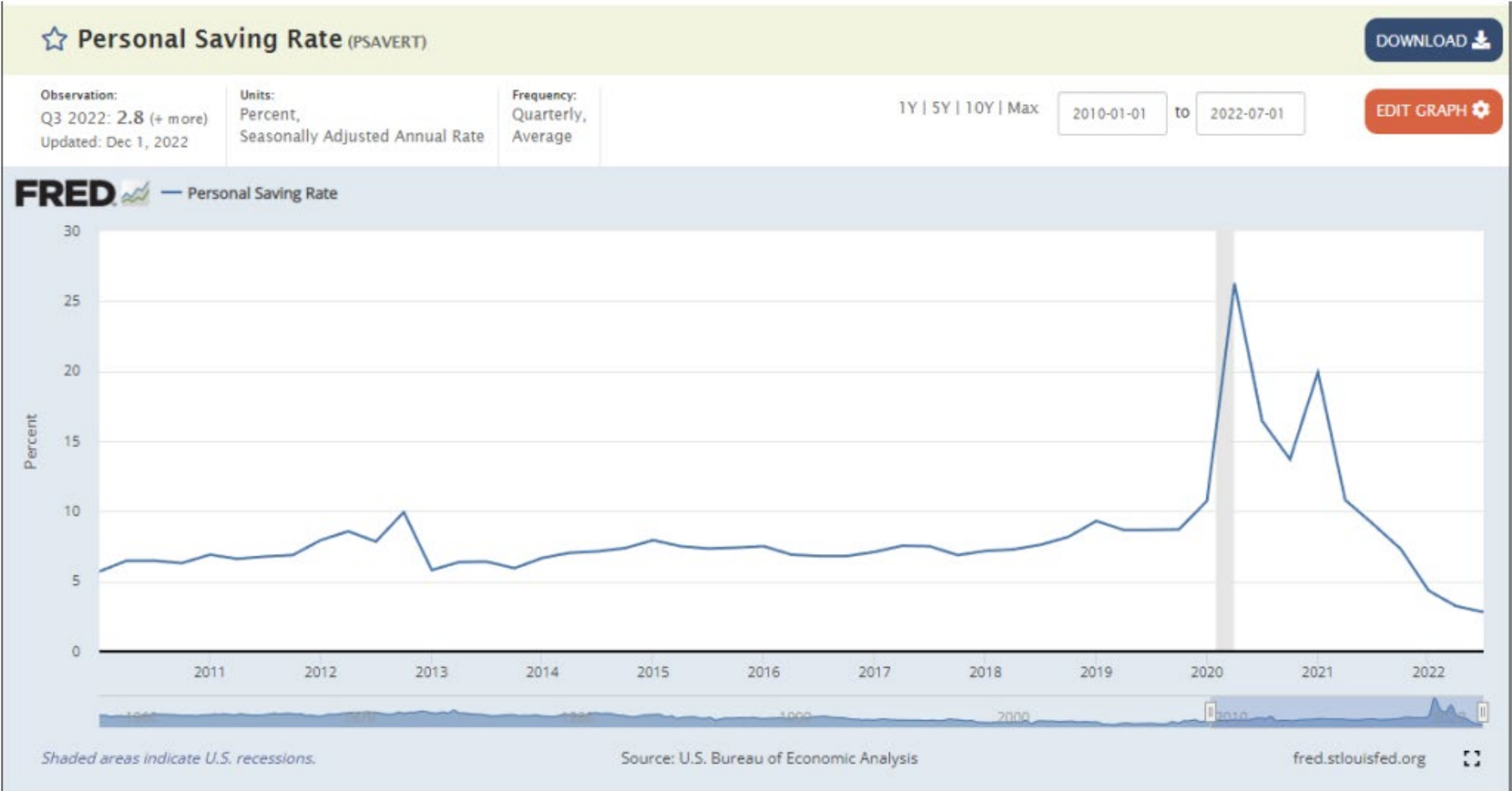


Inflation Now Trending Lower



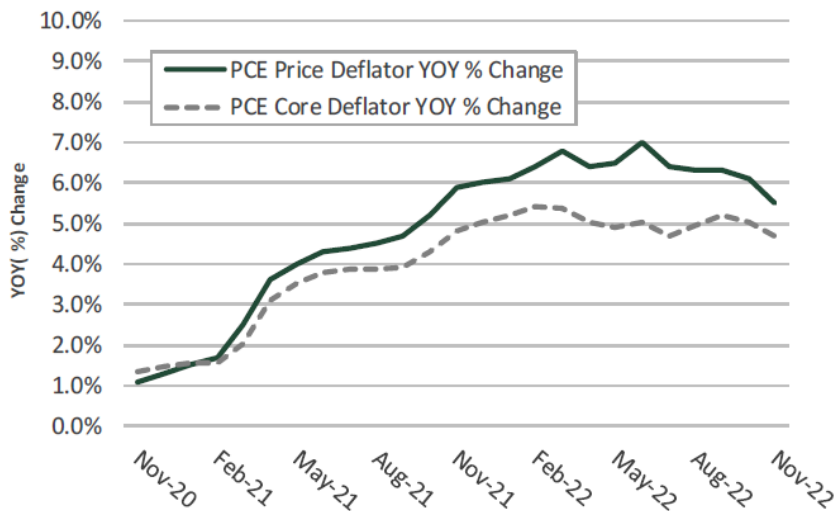
Economic Indicators

Savings & Disposable Income



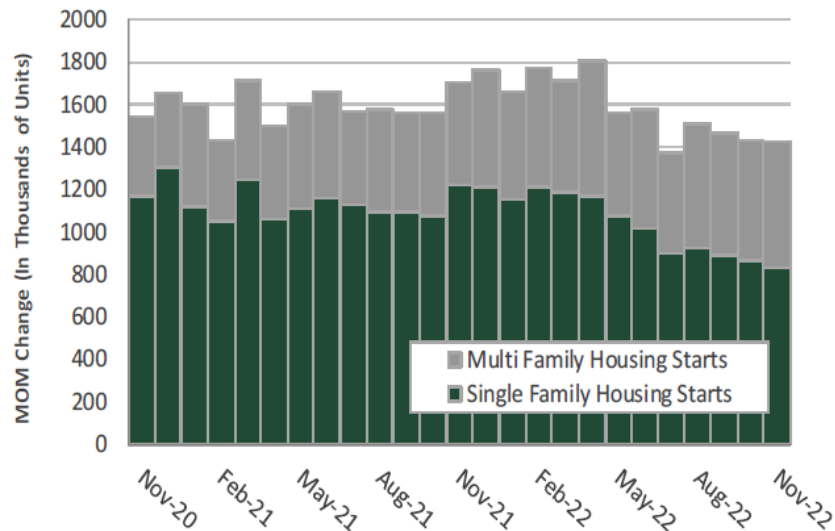
Economic Indicators

Personal Consumption Expenditures (PCE)



