Annual City Council Planning Workshop
Wednesday, February 15, 2023 - 8:30 am to 3:30 pm
Civic Auditorium
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
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<tbody>
<tr>
<td>8:30</td>
<td>Mayor’s Welcome</td>
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<tr>
<td>8:40</td>
<td>Public Comment</td>
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<tr>
<td>8:50</td>
<td>Comments from the City Manager</td>
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<tr>
<td>9:00</td>
<td>Fiscal Update and Long-Range Financial Plan</td>
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<tr>
<td>9:40</td>
<td>State and Federal Legislative Programs</td>
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<tr>
<td>10:00</td>
<td>Economic Development Strategic Action Plan</td>
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<td>10:30</td>
<td>Government and Performance Accountability</td>
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<tr>
<td>11:00</td>
<td>Review Existing Strategic Goals &amp; Accomplishments</td>
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<tr>
<td>12:00</td>
<td>LUNCH</td>
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<tr>
<td>12:30</td>
<td>Continue: Existing Strategic Goals &amp; Accomplishments</td>
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<td>1:30</td>
<td>Discuss and Identify 2023 Priority Goals and Strategies</td>
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<td>3:30</td>
<td>Wrap-up</td>
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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

- **Implement:** Implement voter-approved decisions on taxes and other laws fully with integrity: honor voter intent.
- **Measure:** Measure successes and communicate them to the community.
- **Foster:** Foster performance management, customer service, and continuous improvement while supporting the professional development of our employees.
- **Maintain and expand:** Maintain and expand relationships with partner agencies, private sector, and organizations to extend capacity in carrying out and funding priority projects.
- **Understand:** Understand the City’s financial outlook. Follow our long-term financial plan to ensure financial stability and sustainability.
- **Create:** Create long-term vision while focusing on meeting day-to-day challenges. Place constituent needs and interest in the forefront. Taking care of the “small things” that matter to the community.
- **Transparency:** Operate in a transparent and open manner to earn and keep trust of our community. Maintain a culture of collegiality and respect among Council members and staff.
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

New Services = 3%
Special Grants = 14%
Keep the Lights On = 36%
Restricted Funds = 47%
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

- Low Control
  - Economy/Pandemic
  - Sales Tax Revenue
  - Pension Costs

- High Control
  - COLAs/Benefits
  - Staffing Levels
  - Capital Spending

- Low Impact
  - TOT Revenue
  - Fees/Other Revenue
  - Property Tax Revenue

- High Impact
  - Vacancy Savings
  - Cost Allocation Plan
  - Use of ARPA Funds
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
Economic Indicators
Savings & Disposable Income
Economic Indicators

Personal Consumption Expenditures (PCE)

- PCE Price Deflator YOY % Change
- PCE Core Deflator YOY % Change

Source: US Department of Commerce

Housing Starts

- Multi Family Housing Starts
- Single Family 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

- FY 2021-22: $297 million
- First full year of Measure A: FY 2014-15, $201 million
- Great Recession: FY 2012-13, $160 million
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”
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

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

General Fund Balance (mil.)
- Pension Trust
- Risk/Known Conting Res
- Available Balance
- 16.7% of Exp (Work Cap)
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 the year.
- **October-December**: Discuss City funding and policy environment in preparation for the 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

Emanuels 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 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.
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
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
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
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
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

Transform Downtown
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)
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
FY 2022-23 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.

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
2. Focus on crime reduction in focus areas
3. Prioritize resource allocation to focus areas within Council Districts
4. Prioritize Economic Development

STRATEGIES: (Captain)
‘How’ we will Win …

1. Safer Streets (Chief McFadden)
   a) Reduce violent crime
   b) Increase community partnerships & engagement
   c) Increase data driven strategies & tactics
   d) Reduce property crime

2. Growing Economy (Stephanie Ocasio/Carrrie Wright)
   a) Grow jobs
   b) Increase economic development incentives
   c) Reduce the barriers to entry
   d) Increase small business development
   e) Foster and support entrepreneurship

3. Housing Opportunities for all (Carrie Wright/ Stephanie Ocasio)
   a) Reduce the barriers to entry
   b) Optimize partnerships & linkages
   c) Increase investment in high impact affordable and market rate housing strategies
   d) Optimize performance-based distribution of available city funds, e.g. grants

