

# City of Stockton Performance Dashboard

October 2017

# Strategic Targets

1. Public Safety
2. Fiscal Sustainability
3. Economic Development
4. Infrastructure

# 1. Public Safety

To reduce violent crime and increase public safety, the Stockton City Council adopted the Marshall Plan on Crime. Since the initiative began in 2012, overall crime in Stockton has dropped significantly. Public safety enables the City's economy and communities to thrive. The performance indicators for this target include:

- \* Serious Crime Rate (UCR Part 1)
- \* Crime rate: Other crimes
- \* Juvenile Crime Rate
- \* Violence Prevention Program Statistics
- \* Police Department turnover rate

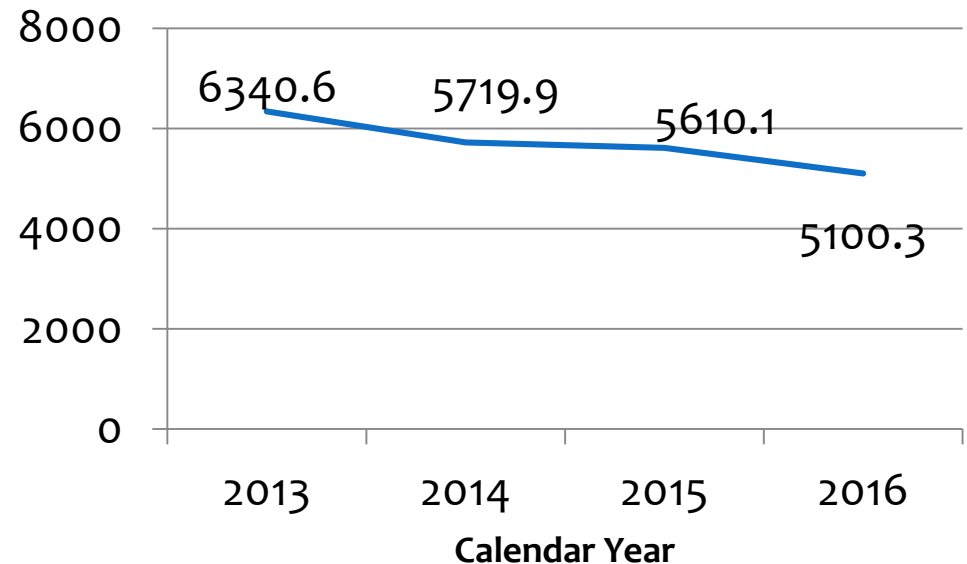
# Serious Crime Rate (UCR Part 1)

**Metric:** The FBI classifies Part 1 crimes as serious crimes such as criminal homicide, aggravated assault, forcible rape, robbery, and arson. This crime rate is a leading indicators of community safety nationwide.

**Analysis of performance:** The serious crime rate in Stockton has been decreasing since 2013 due to increased police interventions for this category of crime.

**City impact on performance:** *Medium-* The City provides services and deploys strategies to help maintain community safety. However, the crime rate is heavily influenced by outside factors.