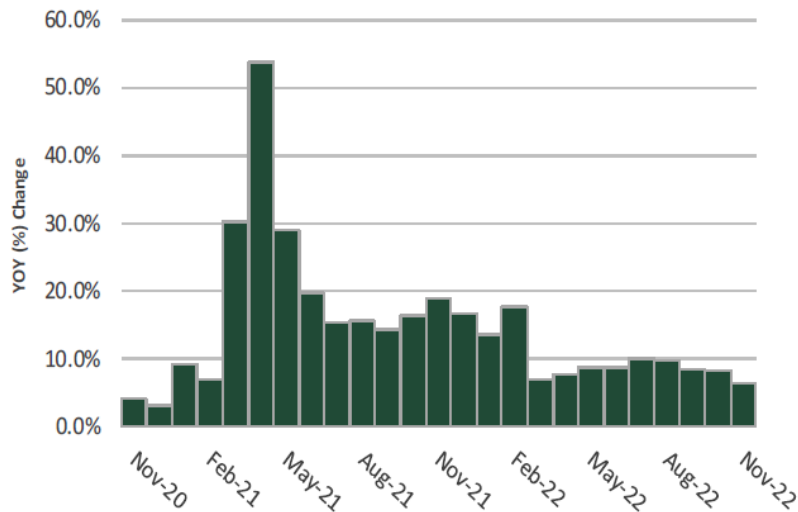
Source: US Department of Commerce

Housing Starts



Source: US Department of Commerce

Retail Sales YOY % Change



Source: US Department of Commerce

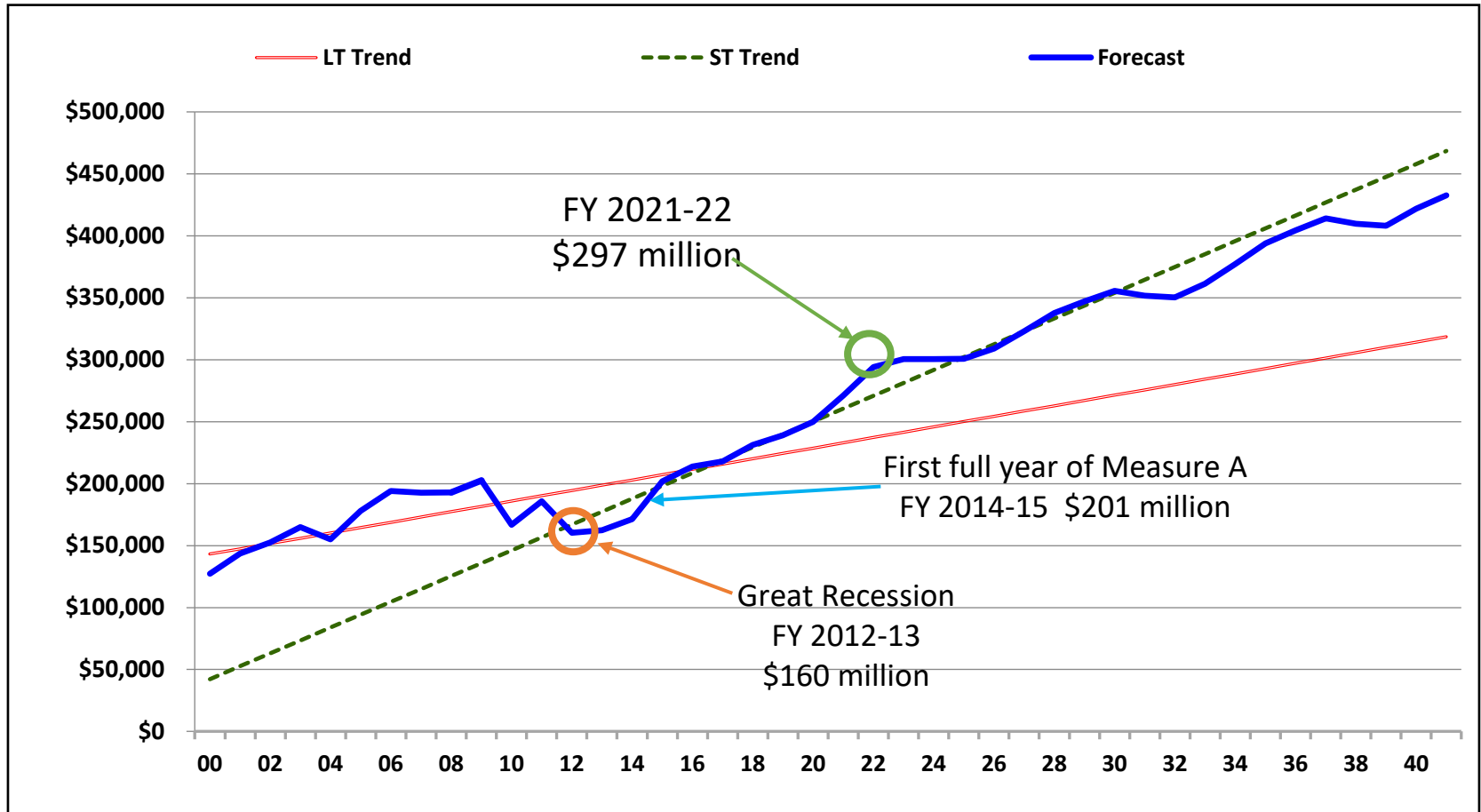
Consumer Confidence



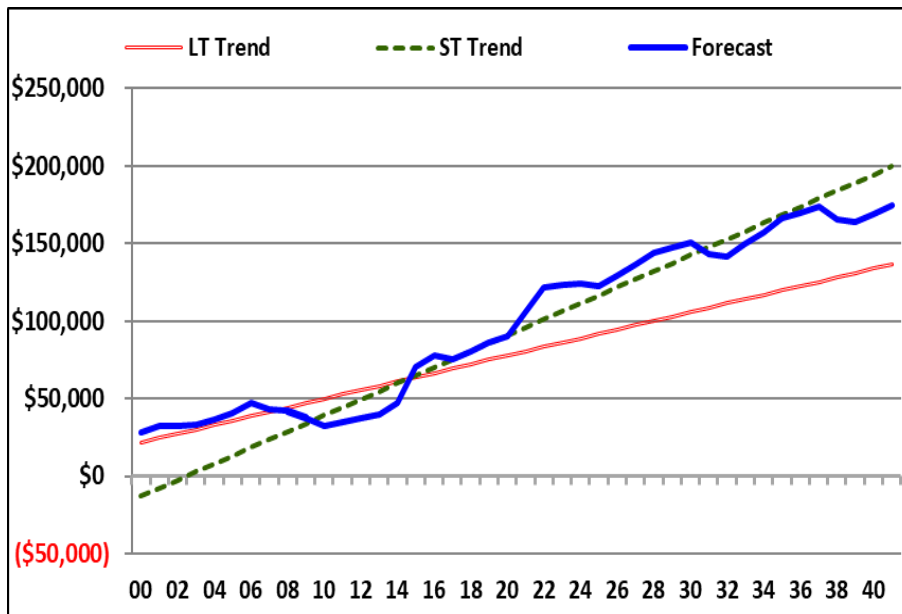
Source: The Conference Board

Long-Range Financial Plan

Revenue Forecast – Total General Fund



Long-Range Financial Plan Revenue Forecast - Sales Tax



- Double digit growth in the last 2 years
- Projections flat for the next 2 years
- Top 10 businesses make up 35% of tax revenues
- Initiatives to change tax structure
- There may be negative impacts on local revenues as consumers seek “experiences”



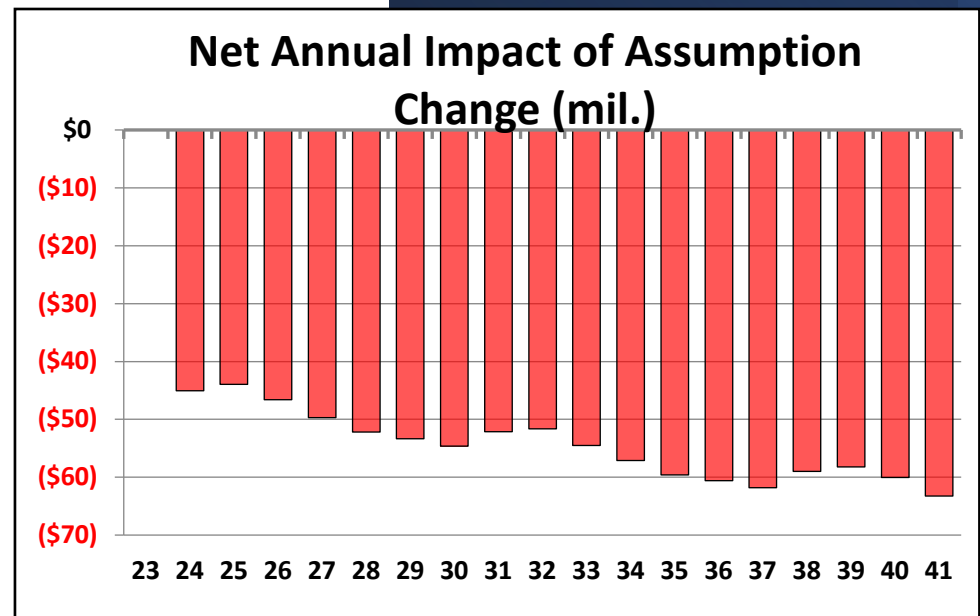
HdL Statewide Trend Quarterly Outlook

% Change YoY	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24
	11.3%	39.0%	18.8%	16.1%	17.1%	10.0%	8.0%	5.6%	2.0%	0.0%	-0.3%	0.1%	1.1%	1.0%

Long-Range Financial Plan Forecast Considerations

Measure A Sales Tax

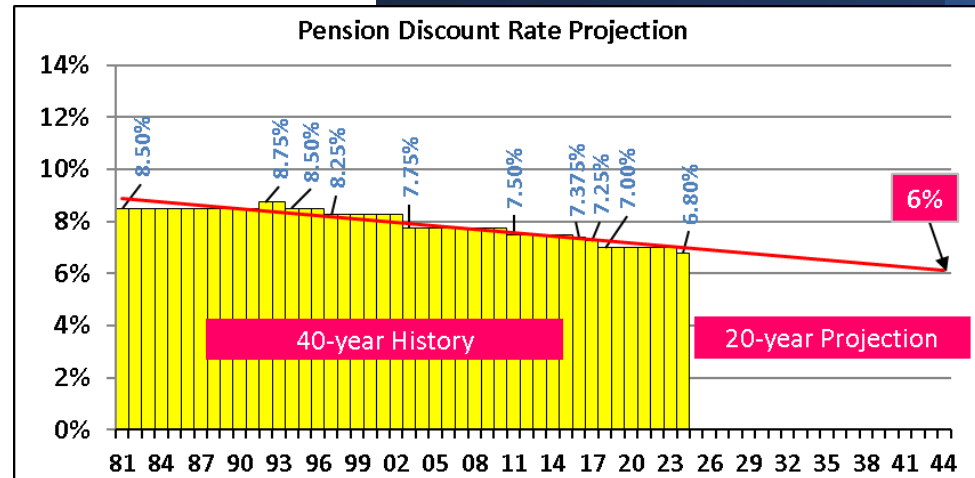
- Revenues \$46 million
- Up for renewal by April 2024
- If not renewed, significant service cuts will be needed
- If no cuts, fund balance goes negative in 2028



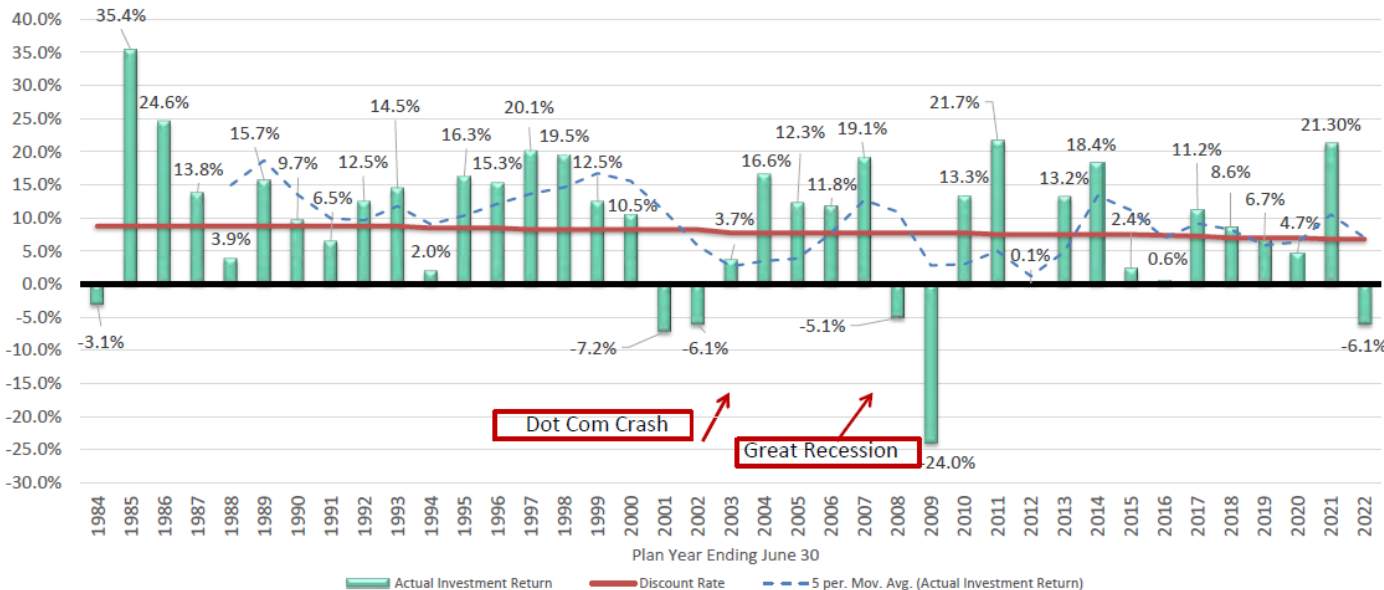
Long-Range Financial Plan

Pension Risks

- CalPERS approved 6.8% discount rate starting FY 2023-24
- Continuing historical trend would hit 6% in 20 years
- Forecast assumes decline to 6% over 10 years