4. Thriving and Healthy Neighborhoods (Kris Farro)
   a) Establish a City integrated team approach, e.g. cross-departmental team, to optimize clean and safe neighborhoods
   b) Increase placemaking and space activation
   c) Increase community engagement
   d) Positively impact overall community well-being

5. Fiscal Sustainability (Kim Trammel)
   a) Continue learning from the past
   b) Mitigate risk
   c) Optimize resources through innovative business practices

FY 2022-23 PLANS:

1. Safer Streets (Chief McFadden)
   a) Build upon Ceasefire Strategy to reduce shootings and homicides
   b) Build on Intelligence, Communication, and Planning (ICAP)
   c) Increase case management and wrap-around support services for high-risk population
   d) Implement case management system for increased data collection, analysis, and reporting

2. Growing Economy (Stephanie Ocacio/Carrrie Wright)
   a) Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business façade improvements, and launching Stockton re-branding initiative
   b) Launch workforce development programming including youth employment and development
   c) Increase space activation through expanded free Wi-Fi, closing the fiber ring, enhanced small business support, and availability of customer self-service solutions
   d) Increase Cyber Security maturity for continued protection of digital assets

3. Housing Opportunities for all (Carrie Wright/ Stephanie Ocasio)
   a) Improve usability of the Development Code (Stockton Municipal Code Title 18) emphasizing plain language
   b) Continue to shorten transaction/cycle process times in permit application processing
   c) Provide ongoing support and commitment to the CoCo Homeless Strategic Plan
   d) Increase overall program impact and effectiveness emphasizing data-informed decisions

4. Thriving and Healthy Neighborhoods (Kris Farro)
   a) Pursue pre-pandemic engagement emphasizing programming for children and families
   b) Produce an annual citywide community cohesion project
   c) Collaborate with San Joaquin Delta College to reinstate the Emergency Medical Technician and Fire Technology programs
   d) Increase access resources for youth to enable career development
   e) Expand sustainability and environmental strategy including a major green, energy efficiency initiative
   f) Enhance efforts to support community-based organizations capacity building

5. Fiscal Sustainability (Kim Trammel)
   a) Upgrade bond rating
   b) Enhance financial reporting
   c) Maximize City revenue sources
   d) Implement Cyber Security maturity for continued protection of digital assets

FY 2022-23 METRICS:

1a) Reduce homicides and non-fatal injury shootings – 5% reduction
1b) Reduce Crimes Against Persons – 5% reduction
1c) Increase number of engagements and interventions (Y/N)
1d) Emphasize use of SPD’s ICAP and OVP’s life coaching and case management system (Y/N)
1e) Reduce Crimes Against Property – 5% reduction
1f) Reduce Crimes Against Society – 5% reduction
2a) Stabilize small businesses through COVID recovery efforts (Y/N)
2b) Develop economic development toolkit (Y/N)
2c) Reduce average duration for building permit project reviews, target – 25% reduction
2d) Establish meaningful linkages and partnerships with various small business partners (Y/N)
2e) Expand the City’s Smart Cities initiatives (Y/N)
3a) Increase residential permits, target – 10% increase
3b) Establish and enhance partnerships and linkages (Y/N)
3c) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N)
3d) Transform data-rich environment to useful insights (Y/N)
3e) Establish and enhance partnerships and linkages (Y/N)
3f) Establish and enhance partnerships and linkages (Y/N)
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 utilization and library circulation (Y/N)
4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)
4e) Expand the City’s environmental and sustainability portfolio (Y/N)
5a) Refresh long range financial plan (Y/N)
5b) Increase fiscal transparency (Y/N)
5c) Clean/unmodified audit opinions (Y/N)
5d) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR (Y/N)
5e) GFOA Distinguished Budget Presentation Award (Y/N)
5f) 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

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

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

1d) Crimes Against Society
Target: 5% reduction from FY2021-22 Total of 1,249
July - December 2021: 656
FY 2022-23 Measurement in Progress
FY 2022 – 2023 OGSP Metric Progress-to-Date

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

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

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

2e) Expand the City's Smart Cities initiatives
Target: "Yes" by the end of the fiscal year
FY 2022-23 Measurement in Progress

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.

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.