**Serious Crime Rate per 100,000 residents**



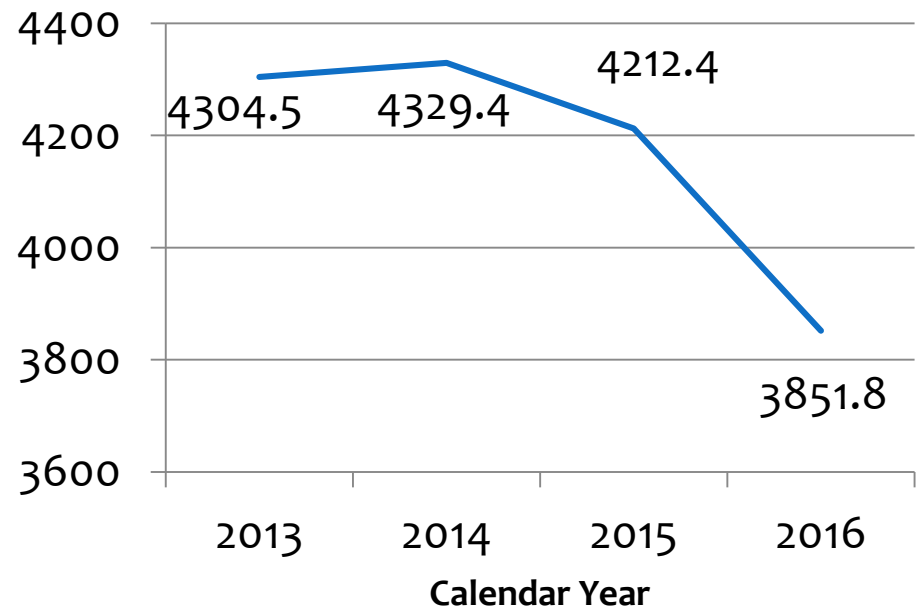
# Crime Rate: Other Crimes

**Metric:** Other crimes include fraud, drug abuse, vandalism, driving under the influence, theft, and other less violent offenses. This crime rate is another indicator of public safety.

**Analysis of performance:** As the Serious Crime Rate decreases, the rate of all other crimes has also decreased since 2014, after a slight increase. The City's crime rate declined significantly in 2016 due to police interventions.

**City impact on performance:** *Medium-* The City provides services and deploys strategies to help maintain community safety. However, the crime rate is heavily influenced by outside factors.

**Other Crime Rate per 100,000 residents**



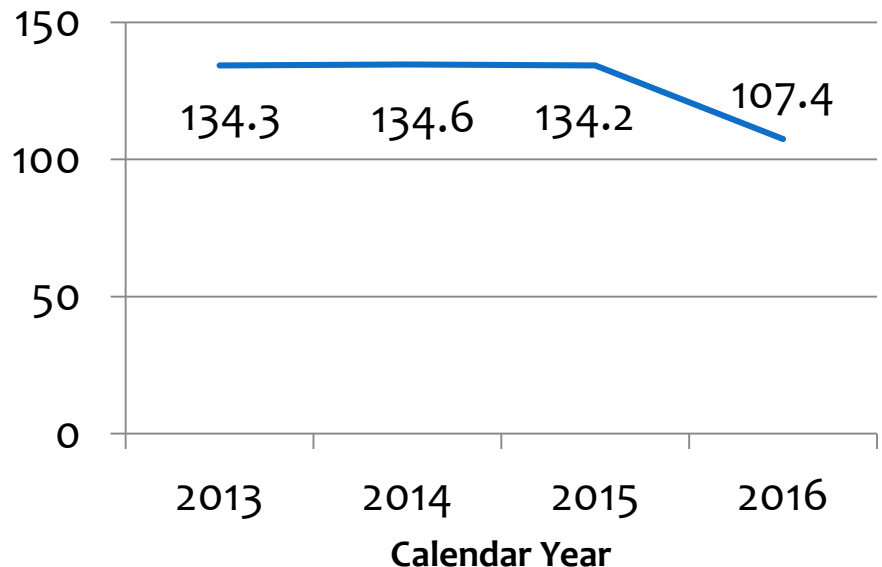
# Juvenile Arrest Rate

**Metric:** The Juvenile Arrest Rate serves as a proxy of juvenile criminal activity in the City of Stockton. measures crime committed by individuals under the age of 18. A reduction in the juvenile arrest rate suggests that fewer juveniles are engaging in criminal activity and youth supported to thrive in the community.

**Analysis of performance:** The juvenile arrest rate has been steadily decreasing over the past several years, reaching a low of 107.4 arrests per 100,000 residents in 2016.

**City impact on performance:** *Medium-* The City provides services and deploys strategies to prevent youth violence and encourage community engagement. However, the crime rate is also influenced by outside factors.