CalPERS Actual Investment Returns versus Assumed Investment Return

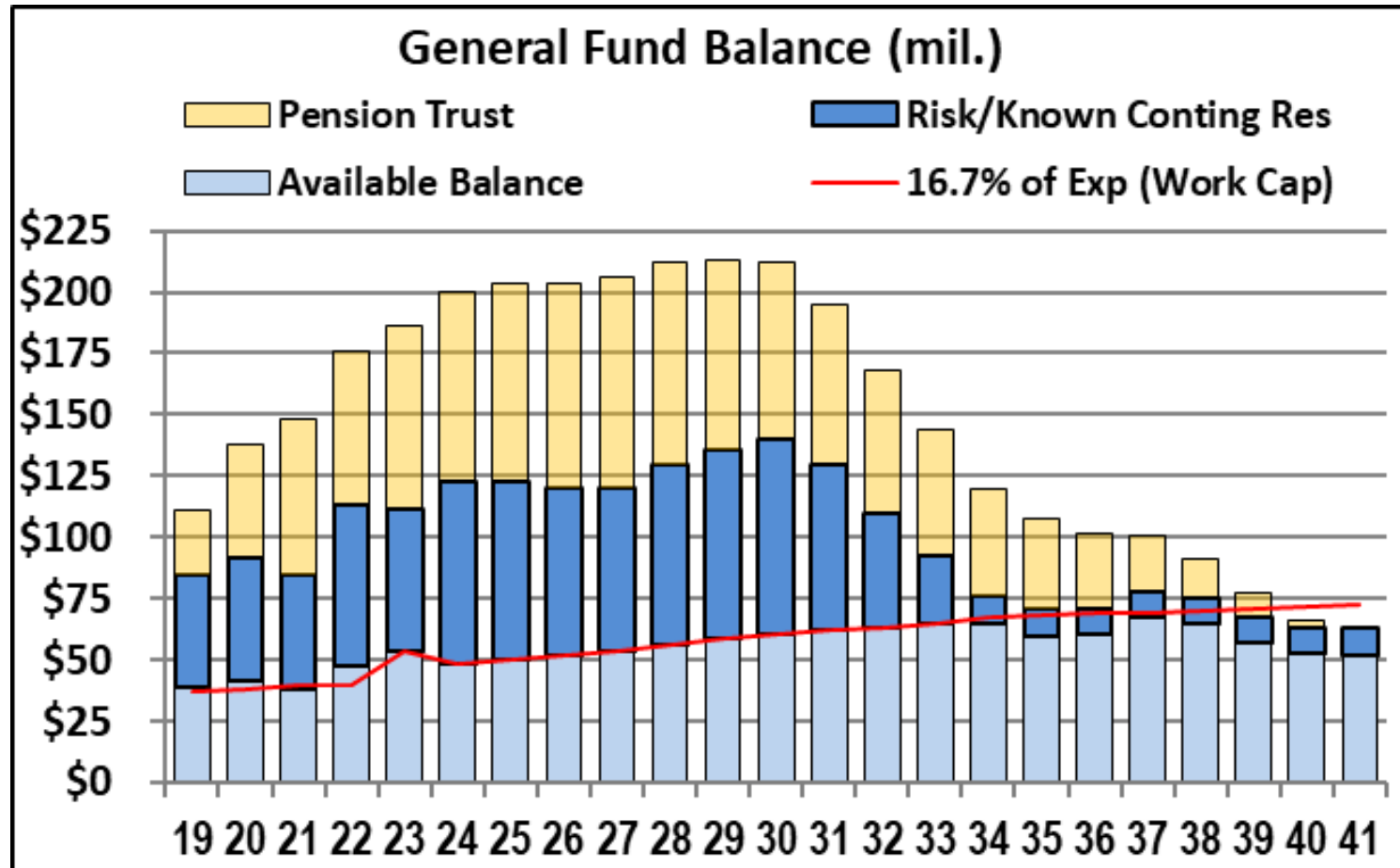


Discount Rate = Assumed Investment Return Rate

Average Returns	
10.50%	last 5 yrs
8.65%	last 10 yrs
7.49%	last 20 yrs
8.86%	last 30 yrs

Long-Range Financial Plan

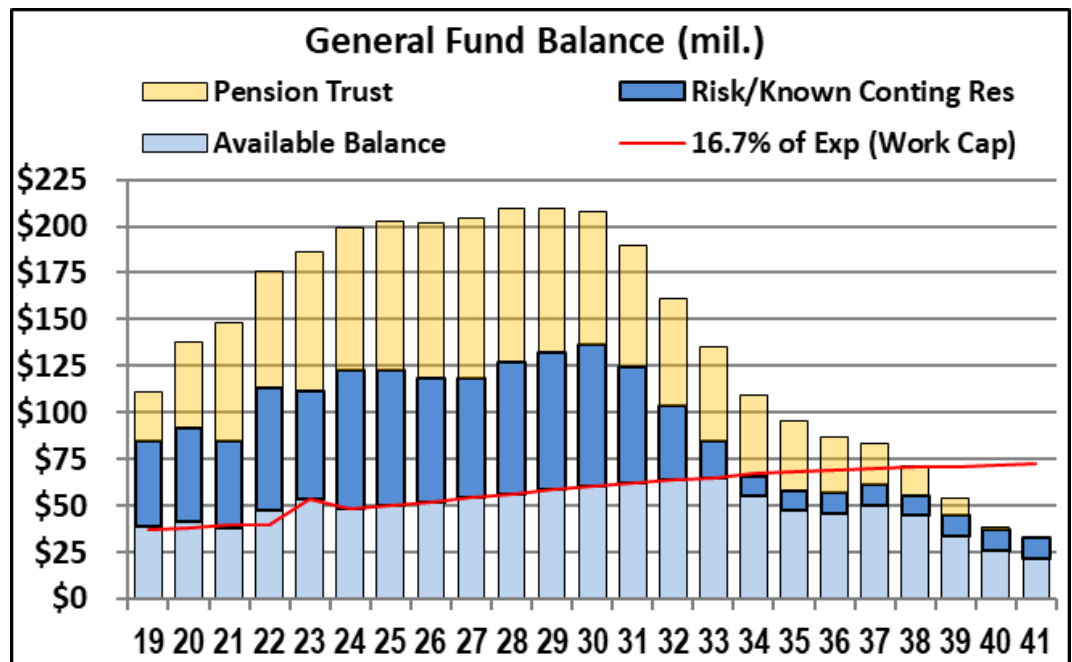
As of February 2023



Long-Range Financial Plan

Increasing Service Delivery Capacity

- Going from 2 new FTEs per year to 3 FTEs drops the fund balance to the 5% warning level at the end of the 20-year period



Fiscal Planning

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

Questions and
Comments on
the Fiscal
Update and
L-RFP



State and Federal Legislative Programs

Harry Black, City Manager
Alex Bailey, Program Manager

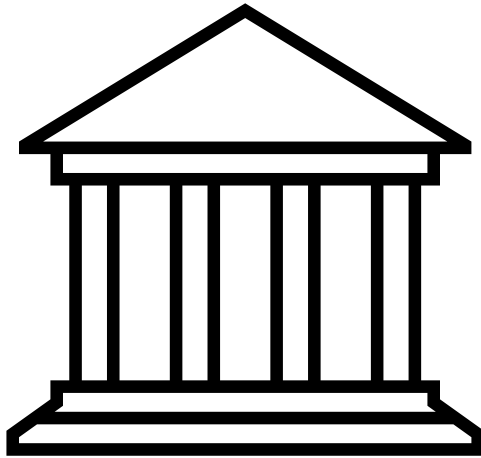
Legislative Advocacy Programs

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



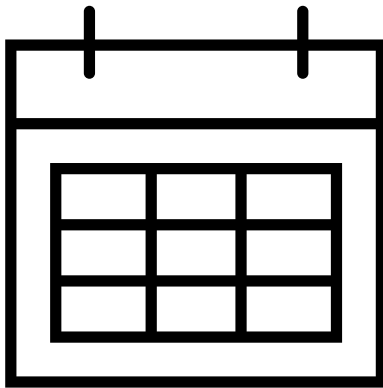
Legislative Advocacy Programs



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:** On Team schedules throughout year.
- **October-December:** Discuss City funding and policy environment in preparation for new calendar year.
- **November:** Federal consultant trip to Stockton. Tours and meetings with Department Directors and CMO.
- **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 Workshop.
- **March-April:** Present Federal and State Legislative Advocacy Programs at Council meeting. Submit appropriation requests.
- **May:** Federal *One Voice* projects proposed to SJCOG at 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

EMANUELS
JONES

AND ASSOCIATES

LEGISLATIVE ADVOCACY
GOVERNMENT RELATIONS

Legislative Program Accomplishments in 2022

State Level

- Assisted the City by working with Big 13 Cities to secure an additional \$1 Billion in Statewide Homeless Housing, Assistance, and Prevention Program funds.
- Assisted City staff with navigating the \$20 Million appropriation to address improvements in the Miracle Mile District.
- Assisted City staff in securing \$4 Million in additional funding for aquatics infrastructure repairs.
- Assisted in securing \$1 Million in funding for homeless shelter navigation projects.
- Tracked and reported to the City on more than 2,500 proposed legislative bills.
- Supported mental health legislation and mitigated potential effects of SB 656 regarding Stockton East Water District.



CALIFORNIA REPUBLIC

City of Stockton Priorities 2023

State Level

1. **Redevelopment and Blight Program:** Request seed funding to establish a multi-year revolving fund to be used for blight elimination activities. Investment will focus on the abatement of blight throughout the City for the purposes of revitalization and economic development opportunities.
2. **Waterway Improvements:** Seek funding to address clean-up of water and debris removal in and around waterways of Mormon Slough and Dean DeCarli Plaza in downtown Stockton.
3. **Fiber Master Plan:** Request funding for construction of backbone fiber and ethernet infrastructure to support traffic operations. Funding would bring additional capacity and provide needed fiber dependence without reliance on utility providers.
4. **Public Park Improvements-Van Buskirk Park:** Request funding for improvements to Van Buskirk Park. First phase of project would include site grading and preparation, addition of basketball courts, community garden, skate park, and parking.
5. **Pedestrian and Traffic Safety - Dr. MLK, Jr. Blvd. Underpass:** Seek funding to obtain environmental clearance and design for roadway reconstruction under the Union Pacific Railroad Underpass on Dr. MLK, Jr. Boulevard. Built in the 1930s, the heavily-traveled underpass is antiquated and does not support accessibility standards for vehicles, bikes and pedestrians.
6. **Pedestrian and Traffic Safety - Pershing Avenue:** Seek funding for Precise Roadway Plan and environmental clearance to address need for a Complete Streets concept. Funding will optimize accessibility for motor vehicles and pedestrians.

State Environment Legislative Threats

- Taxpayers' Protection and Government Accountability Act – November 2024 Ballot
- State Budget Shortfall
- HHAP Funding – Budget Trailer Bill Language on Accountability and Transparency
- AB 52 (Grayson) expansion of Sales Tax Exemption – a redo of AB 1951

- Note: Last day to introduce new bills in State Legislature is February 17



CALIFORNIA REPUBLIC

Federal Level Advocacy

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



SUMMIT
STRATEGIES

Legislative Program Accomplishments in 2022

Federal Level

- Assisted City staff with preparing Federal Transportation Grants, including *Safe Streets and Roads for All* and *Rebuilding American Infrastructure with Sustainability and Equity (RAISE)*, and educated delegation on projects.
- Worked with delegation to expedite permitting of the Alexandria and Five Mile Slough Culvert Replacement project.
- Worked with City staff to submit Congressionally-directed spending requests and advocated for requests with delegation. Awarded project: \$1 Million for Youth Workforce Development.
- Coordinated meetings and managed Capitol Hill visits for Mayor and Councilmembers during *One Voice* visit to Washington, D.C. in May 2022.
- Met with City Department Directors to learn about City priorities, reviewed federal programs and monitored federal grant opportunities for alignment with City needs.



City of Stockton Priorities 2023

Federal Level

1. **Public Park Improvements - Van Buskirk Park:** Request funding for improvements to Van Buskirk Park. First phase of project would include site grading and preparation, addition of basketball courts, community garden, skate park, and parking.
2. **Redevelopment and Blight Program:** Request seed funding to establish a multi-year revolving fund to be used for blight elimination activities. Investment will focus on the abatement of blight throughout the City for the purposes of revitalization and economic development opportunities.
3. **Fiber Master Plan:** Request funding for construction of backbone fiber and ethernet infrastructure to support traffic operations. Funding would bring additional capacity and provide needed fiber dependence without reliance on utility providers.
4. **Pedestrian and Traffic Safety - Multiple Sites:** Seek funding for various Stockton roadway areas to optimize accessibility for motor vehicles, bicycles and pedestrians. Roadway infrastructure improvements include Precise Roadway planning as well as intersection, sidewalk, and curb repairs, bicycle lanes, ADA wheelchair ramps, streetlights, and traffic signal modifications.
5. **Emergency Preparedness and Community Resiliency:** Request funding for solar and battery storage systems to be installed at critical municipal facilities, such as City Hall, EOC, and community centers. These systems will bolster the resiliency of facilities that are vital during emergencies/ disasters by ensuring public safety service remain online during power outages.
6. **Public Asset Investment – Pixie Woods:** Foster youth development through recognized local attraction, Pixie Woods. Seek funding for capital improvements, equipment replacement and enhancement, landscaping, and ADA-compliant upgrades to increase user appeal and safety.