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.
FY 2022 – 2023 OGSP Metric Progress-to-Date

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

3b) Establish and Enhance Partnerships and Linkages
Target: "Yes" by the end of the fiscal year
FY 2022-23 Measurement in Progress

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

3c) Transform Data-Rich Environment to Useful Insights
Target: "Yes" by the end of the fiscal year
FY 2021-22 Measurement in Progress

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

76 New Residential Housing Units July - December 2022

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.

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.

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.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Completion Time</th>
<th>Target</th>
<th>FY 2022 – 2023 Progress</th>
<th>Days Average Work Order Age</th>
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<tbody>
<tr>
<td>Broken/Hanging Trees</td>
<td>8 Days</td>
<td>90%</td>
<td>5</td>
<td>Jul 2022-Dec 2022</td>
</tr>
<tr>
<td>Graffiti</td>
<td>5 Days</td>
<td>84%</td>
<td>3</td>
<td>Jul 2022-Dec 2022</td>
</tr>
<tr>
<td>Potholes</td>
<td>8 Days</td>
<td>89%</td>
<td>4</td>
<td>Jul 2022-Dec 2022</td>
</tr>
<tr>
<td>Street Lights</td>
<td>15 Days</td>
<td>58%</td>
<td>19</td>
<td>Jul 2022-Dec 2022</td>
</tr>
<tr>
<td>Trash</td>
<td>5 Days</td>
<td>87%</td>
<td>3</td>
<td>Jul 2022-Dec 2022</td>
</tr>
</tbody>
</table>
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
   Participants July - December 2022: 37,559

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
   Visitors July - December 2022: 263,499

4c) Increase library circulation
   Target: Increase from FY2021-22 Total of 717,233
   July - December 2021: 342,780
   FY 2022-23 Measurement in Progress
   Materials Circulated July - December 2022: 429,968

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
   Attendees at Educational & Civic Engagement Events July - December 2022: 38,178

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.
FY 2022 – 2023 OGSP Metric Progress-to-Date

**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
1a. Focus on COVID response and recovery

5,200+ Families | $40M+ Emergency Rental Assistance

43,000+ Meals/bags of food distributed

$2.2M+ Allocated to 11,700 customer past due sewer bills

10,090 COVID-19 tests provided at city kiosk

7,500 Rapid antigen made available for city employees

$1.6M+ Applied for and allocated to 4,182 customer past due water bills

---

Footnotes:
1. [Link to emergency rental assistance program]
2. [Link to meals/bags of food distribution]
3. [Link to sewer bill assistance]
4. [Link to rapid antigen for city employees]
5. [Link to COVID-19 testing at city kiosk]
Develop solutions to address homelessness, including increasing the affordable housing supply.

- **5,200+ Families | $40M**
  Emergency Rental Assistance

- **$10M+**
  Affordable Housing NOFA with 7 approved applications

- **$29M**
  Additional Homekey awards to support permanent housing

- **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 homelessness

2022 Accomplishments
2022 Accomplishments

1b. Develop solutions to address homelessness, 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 Residential

- $9M+ Fees Waived
  Single-Family Residential

- Housing Element
  Contract awarded

- Housing Action Plan
  Contract awarded

- 1,182
  HOT Team contacts made
LUNCH BREAK
2022 Accomplishments

2. Focus on crime reduction in focus areas

- 918 Firearms seized
- 245K+ 911 Calls[^12]
- 10,000+ Fire inspections[^13]
- 150+ Business Watch, Neighborhood Watch, and Community Meetings
- $690K+ Outdoor Equity Program Grant for youth programming[^14]
- 48,000+ Hours of internal PD & Fire training[^15]
- 1,900+ Vehicles abated[^16]
- 1M+ Square Feet Graffiti removed[^17]
2022 Accomplishments

3. Prioritize resource allocation to focus areas within Council Districts

- 700+ Volunteers coordinated for Coastal Cleanup[^18]
- 768 Cubic Yards Playground fall surfacing replenished[^19]
- 416 Curb miles swept in Street Sweeping Study[^20]
- 73 Trees planted[^22]
- 11 Parks with repaired playground structures
- 654 Water meters replaced
- 10.5B Gallons of drinking water produced[^21]
- 6,720 Free bulky waste pick-ups

[^18]: Year of accomplishment
[^19]: Year of accomplishment
[^20]: Year of accomplishment
[^21]: Year of accomplishment
[^22]: Year of accomplishment
2022 Accomplishments