**Juvenile Arrest Rate per  
100,000 residents**



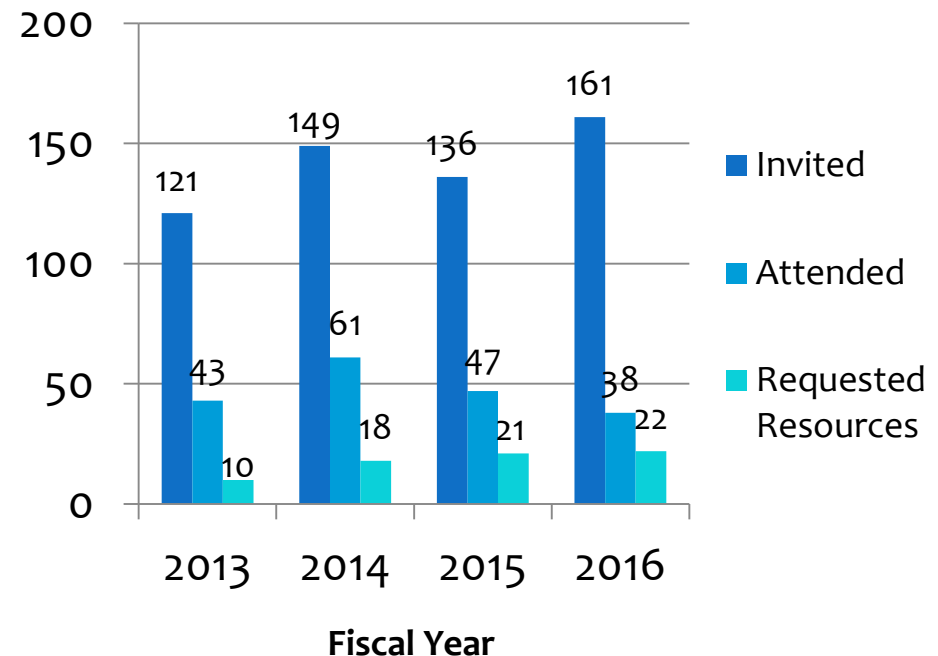
# Violence Prevention Program Statistics

**Metric:** The City of Stockton's Office of Violence Prevention operates programs intended to prevent and reduce violence. Operation Ceasefire and Operation Peacekeeper are two programs the Office runs to target high-risk youth and young adults.

**Analysis of performance:** The number of residents requesting resources from Operation Ceasefire increased from 2013 to 2016, suggesting that the City's outreach efforts are effective.

**City impact on performance:** *Medium-* The City employs evidence-based programs to reduce violence. However, the violence is heavily influenced by outside factors.

## Residents participating in Operation Ceasefire



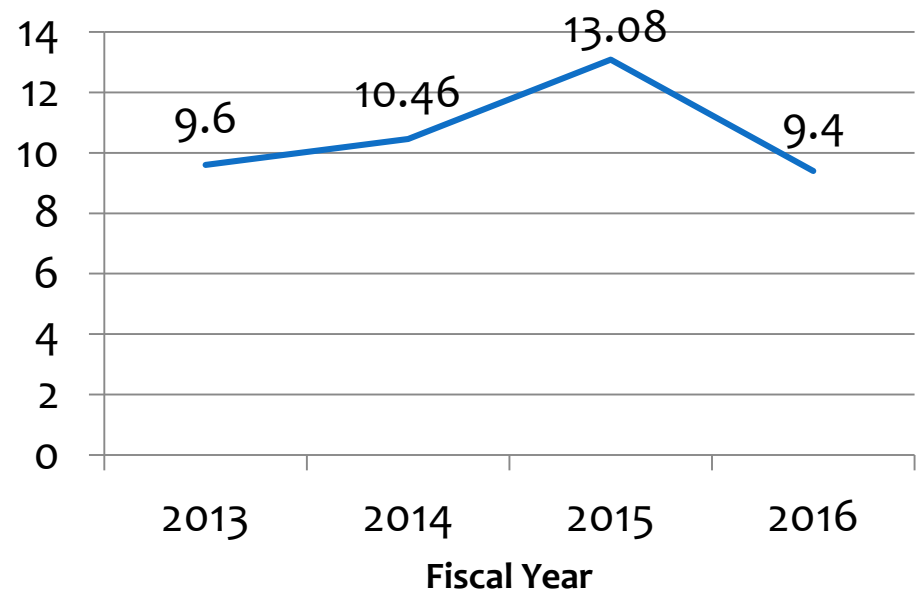
# Police Department Turnover Rate

**Metric:** Turnover is a measure of the rate at which police officers leave employment at the Police Department. This is an important measure because it impacts cost of replacing officers, operational performance, and the ability to maintain a qualified workforce.

