One Page Strategic Plan® (OGSP®)  DRAFT  FY 2023-24

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

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

1. Safer Streets (Chief Stanley McFadden/Lora Larson)
   a) Reimagine Stockton Police Department (SPD)
   b) Increase community partnerships, engagement, and recruitment
   c) Continue data driven strategies and tactics
   d) Reduce violent crime
   e) Further address quality of life issues

2. Growing Economy (Stephanie Ocasio/Carrrie Wright)
   a) Grow jobs
   b) Continue to implement the Economic Development Strategic Plan
   c) Continue to transform the overall development process
   d) Increase small business development with an equity lens
   e) Foster and support inclusive entrepreneurship

3. Housing Opportunities for All (Carrie Wright/ Stephanie Ocasio)
   a) Continue to transform the overall development process
   b) Optimize partnerships and linkages
   c) Increase investment in high impact affordable and market rate housing strategies
   d) Optimize performance-based, equity-informed distribution of available city funds, e.g. grants

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

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

FY 2023-24 PLANS:

• Build upon Ceasefire Strategy to reduce shootings and homicides and the city’s crime prevention strategies and tactics through partnership between SPD and OVP
• Emphasize use of SPD’s CAP and OVP’s case management systems
• Continue case management and wrap-around support for high-risk population
• Expand Fire Investigation program and partnerships to reduce the incidence of arson fires
• Increase community partnerships with a special needs registry focused on youth and elderly
• Utilize Community and Youth Advisory Boards to empower the community
• Evolve the City Manager’s Review Board initiative and calibrate the Carelink program
• Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business facade improvements, and continuing the Stockton re-branding initiative
• Implement workforce development programming including youth employment and development through strengthening partnerships with local education institutions
• Increase space activation through closing the fiber ring, enhanced small business support, and availability of customer self-service solutions

FY 2023-24 METRICS:

1a) Reduce non-fatal injury shootings – 5% reduction
1b) Increase number of overall engagements and interventions (Y/N)
1c) Establish a baseline number of calls for service diverted to CMC through mobile crisis intervention program (Carelink)
1d) Increase overall number of applicants to SPD – 5% increase
1e) Increase successful completions of social services within OVP case management – 5% increase
2a) Increase social media engagement and followers across channels – 15% increase
2b) Increase city website traffic and engagement – 15% increase
2c) Increase building permit project reviews that meet published targets – 75% meet
2d) Expand meaningful linkages and partnerships with various small business partners (Y/N)
2e) Increase attendance across City venues – 10% increase
3a) Increase housing permit project reviews that meet published targets – 75% meet
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) Increase the inventory of bed/housing units to reduce the gap of unsheltered homeless
3e) Establish performance-based, equity-informed distribution model for available City funds (Y/N)
4a) Improve Stockton’s liability 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 sponsored events (Y/N)
4c) Increase community center, library, and community-based organization utilization (Y/N)
4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)
4e) Increase multilingual programming and services (Y/N)
4f) Expand the City’s environmental and sustainability portfolio (Y/N)
5a) Refresh long range financial plan and increase fiscal transparency (Y/N)
5b) Clean/unclassified audit opinions (Y/N)
5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR and Distinguished Budget Presentation Award (Y/N)
5d) Increase workforce retention and recruitment (Y/N)
5e) Develop diversity, equity, inclusion human capital management roadmap (Y/N)