3. Prioritize resource allocation to focus areas within Council Districts

- 1,200 Feet Centerline striping
- 3,200+ Signs installed
- 1,000+ Sidewalk tripping hazards addressed
- 2,000+ 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 removed

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 paid
2022 Accomplishments

4. Prioritize Economic Development

- **$5.25M**
  Grant funding to complete Brownfields clean-up

- **Commercial Façade Improvement Program**
  1 project in Downtown Core

- **$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
4. Prioritize Economic Development

- 12,000+ Attendees at Stockton Flavor Fest
- $1M US Small Business Administration Grant
- $285,000 Entrepreneurship funding awarded
- 57 Economic Review Committee Meetings
- 82 Events and meet and greets
- 8 Events for Small Business Week
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 recipients
- 66 Ports home games and special events at Banner Island Ballpark
- 28 Ribbon cuttings
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

<table>
<thead>
<tr>
<th>$5.25M</th>
<th>Grant funding to complete Brownfields clean-up²⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Commercial Façade Improvement Program</td>
</tr>
<tr>
<td></td>
<td>1 project in Downtown Core²⁵</td>
</tr>
<tr>
<td>Stockton Community Kitchen</td>
<td>National Community Development Association (NCDA) recognition²⁹</td>
</tr>
<tr>
<td>15 Nonprofits Sponsored for capacity building³⁰</td>
<td></td>
</tr>
</tbody>
</table>
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
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 tablets
- $690K+ Outdoor Equity Program Grant for youth programming
- 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
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+ youth
- $1.7M CAForAll funds allocated toward pilot City Summer Jobs Program to employ 100+ youth
- $500,000+ Allocated to workforce development through Rising Sun Center for Opportunities and other partners
- 200+ Stockton residents hired by the City

2022 Accomplishments
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.
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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Excellent</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance of residents of all backgrounds</td>
<td>49%</td>
<td>24%</td>
<td>27%</td>
</tr>
<tr>
<td>Access to quality health care services</td>
<td>37%</td>
<td>38%</td>
<td>25%</td>
</tr>
<tr>
<td>Quality of waste and recycling services</td>
<td>37%</td>
<td>34%</td>
<td>29%</td>
</tr>
<tr>
<td>Ease of getting around by public transportation</td>
<td>36%</td>
<td>34%</td>
<td>29%</td>
</tr>
<tr>
<td>Access to quality education</td>
<td>34%</td>
<td>40%</td>
<td>26%</td>
</tr>
<tr>
<td>Availability of a variety of art and cultural events</td>
<td>33%</td>
<td>31%</td>
<td>36%</td>
</tr>
<tr>
<td>Overall quality of services provided by Stockton</td>
<td>31%</td>
<td>35%</td>
<td>34%</td>
</tr>
<tr>
<td>Availability of affordable housing</td>
<td>27%</td>
<td>31%</td>
<td>42%</td>
</tr>
<tr>
<td>Availability of jobs that pay a living wage</td>
<td>27%</td>
<td>35%</td>
<td>38%</td>
</tr>
<tr>
<td>Sense of community among residents</td>
<td>25%</td>
<td>35%</td>
<td>40%</td>
</tr>
<tr>
<td>Ability for residents to give input to the Stockton government</td>
<td>23%</td>
<td>35%</td>
<td>42%</td>
</tr>
<tr>
<td>Quality of parks and recreational amenities</td>
<td>21%</td>
<td>30%</td>
<td>49%</td>
</tr>
<tr>
<td>Availability of programs for youth</td>
<td>21%</td>
<td>33%</td>
<td>46%</td>
</tr>
<tr>
<td>Economic development</td>
<td>20%</td>
<td>34%</td>
<td>46%</td>
</tr>
<tr>
<td>Sense of overall safety</td>
<td>19%</td>
<td>27%</td>
<td>54%</td>
</tr>
<tr>
<td>Overall cleanliness and maintenance</td>
<td>19%</td>
<td>26%</td>
<td>56%</td>
</tr>
</tbody>
</table>
04

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

Council Goal 1a. Focus on COVID response and recovery

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

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.
Tier 1
Council Goal 2. Focus on crime reduction in focus areas
Based on responses, continued focus on crime reduction is warranted.