**Analysis of performance:** Sworn officers left Police Department employment at increasing rates between 2013 and 2015. However, 2016 saw a decline in the sworn officer turnover rate.

**City impact on performance:** *High-* Turnover rate is directly tied to the quality and continuity of law enforcement services provided to citizens. The rate at which employees leave Police Department employment is also impacted by factors such as job market, retirement, and personal lifestyle choices.

## Sworn Officers Turnover Rate





## 2. Fiscal Sustainability

Since filing for Protection under Chapter 9 of the federal bankruptcy code in 2012, the City has maintained its strategic focus on improving fiscal sustainability. The performance indicators for this target include the City's:

- \* Bond rating
- \* Reserve Balance
- \* Accuracy of Budgeted Expenses

# Bond Rating

**Metric:** A bond rating is a grade that indicates the bond issuer's financial strength—its ability to pay a bond's principal and interest in a timely fashion. Ratings range from AAA, the most favorable rating, to D, the least favorable rating. The City of Stockton issues bonds to fund large capital projects, such as a \$150 million upgrade to its Wastewater facilities.

**Analysis of performance:** The City's bond ratings suffered as a result of filing bankruptcy in 2012, although the ratings have been improving steadily over the last three fiscal years. In 2013, the bond rating indicated that the City was a high risk lender; however, in 2015 the City was considered a medium risk lender.

**City impact on performance:** *Medium*—The City's financial condition, debt structure, and management practices contribute to bond ratings. However, economic conditions also impact ratings and are largely outside the City's control.

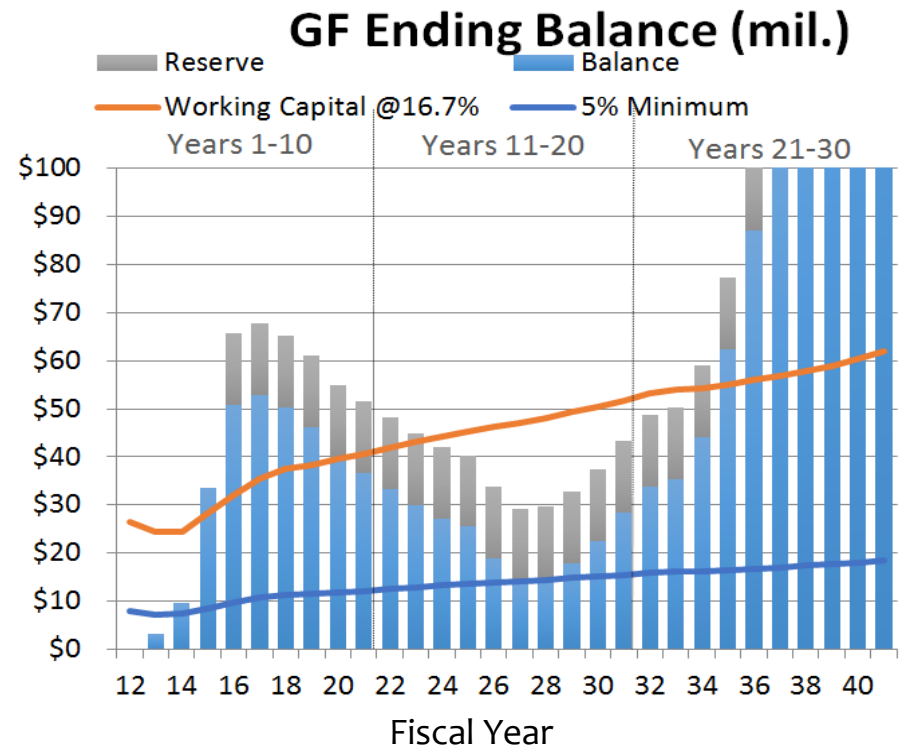
Year	Bond Rating
2013	CC
2014	B-
2015	Ba2

# Reserve Balance

**Metric:** Reserve funds enable the City to plan for the future and manage unforeseen emergencies or changes in the economy.