Questions and
Comments on
2023 Legislative
Advocacy
Programs



Economic Development Strategic Action Plan

Carrie Wright

Director of Economic Development

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**
- **Exploration of Data Tools & Resources**

Strengthen Local Business Climate

Investment Area #1

➤ Milestones

- ✓ Launched Façade Improvement Program
- ✓ Executed Chamber support contracts
- ✓ San Joaquin County / Team California Event
- ✓ Retail Strategies contract executed

➤ Next Steps

- Robust Small Business Week in May
- Promote City-funded Chamber programs



Develop Workforce Capacity

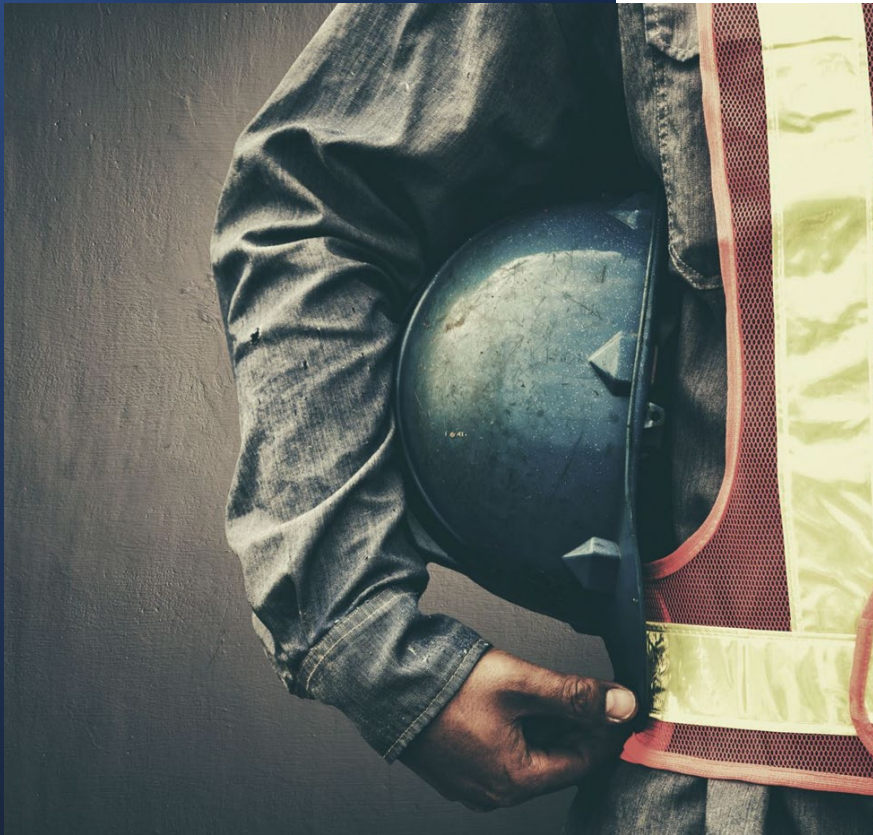
Investment Area #2

➤ Milestones

- ✓ Community Economic Resilience Fund (CERF) participation
 - ✓ \$5 million for Northern San Joaquin Valley
- ✓ Youth Employment and Development
 - ✓ California For All Youth Workforce Development Grant contracts approved for external subrecipients (CMO)

➤ Next Steps

- Participate in Workforce Development Board and present at Builder's Exchange
- Youth Employment and Development
 - Citywide internal summer internship program for youth (HR)



Innovation Hub / Entrepreneurship

Investment Area #3

➤ Milestones

- ✓ Executed contracts with Entrepreneurship Grant recipients
- ✓ Won the Audrey Nelson Award from the National Community Development Association
- ✓ Built deeper connections to Wine Industry

➤ Next Steps

- Implement SBA Earmark Grant
- Complete National League of Cities Inclusive Entrepreneurship Program
- Planning for Pitch Event in the Fall



Transform Downtown



Investment Area #4

➤ Milestones

- ✓ South Pointe clean-up grant and activities
- ✓ Negotiations & DDA development
- ✓ Shape Stockton (CDD)
- ✓ Parking infrastructure improvements
- ✓ Miner Street Improvements (PW)

➤ Next Steps

- Caltrans Sustainable Transportation Grant Application
- USDOT RAISE Grant Application (PW)
- EPA Planning Activities
 - North Shore Area-Wide Plan
 - Downtown Infrastructure Analysis
 - South Shore Site-Specific Reuse

Activate Public Spaces

Investment Area #5

➤ Milestones

- ✓ International Award-winning Stockton Flavor Fest
- Van Buskirk Conceptual Plan approved by Council (CSD)
- Uplift Downtown
 - Arena Video Boards RFP
 - Painting, lighting, landscaping and power-washing

➤ Next Steps

- Issue RFI for City owned sites
- Food Truck Ordinance (CDD)
- Bring Victory Park design work to Council for approval (CDD and CSD)



Unify Community



Investment Area #6

➤ Milestones

- ✓ Website Contract executed (CMO)
- ✓ Consolidated Special Events

➤ Next Steps

- 2023 Flavor Fest
- Planning Neighborhood Cohesion event (CSD)
- Revamp Activity Guide to be more user-friendly, accessible, comprehensive and inclusive (CSD)

Promote Brand

Investment Area #7

➤ Milestones

- ✓ Research and Discovery for Marketing:
 - ✓ 10 stakeholder interviews
 - ✓ Online survey
 - ✓ Digital footprint audit
- ✓ Sponsored 10+ Community Events
- ✓ \$5.25M for South Pointe clean-up

➤ Next Steps

- Continue Marketing Campaign
 - Submission of Logos Round 1
 - Community Feedback Sessions
 - Video production

Questions and
Comments on
the Economic
Development
Strategic Action
Plan



Government Performance and Accountability

Katie Regan, Director of the Office
of Performance and Data Analytics

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

<p>FY 2022-23 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 McFadden)</p> <ol style="list-style-type: none"> Reduce violent crime Increase community partnerships & engagement Increase data driven strategies & tactics Reduce property crime 	<p>FY 2022-23 PLANS:</p> <ul style="list-style-type: none"> Build upon Ceasefire Strategy to reduce shootings and homicides Build on Intelligence, Communication, and Planning (ICAP) Pursue pre-pandemic community engagement and outreach Enhance case management and wrap-around support services for high-risk population Implement case management system for increased data collection, analysis, and reporting Expand of the Fire Investigation program to reduce the incidence of arson fires 	<p>FY 2022-23 METRICS:</p> <ol style="list-style-type: none"> Reduce homicides and non-fatal injury shootings – 5% reduction Reduce Crimes Against Persons – 5% reduction Increase number of engagements and interventions (Y/N) Emphasize use of SPD’s ICAP and OVP’s life coaching and case management system (Y/N) Reduce Crimes Against Property – 5% reduction Reduce Crimes Against Society – 5% reduction
<p>COUNCIL PRIORITY GOALS (Tier 1 & 2):</p> <ol style="list-style-type: none"> Focus on COVID response and recovery Develop solutions to address homelessness, including increasing the affordable housing supply Focus on crime reduction in focus areas Prioritize resource allocation to focus areas within Council Districts Prioritize Economic Development <ol style="list-style-type: none"> Develop business incentives and tools for underserved neighborhoods Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers 	<p>2. Growing Economy (Stephanie Ocasio/Carrie Wright)</p> <ol style="list-style-type: none"> Grow jobs Increase economic development incentives Reduce the barriers to entry Increase small business development Foster and support 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 launching Stockton re-branding initiative Launch workforce development programming including youth employment and development Increase space activation through expanded free Wi-Fi, closing the fiber ring, enhanced small business support, and availability of customer self-service solutions Increase Cyber Security maturity for continued protection of digital assets 	<ol style="list-style-type: none"> Stabilize small businesses through COVID recovery efforts (Y/N) Develop economic development toolkit (Y/N) Reduce average duration for building permit project reviews, target – 25% reduction Establish meaningful linkages and partnerships with various small business partners (Y/N) Expand the City’s Smart Cities initiatives (Y/N)
	<p>3. Housing Opportunities for all (Carrie Wright/ Stephanie Ocasio)</p> <ol style="list-style-type: none"> Reduce the barriers to entry Optimize partnerships & linkages Increase investment in high impact affordable and market rate housing strategies Optimize performance-based distribution of available city funds, e.g. grants 	<ul style="list-style-type: none"> Improve usability of the Development Code (Stockton Municipal Code Title 16) emphasizing plain language Continue to shorten transaction/cycle process times in permit application processing Provide ongoing support and commitment to the CoC Homeless Strategic Plan Increase overall program impact and effectiveness emphasizing data-informed decisions Identify strategies to facilitate and incentivize increased production of market rate and below market rate housing 	<ol style="list-style-type: none"> Increase residential permits, target – 10% increase Establish and enhance partnerships and linkages (Y/N) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N) Transform data-rich environment to useful insights (Y/N) Establish performance-based distribution model for available city funds, e.g. grants (Y/N)
	<p>4. Thriving and Healthy Neighborhoods (Kris Farro)</p> <ol style="list-style-type: none"> Establish a City integrated team approach, e.g. cross-departmental team, to optimize clean and safe neighborhoods Increase placemaking and space activation Increase community engagement Positively impact overall community well-being 	<ul style="list-style-type: none"> Pursue pre-pandemic engagement emphasizing programming for children and families Produce an annual citywide community cohesion project Collaborate with San Joaquin Delta College to reinstate the Emergency Medical Technician and Fire Technology programs Increase access resources for youth to enable career development Expand sustainability and environmental strategy including a major green, energy efficiency initiative Enhance efforts to support community-based organizations capacity building Expand Clean City initiative and access to related data 	<ol style="list-style-type: none"> Improve Stockton’s livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, and trash (Y/N) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N) Increase community center utilization and library circulation (Y/N) Emphasize education, awareness, and investment to positively impact community well-being (Y/N) Expand the City’s environmental and sustainability portfolio (Y/N)
	<p>5. Fiscal Sustainability (Kim Trammel)</p> <ol style="list-style-type: none"> Continue learning from the past Mitigate risk Optimize resources through innovative business practices 	<ul style="list-style-type: none"> Upgrade bond rating Enhance financial reporting Maximize City revenue sources Implement Payroll and Utility Billing phases of the ERP system Enhance use of Long-Range Financial Plan in decision making Implement centralized grants administration and coordination Optimize City workforce retention, development, and recruitment 	<ol style="list-style-type: none"> Refresh long range financial plan (Y/N) Increase fiscal transparency (Y/N) Clean/unmodified audit opinions (Y/N) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR (Y/N) GFOA Distinguished Budget Presentation Award (Y/N) Increase workforce retention and recruitment (Y/N)