Council Goal 4. Prioritized Economic Development
Based on responses, continued focus on economic development is warranted.
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.
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

<table>
<thead>
<tr>
<th>Goal</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming</td>
<td>82%</td>
</tr>
<tr>
<td>Develop solutions to address homelessness, including increasing the affordable housing supply</td>
<td>81%</td>
</tr>
<tr>
<td>Focus on crime reduction in focus areas</td>
<td>79%</td>
</tr>
<tr>
<td>Engage private employers and the business community in workforce development and job placement and develop an employment pipeline for Stockton residents to Stockton employers</td>
<td>69%</td>
</tr>
<tr>
<td>Prioritize Economic Development</td>
<td>64%</td>
</tr>
<tr>
<td>Develop business incentives and tools for underserved neighborhoods</td>
<td>57%</td>
</tr>
<tr>
<td>Prioritize resource allocation to focus areas within Council Districts</td>
<td>35%</td>
</tr>
<tr>
<td>Focus on COVID response and recovery</td>
<td>34%</td>
</tr>
</tbody>
</table>

The table also includes a column for the current tier of each goal, with values ranging from 1 to 2.
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)**

- **Homelessness**: 86%
- **Crime**: 71%
- **Cleanliness and maintenance**: 49%
- **Economic development**: 35%
- **Affordable housing**: 30%
- **Education and programs for youth**: 24%
- **Aid for those in need**: 22%
- **Transportation and traffic**: 21%
- **Health and mental health care**: 19%
- **Transparency and communication with residents**: 18%
- **Take care of the environment**: 16%
- **Parks and cultural events**: 8%

**Quotes:**
- “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
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.

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

<table>
<thead>
<tr>
<th>FY 2022-2023 COUNCIL PRIORITY GOALS (Tier 1 &amp; 2):</th>
<th>FY 2023-2024 PROPOSED COUNCIL PRIORITY GOALS (Tier 1 &amp; 2):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. Focus on COVID response and recovery</td>
<td></td>
</tr>
<tr>
<td>1b. Develop solutions to address homelessness,</td>
<td></td>
</tr>
<tr>
<td>including increasing the affordable</td>
<td></td>
</tr>
<tr>
<td>housing supply</td>
<td></td>
</tr>
<tr>
<td>1. Focus on crime reduction in focus areas</td>
<td></td>
</tr>
<tr>
<td>2. Prioritize resource allocation to focus</td>
<td></td>
</tr>
<tr>
<td>areas within Council Districts</td>
<td></td>
</tr>
<tr>
<td>3. Prioritize Economic Development</td>
<td></td>
</tr>
<tr>
<td>1. Develop business incentives and tools</td>
<td></td>
</tr>
<tr>
<td>for underserved neighborhoods</td>
<td></td>
</tr>
<tr>
<td>2. Work with education partners to improve</td>
<td></td>
</tr>
<tr>
<td>quality of life, increase literacy,</td>
<td></td>
</tr>
<tr>
<td>develop the workforce, and expand</td>
<td></td>
</tr>
<tr>
<td>youth programming</td>
<td></td>
</tr>
<tr>
<td>3. Engage private employers and the business</td>
<td></td>
</tr>
<tr>
<td>community in workforce development and</td>
<td></td>
</tr>
<tr>
<td>job placement (including people with</td>
<td></td>
</tr>
<tr>
<td>criminal records) and develop an</td>
<td></td>
</tr>
<tr>
<td>employment pipeline for Stockton</td>
<td></td>
</tr>
<tr>
<td>residents to Stockton employers</td>
<td></td>
</tr>
</tbody>
</table>
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.

- Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming: 82%
- Develop solutions to address homelessness, including increasing the affordable housing supply: 81%
- Focus on crime reduction in focus areas: 79%
- Engage private employers and the business community in workforce development and job placement and develop an employment pipeline for Stockton residents to Stockton employers: 69%
- Prioritize Economic Development: 64%
- Develop business incentives and tools for underserved neighborhoods: 57%
- Prioritize resource allocation to focus areas within Council Districts: 35%
- Focus on COVID response and recovery: 34%
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)**

- **Homelessness**: 86
- **Crime**: 71
- **Cleanliness and maintenance**: 49
- **Economic development**: 35
- **Affordable housing**: 30
- **Education and programs for youth**: 24
- **Aid for those in need**: 22
- **Transportation and traffic**: 21
- **Health and mental health care**: 19
- **Transparency and communication with residents**: 18
- **Take care of the environment**: 16
- **Parks and cultural events**: 8

**Quotes from respondents**:

- “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”
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