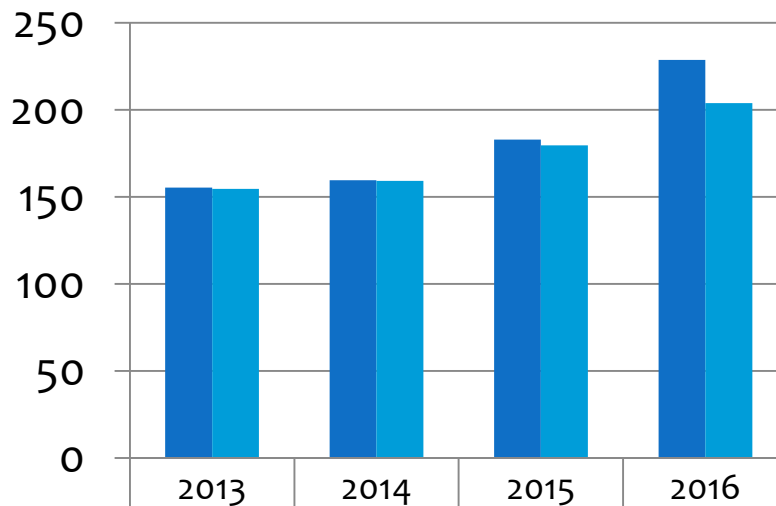
**Analysis of performance:** During Stockton's financial crisis, the City had no reserves. With better management practices and the exit from bankruptcy, the City is positioned to start building funds for critical needs such as deferred maintenance and prepare for economic uncertainties. Upcoming financial obligations require the City to continue putting away funds for future use.

**City impact on performance:** *High-* The City's financial management practices and reserve policy directly impact reserve fund levels.



# Accuracy of Budgeted Expenses

## Budgeted versus actual expenditures (Millions of dollars)



■ Budgeted Expenditures	155.4	159.5	182.9	228.7
■ Actual Expenditures	154.7	159.2	179.6	203.8

Fiscal Year

**Metric:** This measure assesses the accuracy and precision of planned (budgeted) and actual expenditures. This is important to ensure the City is managing to a plan and can provide the programs and services citizens need and expect.

**Analysis of performance:** In order to maintain essential services within existing resources, the City of Stockton reduced General Fund expenditures for several years. In 2016, budgeted and actual expenditures increased, although many service levels remain below pre-bankruptcy levels.

**City impact on performance:** *High-* The City's budgeting and financial management practices directly impact the accuracy of budgeted expenses.

# 3. Economic Development

To increase core economic development and quality of life within the City, officials have been working to expand employment and investment in core local businesses and industries. The performance indicators for this target include:

- \* Unemployment rate
- \* Retail/Office vacancy rate
- \* Change in transient occupancy tax
- \* Change in gross sales tax collections
- \* Economic Incentive Dollars Expended
- \* Net business license increase/decrease

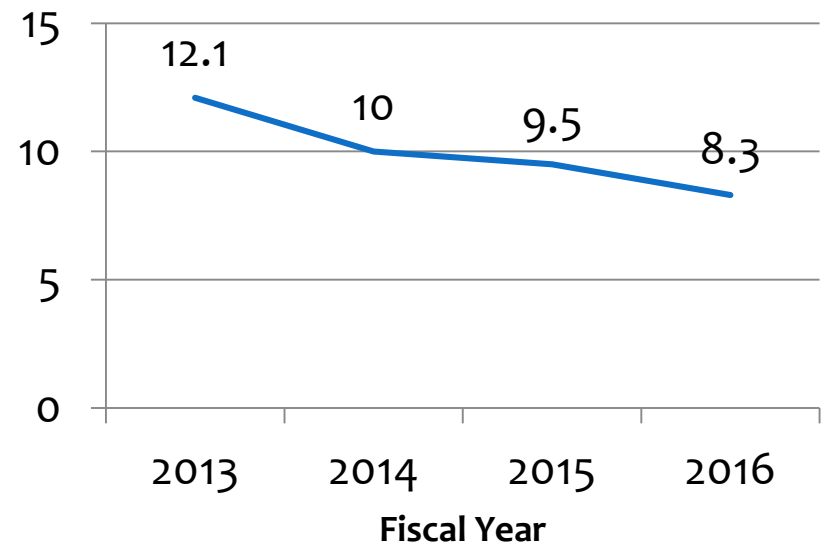
# Unemployment Rate

**Metric:** Local unemployment rate is the percentage of the total labor force that is unemployed but actively seeking employment and willing to work. This metric provides an overall understanding of economic activity in the City and is commonly used to measure economic success.