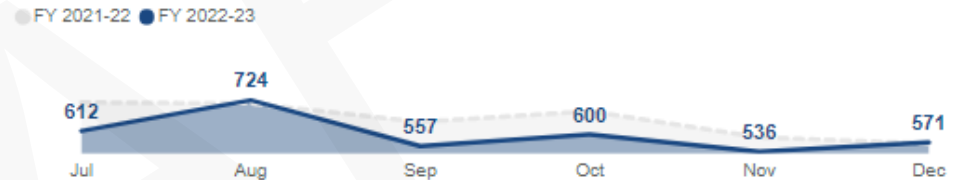
Safer Streets

1a) Crimes Against Persons

Target: 5% reduction from FY2021-22 Total of 7,548
July - December 2021: 3,912
FY 2022-23 Measurement in Progress

3,600

Crimes Against
Persons Total July -
December 2022

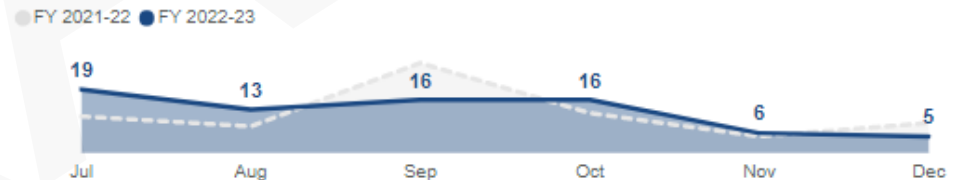


1b) Increase number of engagements and interventions

Target: Increase from FY2021-22 Total of 158
July - December 2021: 72
FY 2022-23 Measurement in Progress

75

Engagements and
Interventions July -
December 2022

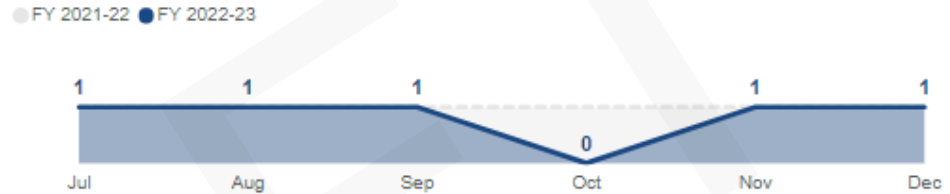


Safer Streets Cont.

1c) Emphasize use of ICAP

Target: 1 meeting every 2 months
 FY 2022-23 Measurement in Progress

5
 ICAP Reports July -
 December 2022



1c) Implement OVP case management software

Target: "Yes" by the end of the fiscal year
 FY 2022-23 Measurement in Progress

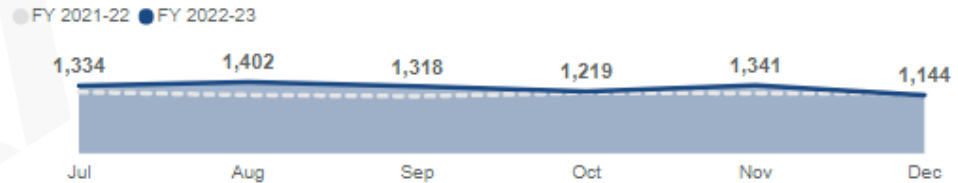
Y/N
 Measure

Progress to date: Case management software is being configured. Training will take place in February. Data migration will happen in March. The system is planned to be available for use by case managers early April.

1d) Crimes Against Property

Target: 5% reduction from FY2021-22 Total of 14,701
 July - December 2021: 7,039
 FY 2022-23 Measurement in Progress

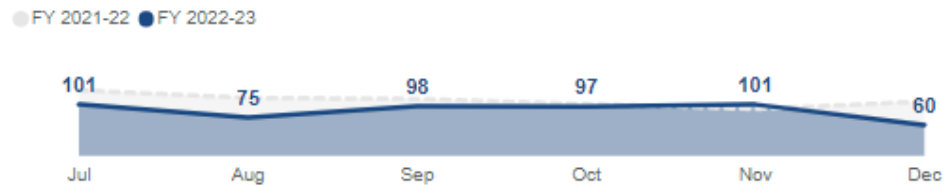
7,758
 Crimes Against
 Property Total July -
 December 2022



1d) Crimes Against Society

Target: 5% reduction from FY2021-22 Total of 1,249
 July - December 2021: 656
 FY 2022-23 Measurement in Progress

532
 Crimes Against
 Society Total July -
 December 2022



Growing Economy

2a) Stabilize small businesses through COVID recovery efforts

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Number of new business licenses

Target: 5% increase from FY 2021-22 Total of 2,638

July - December 2022: 1,154

FY 2022-23 Measurement in Progress

1,824

New Business Licenses
July - December 2022



Community Support NOFA

NOFA was issued August 2022 and received 69 applicants. Council approved 35 in November 15, 2022.

\$2.7M

Announced

Shuttered Venue Operators Grant

Used to assist with the funding of operational and maintenance costs to the Bob Hope Theatre

\$359,141

Used

Entrepreneurship NOFA

81 applicants; 17 selected, awarded, and in agreement

\$285,000

Awarded

Artists and Arts Nonprofit Grant

35 artists and 6 nonprofits awarded

\$99,000

Awarded

Additional Support in the form of Nonprofit Enterprise Support Team (NEST), building a \$2M facade program, Chamber contracts that support small business, and more.

Growing Economy Cont.

2b) Develop economic development toolkit

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: The development of an economic development toolkit was advanced through the creation and adoption of the City's Economic Development Strategic Action Plan (EDSAP). The toolkit has been further developed through the launch of an Entrepreneurship & Small Business Resource Map, enabling the exploration of Stockton organizations providing entrepreneur support services at varying stages of a business venture.

2c) Reduce average duration for building permit project reviews

Target: 12.3 days (25% reduction from FY2020-21: 16.4)

FY 2022-23 Measurement in Progress

8.9

Working Days -
Average Cycle
Duration

Progress to date: EDD continues to coordinate and build partnerships with small business organizations. During FY 2022-2023, this has included the recent launch of the ARPA-funded Business Façade Improvement Program with Downtown Stockton Alliance and the direct ARPA support provided to business improvement districts and chambers. These relationships will continue to be fostered through continued ARPA implementation, including efforts to attract retail to vacant and underutilized sites throughout the City.

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

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

2e) Expand the City's Smart Cities initiatives

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: Public Works is preparing a citywide Fiber Optic Master Plan to determine where critical fiber gaps exist and prioritize fiber buildout. The project also includes construction installation of backbone fiber and replacement of ethernet switches as determined by the Master Plan which is approximately 75 percent complete.

Housing Opportunities for All

3a) Increase Residential Housing Units

Target: 10% increase from FY 2020-21 Total of 703
 July - December 2021: 286
 FY 2022-23 Measurement in Progress

76
 New Residential
 Housing Units July -
 December 2022



3b) Establish and Enhance Partnerships and Linkages

Target: "Yes" by the end of the fiscal year
 FY 2022-23 Measurement in Progress

Y/N
 Measure

Progress to date: Partnerships include new funding agreements, MOUs, or other formal agreements beyond those that ordinarily take place. During FY 2022-23, EDD staff advanced partnerships related to the support and receipt of additional Homekey funding. The City also partnered with the Department of Toxic Substances Control for the receipt of nearly \$5.25M for cleanup of the 9-acre South Pointe site, with the objective of facilitating waterfront housing development.

3b) Establish Baseline through HMIS for Time Between Assessment and Placement

Target: "Yes" by the end of the fiscal year
 FY 2022-23 Measurement in Progress

Y/N
 Measure

Progress to date: Received county-wide Homeless Management Information System (HMIS) data per the completed data sharing agreement with the San Joaquin Continuum of Care. Data analysis is in progress.

3c) Transform Data-Rich Environment to Useful Insights

Target: "Yes" by the end of the fiscal year
 FY 2021-22 Measurement in Progress

Y/N
 Measure

Progress to date: HMIS data has been provided by the Continuum of Care. OPDA is in progress on cleaning the data and establishing a clear data dictionary in support of developing a public dashboard on housing and homelessness.

3d) Establish Performance-Based Distribution Model for Available City Funds

Target: "Yes" by the end of the fiscal year
 FY 2021-22 Measurement in Progress

Y/N
 Measure

Progress to date: EDD continues to utilize the Neighborly software to launch grant opportunities and accept applications, disbursing funds based on qualitative and quantitative scoring criteria. Monitoring and reporting language continues to be included in contracts to assist with establishing the model and setting expectations with subrecipients.

Thriving & Healthy Neighborhoods

4a) Improve Stockton's livability indicators

Broken/Hanging Trees

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

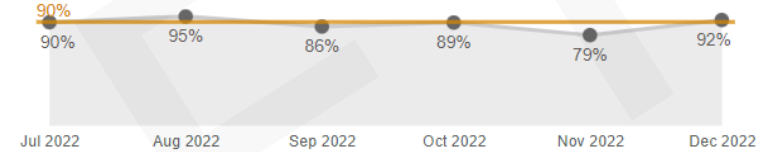
184 Closed Work Orders FY 22-23

90%

Work Orders Met Target
FY2022-23

5

Days - Average
Work Order Age



Graffiti

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

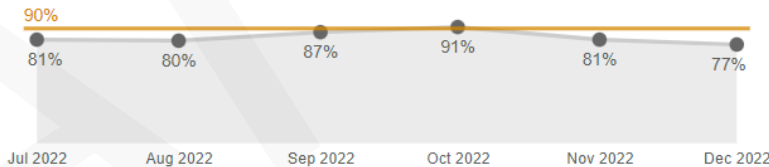
280 Closed Work Orders FY 22-23

84%

Work Orders Met Target
FY2022-23

3

Days - Average
Work Order Age



Potholes

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

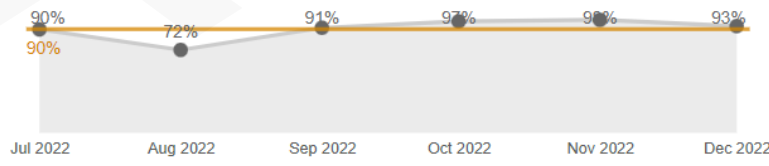
435 Closed Work Orders FY 22-23

89%

Work Orders Met Target
FY2022-23

4

Days - Average
Work Order Age



Street Lights

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

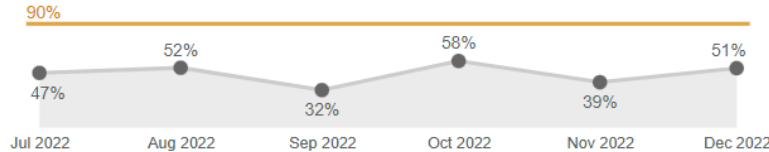
627 Closed Work Orders FY 22-23

58%

Work Orders Met Target
FY2022-23

19

Days - Average
Work Order Age



Trash

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

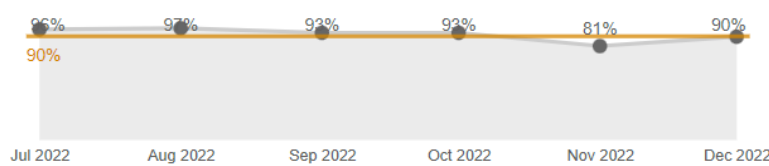
2699 Closed Work Orders FY 22-23

87%

Work Orders Met Target
FY2022-23

3

Days - Average
Work Order Age



Thriving & Healthy Neighborhoods Cont.

