

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.

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**

- 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**

**STRATEGIES: (Captain)
‘How’ we will Win ...**

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

- 2. Growing Economy (Carrie Wright/ Will Crew)**
- 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 (Will Crew/Carrie Wright)**
- 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 (Suzy Daveluy)**
- 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 (Jay Kapoor)**
- a) Continue learning from the past
 - b) Mitigate risk
 - c) Optimize resources through innovative business practices

FY 2021-22 PLANS:

- Build upon Ceasefire Strategy to reduce shootings and homicides
- Build out our community infrastructure with an emphasis on high-risk population through a focus on equity
- Emphasize multi-lateral and two-way communications to further community engagement, conversation, and trust building
- Build on Intelligence, Communication, and Planning (ICAP)
- Reactivate the Neighborhood Enhancement Program (NEP)

- Leverage our maritime and agricultural assets
- Leverage our logistics and multi-modal transport assets
- Discover and take advantage of right-of-way monetization opportunities
- Establish industry partnerships
- Optimize workforce development support
- Adopt and launch City of Stockton Strategic Economic Development Action Plan

- Provide ongoing support to City/County joint efforts on housing and homelessness
- Reinvent our distribution of state and federal funds to be more performance- and outcomes -based
- Enable access to housing opportunities through education and awareness
- Identify and remediate barriers
- Leverage data to mobilize service response

- Produce an annual citywide community cohesion project
- Leverage anticipated Smart Cities efforts to create technology and connectivity opportunities
- Emphasize community outreach through surveys, focus groups, and resident engagement.
- Increase access to programs, tools and resources for youth to enable career development
- Optimize community center utilization
- Develop sustainability strategy building on existing efforts

- Upgrade bond rating
- Continue commitment to L-RFP
- Initiate revenue maximization project
- Continue implementation of new ERP system
- Continuous pursuit of opportunities for greater efficiency
- Optimize City workforce retention, development, and recruitment.

FY 2021-22 METRICS:

- 1a) Reduce Uniform Crime Report (UCR) rate of violent crime, target – 5% reduction
- 1b) Increase number of engagements and interventions (Y/N)
- 1c) Emphasize use of SPD’s ICAP and OVP’s life coaching and case management system (Y/N)
- 1d) Reduce UCR rate of property crime, target – 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) Establish the City’s first Smart Cities initiative (Y/N)

- 3a) Increase residential permits, target – 10% increase
- 3b) Establish and enhance partnerships and linkages (Y/N)
- 3b) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N)
- 3c) Transform data-rich environment to useful insights (Y/N)
- 3d) Establish performance-based distribution model for available city funds, e.g. grants (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)
- 4d) Establish sustainability portfolio (Y/N)

- 5a) Refresh long range financial plan (Y/N)
- 5a) Increase fiscal transparency (Y/N)
- 5b) Clean/unmodified audit opinions (Y/N)
- 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR (Y/N)
- 5c) GFOA Distinguished Budget Presentation Award (Y/N)
- 5c) Increase workforce retention and recruitment (Y/N)