**Analysis of performance:** Unemployment rates gradually decreased over the past four years, suggesting that the local economy is beginning to recover.

**City impact on performance:** Low-Although the City influenced on local hiring activity, local population changes are outside of the City's control.

## Citywide Unemployment Rate (%)



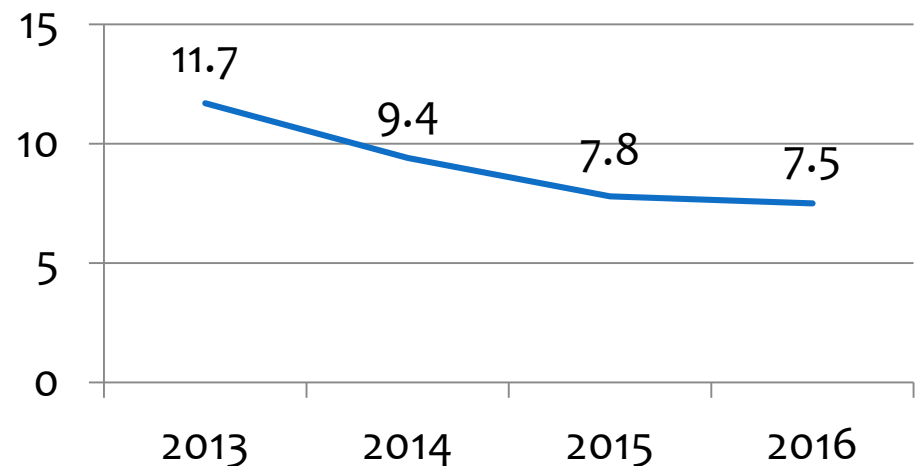
# Retail/Office Vacancy Rate

**Metric:** The Commercial Vacancy Rate is calculated as the percent of vacant, leasable commercial space within the city. This metric provides a measure of economic activity and capacity within the City.

**Analysis of performance:** The City's vacancy rate has decreased over the last four years, suggesting improvement in the local economy.

**City impact on performance:** *Medium-* The activities of the Economic Development Division directly relate to encouraging businesses to operate in the City. However, leasing activities and are also influenced by outside factors.