4b) Increase participation in City produced and sponsored events

Target: Increase from FY2021-22 Total of 26,481
 July - December 2021: 14,363
 FY 2022-23 Measurement in Progress

37,559

Participants July - December 2022

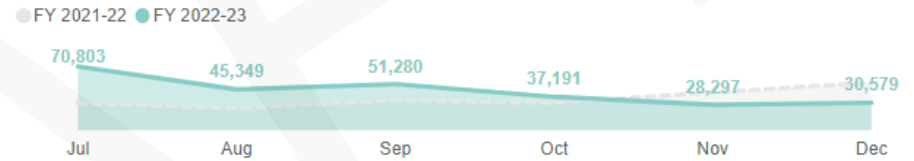


4c) Increase community center utilization

Target: Increase from FY2021-22 Total of 550,948
 July - December 2021: 213,588
 FY 2022-23 Measurement in Progress

263,499

Visitors July - December 2022

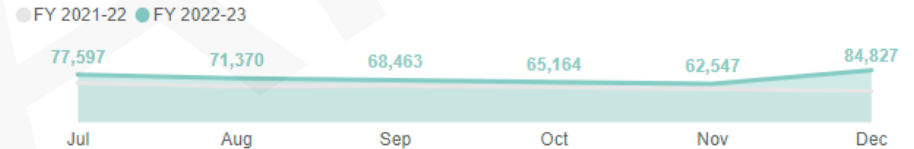


4c) Increase library circulation

Target: Increase from FY2021-22 Total of 717,233
 July - December 2021: 342,780
 FY 2022-23 Measurement in Progress

429,968

Materials Circulated July - December 2022

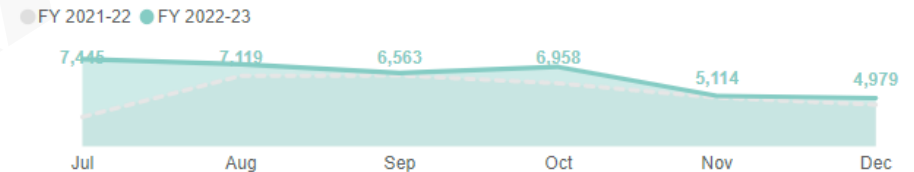


4d) Emphasize education, awareness, and investment to positively impact community well-being

Target: Increase from FY2021-22 Total of 72,940
 July - December 2021: 32,029
 FY 2022-23 Measurement in Progress

38,178

Attendees at Educational & Civic Engagement Events July - December 2022



4d) Expand sustainability portfolio

Target: "Yes" by the end of the fiscal year
 FY 2021-22 Measurement in Progress

Yes

Progress to date: City was awarded a \$24.2M TCC Round 4 Implementation Grant in October 2022 to fund a myriad of sustainability initiatives through Sept. 2027. City Council voted to proceed with joining the East Bay Community Energy CCA on September 13, 2022 - since then, an implementation plan was filed with the State and service is expected to start in Early 2024.

Fiscal Sustainability

5a) Refresh Long Range Financial Plan

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: Updates are complete for the annual CalPERS valuation reports and are underway for revenue projections.

5a) Increase Fiscal Transparency

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: The Open Finance site has been developed and is in final review.

5b) Clean/Unmodified Audit Opinions

Target: "Yes" by the end of the fiscal year

Yes

Progress to date: Annual Comprehensive Financial audit was completed on January 31 and presented to Council on February 7.

5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 ACFR

Target: "Yes" by the end of the 2022-23 fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: Staff has been reviewing the requirements and plan to apply for the award upon the completion of the Annual Comprehensive Financial Report (ACRF) for the fiscal year ended June 30, 2023.

5c) GFOA Distinguished Budget Presentation Award

Target: "Yes" by the end of the fiscal year

Yes

Progress to date: Budget award was received December 2022 for the FY 2022-23 budget.

5c) Increase workforce retention and recruitment

Target: "Yes" by the end of the fiscal year

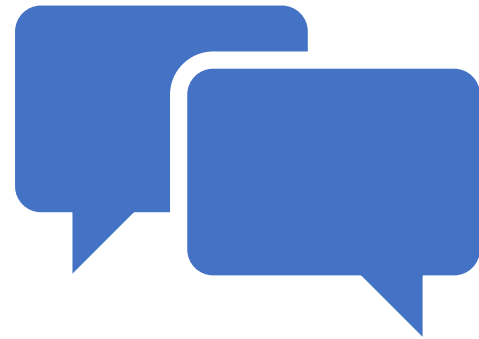
FY 2022-23 Measurement in Progress

Y/N

Measure

Progress to date: In progress on process improvements for recruitment and implementing a retention program.

Questions and
Comments on
Government
Performance and
Accountability



Review Existing Strategic Goals & 2022 Accomplishments

Harry Black, City Manager

Katie Regan, Director of the Office
of Performance and Data Analytics

2022-23 TIER 1 GOALS



1a.

Focus on COVID response and recovery

1b.

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

2.

Focus on crime reduction in focus areas

3.

Prioritize resource allocation to focus areas within Council Districts

4.

Prioritize Economic Development

2022 Accomplishments



1a. Focus on COVID response and recovery



5,200+ Families | \$40M+

Emergency Rental Assistance¹



43,000+

Meals/bags of food distributed²



\$2.2M+

Allocated to 11,700 customer past due sewer bills³



10,090

COVID-19 tests provided at city kiosk⁵



7,500

Rapid antigen made available for city employees⁴



\$1.6M+

Applied for and allocated to 4,182 customer past due water bills³

2022 Accomplishments



Develop solutions to address homelessness,
1b. including increasing the affordable housing supply



5,200+ Families | \$40M
Emergency Rental Assistance¹



\$10M+
Affordable Housing NOFA with 7 approved applications⁶



\$29M
Additional Homekey awards to support permanent housing⁷



605
New housing units on issued building permits, including 53 low-income units and 60 accessory dwelling units



\$14M+
HHAP grant funds allocated, received, and applied for to address homelessness⁸

2022 Accomplishments



Develop solutions to address homelessness,
1b. including increasing the affordable housing
supply



46% Reduction

Average building permit plan
check duration (8.9 working
days down from 16.4)



\$116K+ Fees Waived

Multi-Family Residential⁹



\$9M+ Fees Waived

Single-Family
Residential⁹



Housing Element

Contract awarded



Housing Action Plan

Contract awarded



1,182

HOT Team
contacts made¹⁰

LUNCH
BREAK



2022 Accomplishments



2. Focus on crime reduction in focus areas



2% Decrease
Violent Crime¹¹



918
Firearms seized



245K+
911 Calls¹²



10,000+
Fire
inspections¹³



150+
Business Watch,
Neighborhood Watch,
and Community
Meetings



\$690K+
Outdoor Equity
Program Grant for
youth programming¹⁴



48,000+
Hours of internal
PD & Fire
training¹⁵



1,900+
Vehicles abated¹⁶



1M+ Square Feet
Graffiti removed¹⁷

2022 Accomplishments



3. Prioritize resource allocation to focus areas within Council Districts



700+

Volunteers coordinated for Coastal Cleanup¹⁸



768 Cubic Yards

Playground fall surfacing replenished¹⁹



416

Curb miles swept in Street Sweeping Study²⁰



10.5B

Gallons of drinking water produced²¹



73

Trees planted²²



11

Parks with repaired playground structures



654

Water meters replaced



6,720

Free bulky waste pick-ups

2022 Accomplishments



3. Prioritize resource allocation to focus areas within Council Districts



1,200 Feet
Centerline
striping



3200+
Signs installed



1000+
Sidewalk tripping
hazards addressed



2000+
Traffic signal &
street light work
orders closed



110
Locations with
replaced sidewalk



37
Speed cushions,
humps, tables installed



56
ADA curb ramps
installed



93,000
Pounds of e-
waste recycled

2022 Accomplishments



3. Prioritize resource allocation to focus areas within Council Districts



1M+ Square Feet
Graffiti removed¹⁷



640,000 Sq. Yds.
Roadway cracks sealed



8,373
Potholes filled



2,400+ Tons
Trash removed



2975
Tires removed
from the street



1,995
Illegally dumped
mattresses
removed



954
TVs removed
from the street



445
Dead or hazardous
trees removed



103
Wastewater
customers'
bills paid²³

2022 Accomplishments



4. Prioritize Economic Development



\$5.25M

Grant funding to complete Brownfields clean-up²⁴



Commercial Façade Improvement Program
1 project in Downtown Core²⁵



\$1.1B

2022 Total permit valuation (up 39%)



7,000+

Over-the-Counter permits issued



1,300+

Vendors registered & validated through online vendor portal



3,300+

New business licenses

2022 Accomplishments



4. Prioritize Economic Development



12,000+

Attendees at
Stockton Flavor Fest



\$1M

US Small Business
Administration Grant



\$285,000

Entrepreneurship
funding awarded²⁶



57

Economic Review
Committee Meetings



82

Events and meet
and greets



8

Events for Small
Business Week²⁷

2022 Accomplishments



4. Prioritize Economic Development



225,000+

Attendees at 137 events at the Bob Hope and Arena



1600+

Public and team events at Oak Park Ice Rink



41

Artists and Arts Nonprofit Grant recipients²⁸



66

Ports home games and special events at Banner Island Ballpark



28

Ribbon cuttings

2022-23 TIER 2 GOALS



1.

Develop business incentives and tools for underserved neighborhoods

2.

Work with education partners to improve quality of life, increase literacy, and develop the workforce

3.

Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers

2022 Accomplishments



1. Develop business incentives and tools for underserved neighborhoods



\$5.25M

Grant funding to complete Brownfields clean-up²⁴



Commercial Façade Improvement Program
1 project in Downtown Core²⁵



Stockton Community Kitchen
National Community Development Association (NCDA) recognition²⁹



15 Nonprofits
Sponsored for capacity building³⁰

2022 Accomplishments



2. Work with education partners to improve quality of life, increase literacy, and develop the workforce



920,081

Items checked out and renewed from Stockton-San Joaquin libraries



518,479

Library visitors



173,272

Library digital downloads



\$25K

Grant to provide free swim lessons



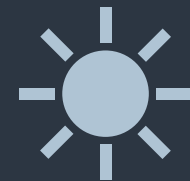
8,661

Times adults participated in sports leagues



14,690

Times youth participated in bi-monthly afterschool programs



2,501

Times youth participated in weekly day camps

2022 Accomplishments



2. Work with education partners to improve quality of life, increase literacy, and develop the workforce



\$10M

State Library grant to assist with Chavez Library renovation



2000

Individuals received Chromebooks with hotspots and tablets³¹



\$690K+

Outdoor Equity Program Grant for youth programming¹⁴



520

Attendees at 1 Drive-in and 4 Outdoor Movies



320

Attendees at 2 Traveling Concerts in the Park



17,000

Attendees at 4th of July Celebration



14,015

New library cards issued

2022 Accomplishments



3.

Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers



\$2.6M+

CAForAll funds awarded to youth workforce programs to employ 200+ youth³²



\$1.7M

CAForAll funds allocated toward pilot City Summer Jobs Program to employ 100+ youth³²



\$500,000+

Allocated to workforce development through Rising Sun Center for Opportunities and other partners³³



200+

Stockton residents hired by the City³⁴

Community Survey Feedback

Harry Black, City Manager

Katie Regan, Director of the Office
of Performance and Data Analytics



01

Methodology

Methodology



559 sample survey
of Stockton adults,
18+



Respondents
recruited
online



Fielded
December 26th,
2022– January 21st,
2023



Survey was
conducted in
English and Spanish



Data was weighted
to represent the
population in
Stockton

02

Quality of life

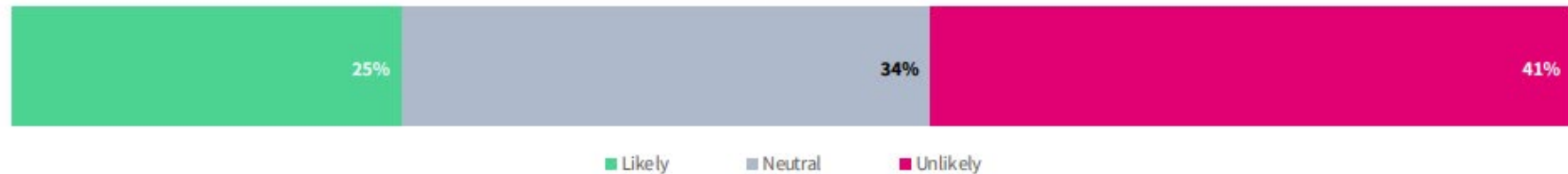


Overall quality of life: Over 70% of respondents reported excellent or fair quality-of-life in Stockton and are likely or neutral to be living in Stockton 5 years from now.

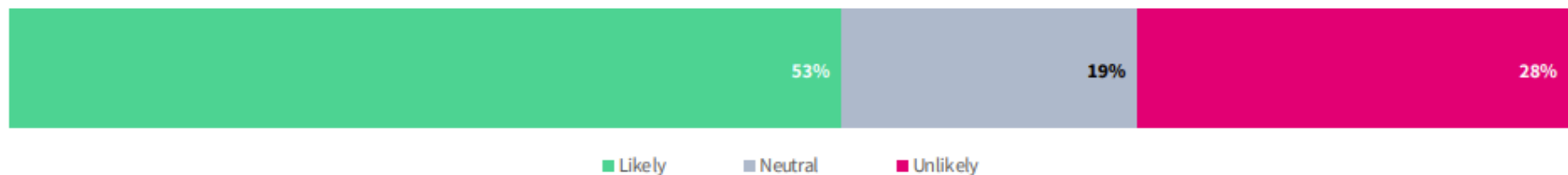
Question: How is the overall quality of life in Stockton?



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?





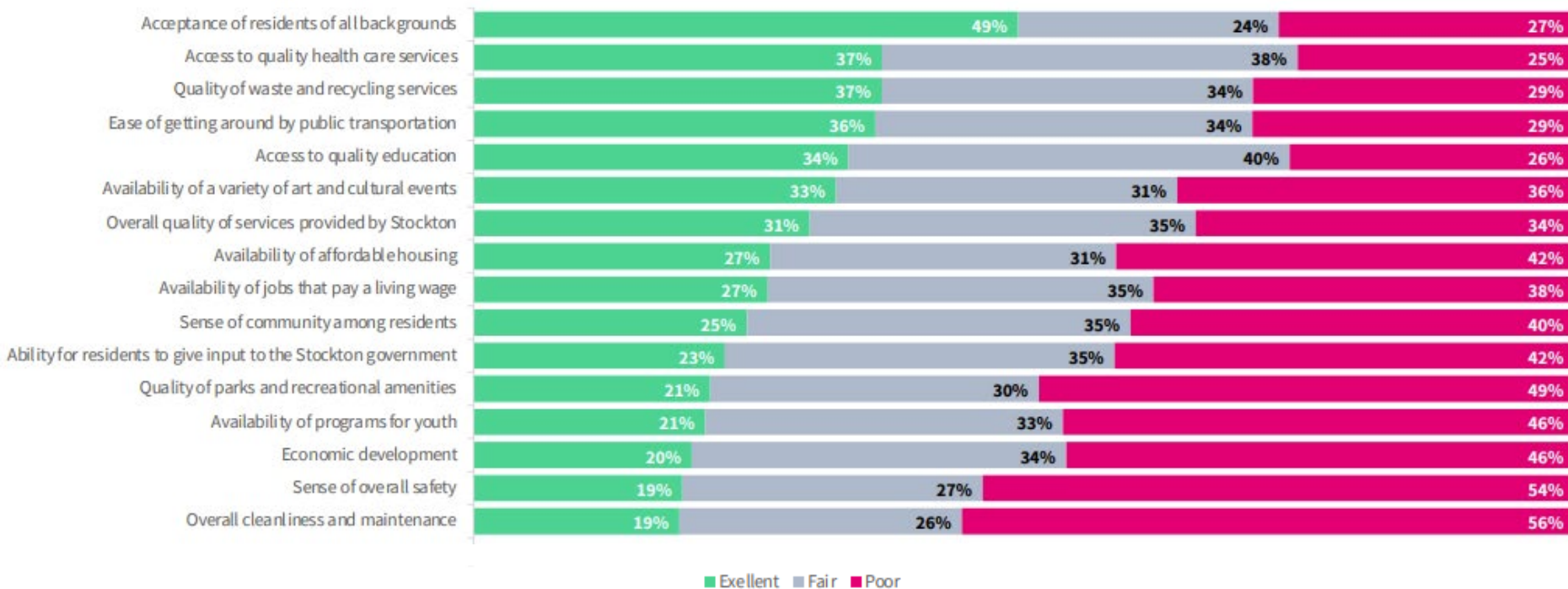
03

Satisfaction with life in Stockton

Satisfaction with life in Stockton: Most respondents reported excellent or fair satisfaction with almost 90% of the following categories.

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

Satisfaction with life in Stockton:



A photograph of two women in a professional setting. The woman on the left, with long blonde hair, is smiling and looking down at a smartphone she is holding. The woman on the right, with dark hair, is looking at the phone with a focused expression. The background is blurred, showing other people in a meeting or office environment. The entire image has a dark purple overlay.

04

Strategic Priorities

Tier 1

Council Goal 1a. Focus on COVID response and recovery

About 7 out of every 10 respondents reported excellent or fair handling the COVID-19 response and recovery by the City.

City handling of COVID-19 response and recovery



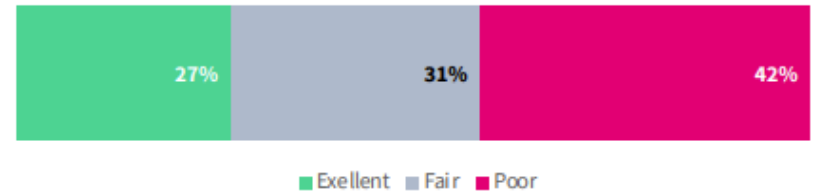
Council Goal 1b. Develop solutions to address homelessness, including increasing the affordable housing supply

Responses indicate the community would support continued effort toward this Council goal.

City handling of the prevalence of homelessness



Availability of affordable housing

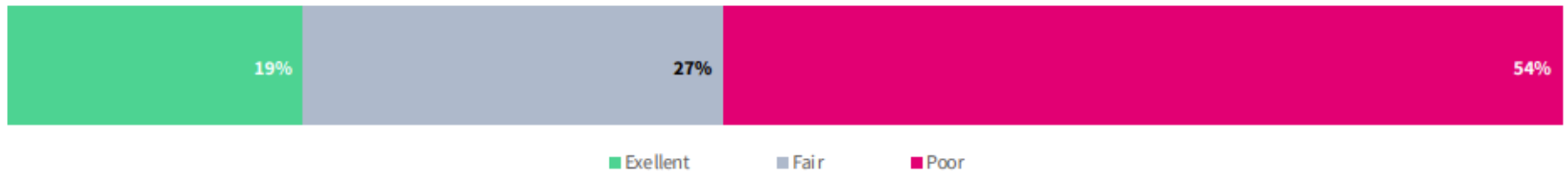


Tier 1

Council Goal 2. Focus on crime reduction in focus areas

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

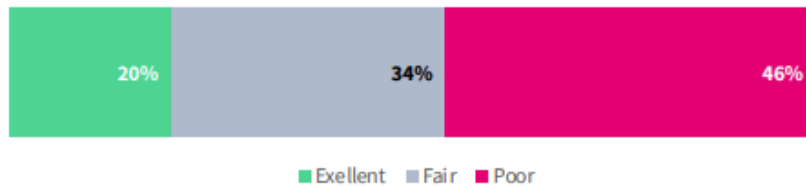
Sense of overall safety



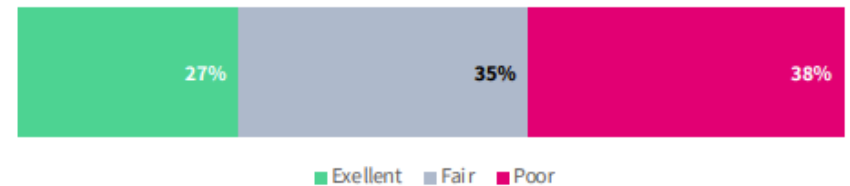
Council Goal 4. Prioritized Economic Development

