

## **Justification for Strategic Investment in Three Key Positions Advancing a New Direction for the Community Services Department (CSD)**

The City of Stockton stands at a turning point in how it delivers quality of life, prevention, and opportunity to its residents.

The Community Services Department (CSD)—comprised of Recreation and the City of Stockton–San Joaquin County Public Library—has the reach, trust, and infrastructure to be a cornerstone of public safety, youth development, and community wellbeing. However, multiple independent efficiency studies (2019 Strong Communities Efficiency Study and the 2025 Efficiency Study) make one conclusion clear: the challenge facing CSD is not staff performance or commitment—it is structural and systemic capacity.

To move CSD from a collection of strong programs to a fully aligned, high-impact organization, targeted investment in three critical positions is essential. These positions directly address long-standing structural gaps, accelerate implementation, and unlock the full value of existing programs and facilities. Importantly, these positions do not impact the City’s General-Purpose Fund. Funding has already been committed through Measure M and County Library funds, making this a fiscally responsible and timely investment.

This is not an expansion for expansion’s sake. It is a strategic realignment that signals a new direction for CSD—one that is visible, accountable, prevention-focused, and results-driven.

### **Why This Investment Matters Now**

CSD delivers services that directly influence public safety, health, education, and economic stability, often serving residents who are least connected to traditional systems. Recreation programs provide safe, structured alternatives for youth and young adults. Libraries function as trusted learning hubs, technology access points, and safe spaces for families, students, and unhoused residents.

Yet despite strong programming and recent growth, particularly in youth and teen engagement, the Department continues to struggle with three systemic constraints:

1. Limited capacity to communicate and implement at scale
2. Insufficient management structure to meet growing service complexity
3. Bottlenecks in core operational functions that delay public access to services

The three proposed positions directly resolve these issues.

## **1. Marketing and Social Media Analyst II**

One of the most persistent findings across both efficiency studies is the Department's limited ability to tell its story and fully implement its plans. CSD offers a wide range of high-impact programs—many free or low-cost—yet awareness remains uneven, particularly among non-traditional users and underserved neighborhoods.

The Marketing and Social Media Analyst II will develop and execute coordinated, department-wide communication strategies; promote prevention-focused youth and family programming; expand digital, print, and community-based outreach; align messaging with Council and Mayor priorities; and ensure consistent, accurate, and timely public information.

This position directly advances Council goals related to public safety, crime prevention, youth engagement, and community trust. Funding is fully supported by Measure M and County allocations. There is no impact on the City's General Fund.

## **2. Library Manager**

The Stockton–San Joaquin County Public Library is operating in an environment of increasing demand and complexity. Libraries today serve as after-school environments for youth and teens, workforce and job-search hubs, technology access points, and climate-controlled daytime spaces for unhoused individuals.

Currently, three Library Managers are responsible for multiple branches while also leading systemwide programs and initiatives. Adding a fourth Library Manager allows for manageable portfolios, stronger staff supervision, focused leadership for youth and literacy services, improved customer experience, and capacity for modernization.

This position would create the leadership capacity needed to move youth and teen services from branch-by-branch efforts to coordinated, high-impact systemwide programs that support early literacy, kindergarten readiness, career and college readiness, and positive teen engagement.

This role supports Council goals related to quality of life, literacy, youth development, workforce readiness, and public safety. Funding is supported through City and County Library allocations, including Measure M. There is no impact on the City's General Fund.

### **3. Library Assistant II – Technical Services**

This position ensures that library materials purchased with public funds reach the community in a timely manner. Without adequate staffing, delays occur in processing materials, limiting access to new and popular items and reducing the effectiveness of library programming.

Adding this position will eliminate processing backlogs, ensure timely access to materials, improve vendor coordination, and maximize the return on the library's materials budget. This role supports literacy, education, equity, and community wellbeing. Funding for the position is fully supported by Measure M and County allocations. There is no impact on the City's General Fund.

#### **Conclusion**

These three positions are foundational to delivering on the City's goals. Together, they strengthen communication, leadership, and operations across CSD, allowing the Department to function as a fully aligned, prevention-focused organization. The funding is already committed, the need is documented, and the opportunity is now.