**Retail and Office Vacancy Rate**



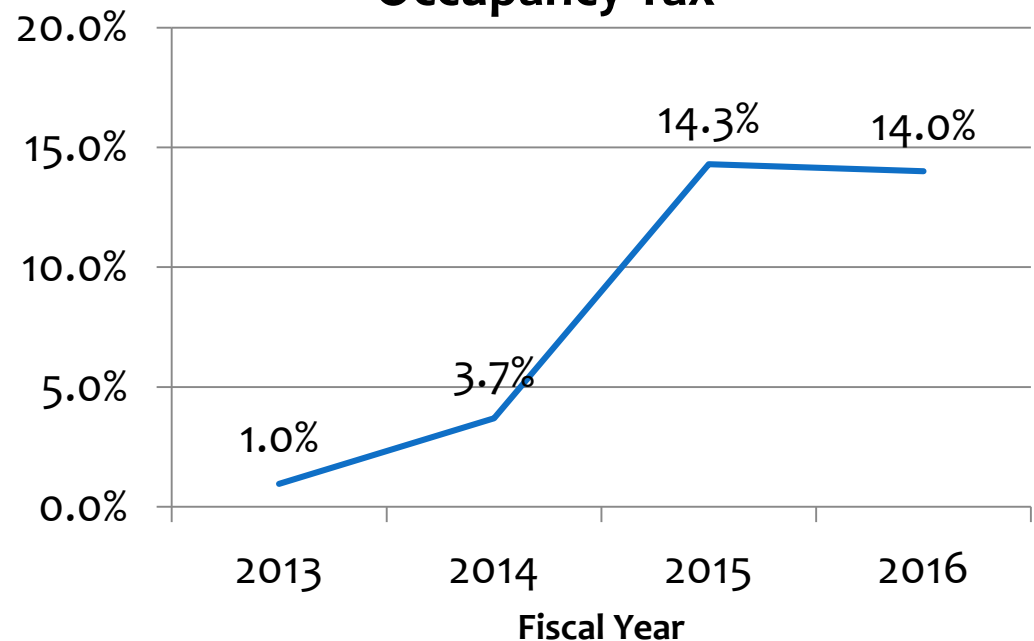
# Change in Transient Occupancy Tax

**Metric:** Transient Occupancy Taxes are charged to travelers when renting accommodations within City limits. The change in Transient Occupancy Taxes collected indicate the economic impact of visitors on the local economy. Higher collections indicate greater visitation to the City, encouraging economy activity.

**Analysis of performance:** The amount of Transient Occupancy Tax has been steadily increasing over the past several years, reaching a high of \$2.7 million in FY 2016.

**City impact on performance:** Low-The City has limited influence on the number of visitors that come to the community.

**Percent Change in Transient Occupancy Tax**





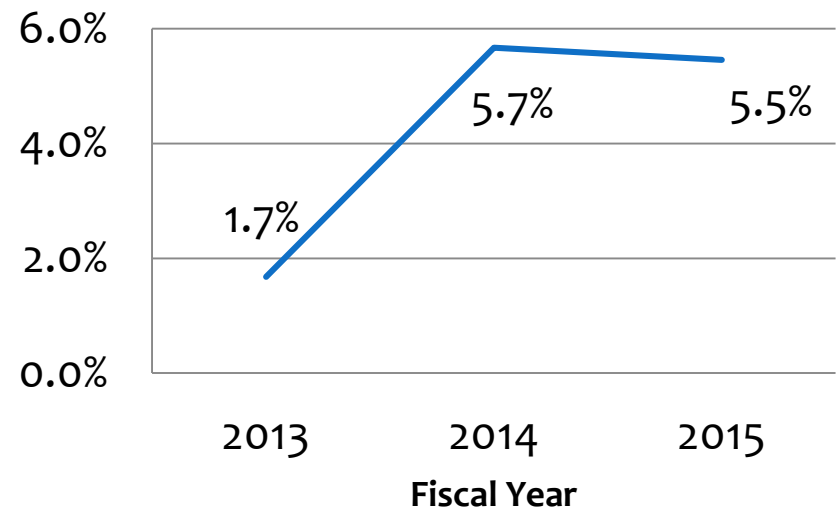
# Change in Gross Sales Tax Collection

**Metric:** The City of Stockton charges a 9% sales tax on goods and services purchased within the City. The change in sales tax collection indicates the success of the local economy. Higher collections indicate more purchases within the City, encouraging additional economy activity.

**Analysis of performance:** In 2014, the City levied an additional 0.75% sales tax, which helped increase sales tax collections. FY15 saw an additional 5.5% increase in sales tax collection for point of sale transactions.

**City impact on performance:** Low-The City has limited influence on the amount of goods and services purchased within the community.