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

Economic development



Availability of jobs that pay a living wage

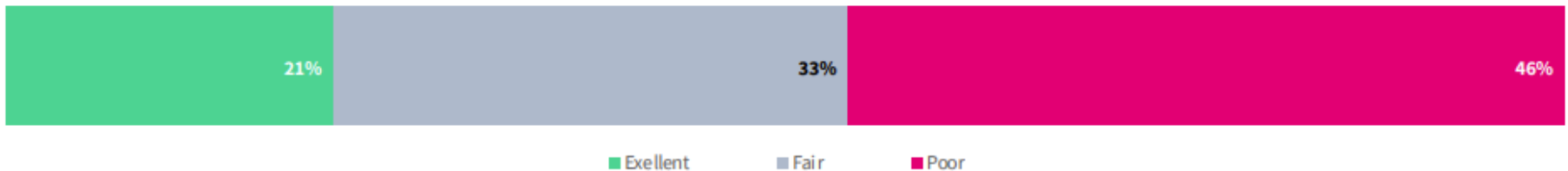


Tier 2

Council Goal 3. Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming

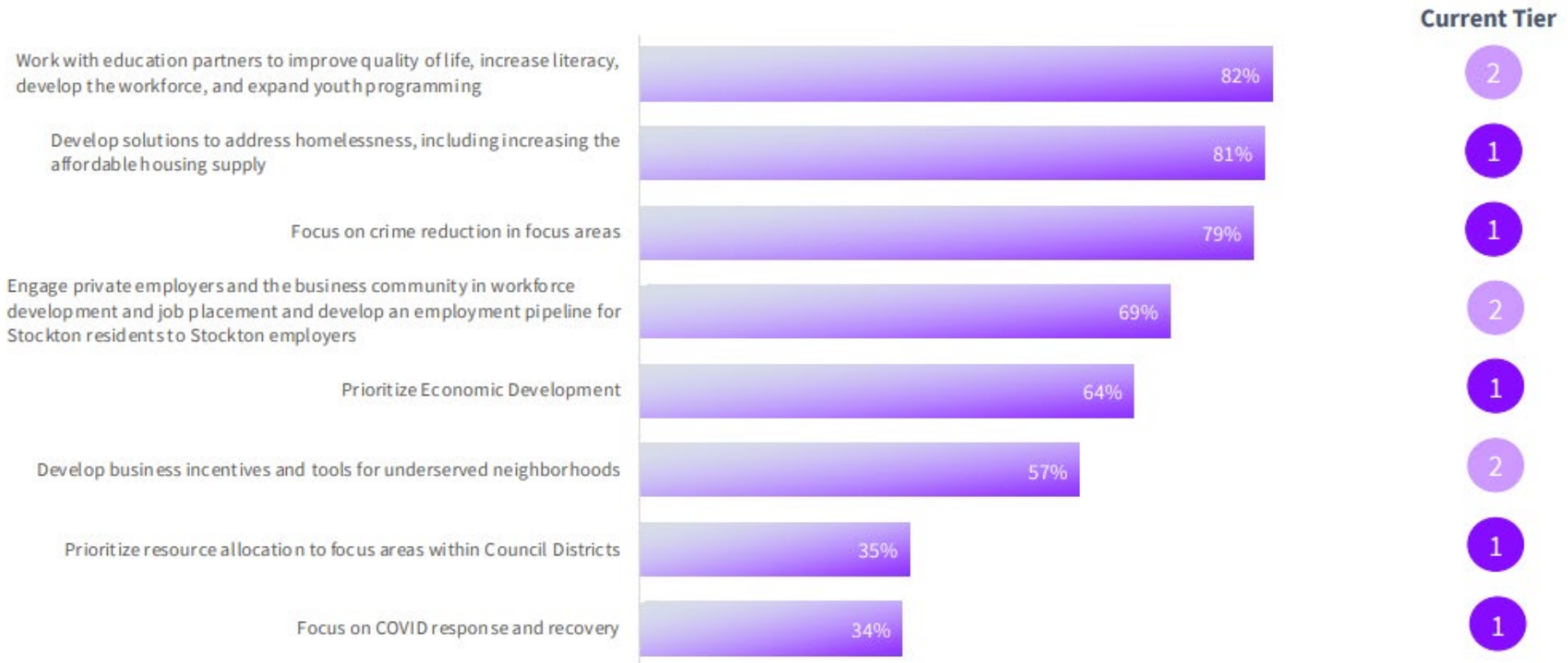
Based on responses, continued focus on Tier 2 Council goal 3 is warranted.

Availability of programs for youth



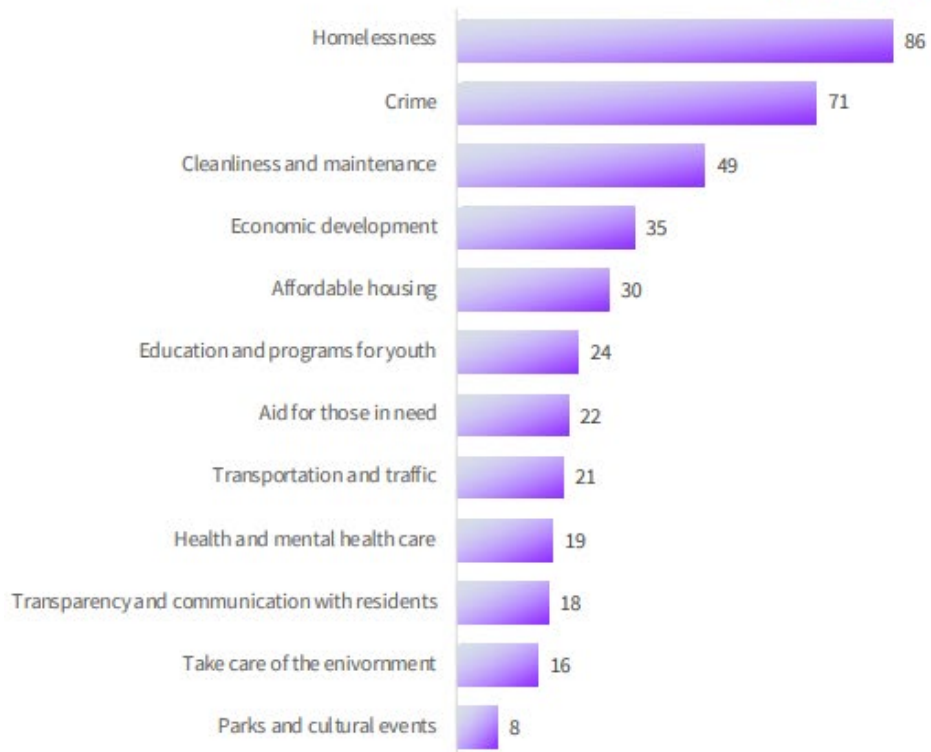
75% of respondents chose youth programming, homelessness and housing solutions, and crime reduction as one of their top priorities.

Question: Stockton's city council has prioritized a set of goals to help them improve their services to the public. Please select the top five goals that you think are most important for the City Council to focus on in 2022-2023



When asked about other priorities, respondents reiterated their **prioritization of homelessness, crime, and cleanliness.**

Question: What other goals, if any, would you like to see the City Council prioritizing in 2022-2023? (n=326)



"Making it easier for Stockton Residents to purchase their own homes. Finding a solution to reduce homelessness. Having more programs for the youth to do and get them off the streets"

"More resources for the homeless like more SHELTERS the two we have are NOT enough for the problem that exists especially for families."

"Just keep the city safe for everyone"

"Reduction of crimes in the neighborhoods"

"Clean streets and public parks of trash and drug paraphernalia"

"I would love to see more developers downtown and do some thing with all the empty lots in town"

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 2022-2023

COUNCIL PRIORITY GOALS (Tier 1 & 2):

- 1a. Focus on COVID response and recovery**
- 1b. Develop solutions to address homelessness, including increasing the affordable housing supply**
- 1. Focus on crime reduction in focus areas**
- 2. Prioritize resource allocation to focus areas within Council Districts**
- 3. Prioritize Economic Development**

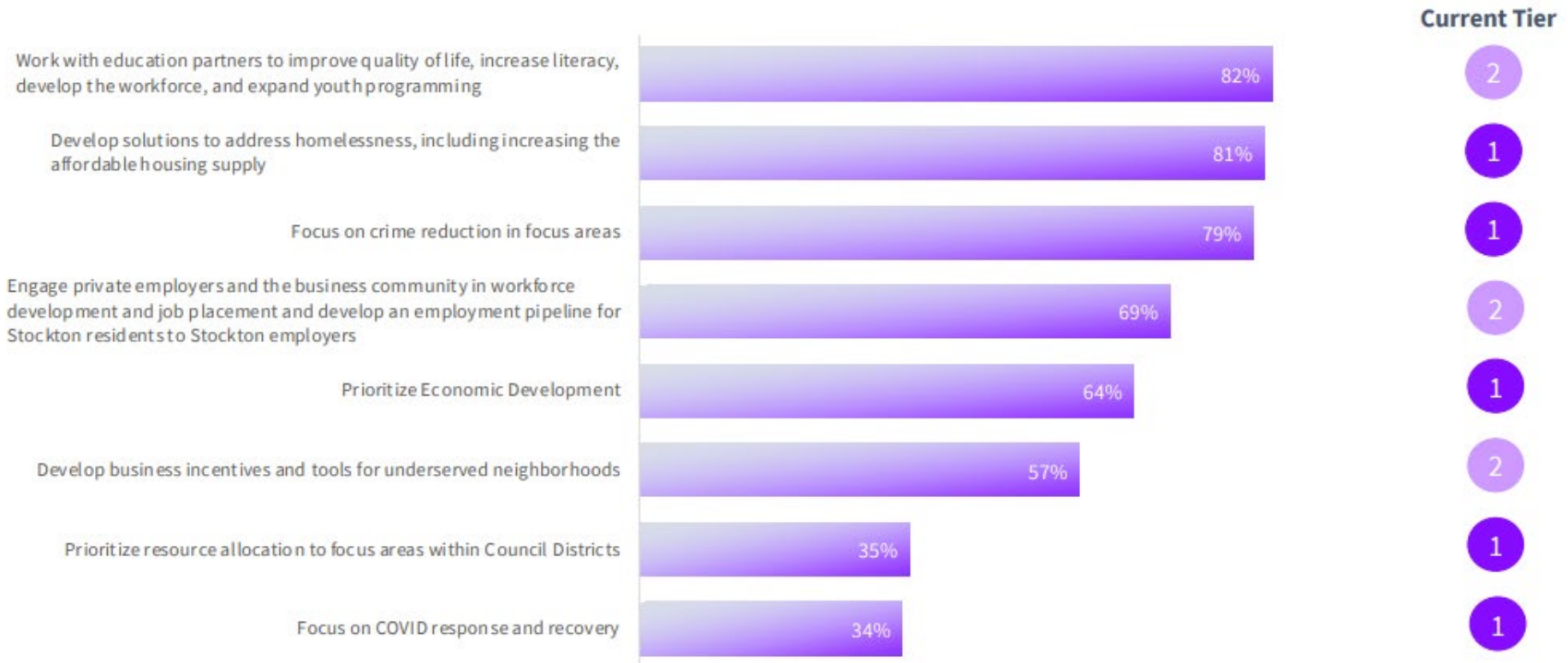
FY 2023-2024

PROPOSED COUNCIL PRIORITY GOALS (Tier 1 & 2):

- 1. Develop business incentives and tools for underserved neighborhoods**
- 2. Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**
- 3. Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers**

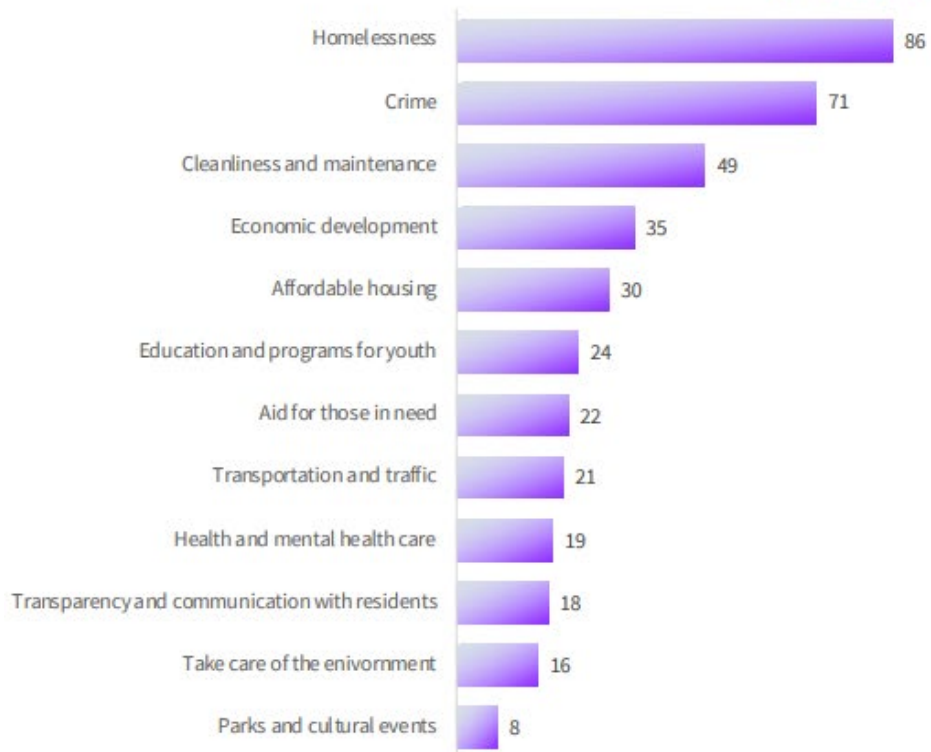
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