**Percent Change in Gross Sales Tax Collected**



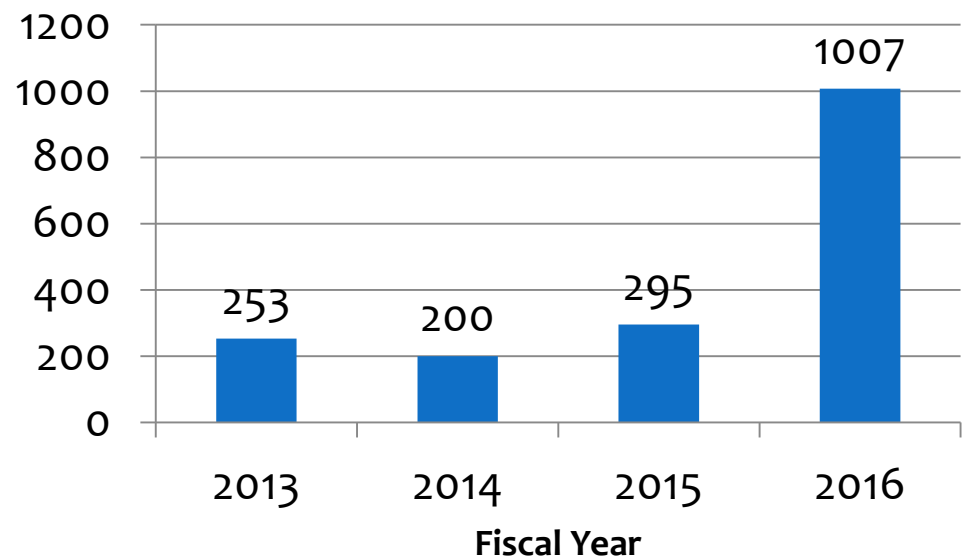
# Net Business License Increase/Decrease

**Metric:** This metric provides an understanding of the number of businesses operating in the City of Stockton. The number of businesses is a measure of economic activity and the capacity of the market in the City.

**Analysis of performance:** The City of Stockton has seen positive growth in revenue from business license fees by over one-third in the last three fiscal years. FY2016 saw a significant increase in business license revenue.

**City impact on performance:** *Medium-* The activities of the Economic Development Division directly relate to business license applications and renewals. However, the decision for businesses to operate in the City or elsewhere is influenced by additional factors.

**Net Revenue Change from Business  
License Fees (Thousands of Dollars)**



# 4. Infrastructure

Infrastructure maintenance and development enables the city to address deficiencies and accommodate future growth. The performance indicators for this target include:

- \* Pavement condition index rating
- \* Net investment in capital assets
- \* Capital Improvement Program cost projections

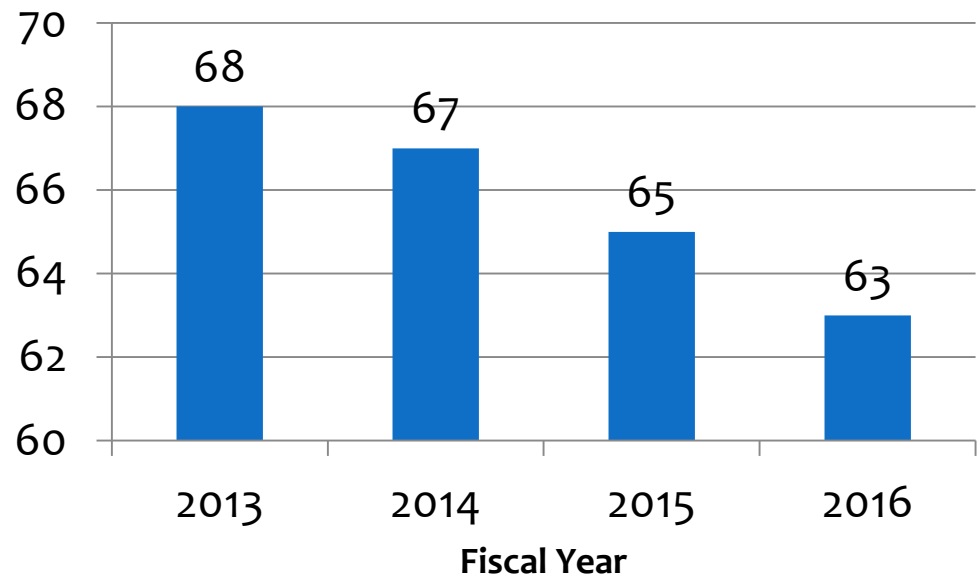
# Pavement Condition Index Rating

**Metric:** The Pavement Condition Index rates the condition of the surface of a road network by measuring surface distresses and the ride comfort of the road. This rating informs public works officials about the current condition of the road and its rate of deterioration, enabling them to develop effective maintenance strategies and budgets.

**Analysis of performance:** The City's PCI rating is dropping with time, but still falls in the "Fair" rating scale.

**City impact on performance:** *High*-The City of Stockton's Public Works Department directly impacts the road conditions within the City.

**Pavement Condition Index**



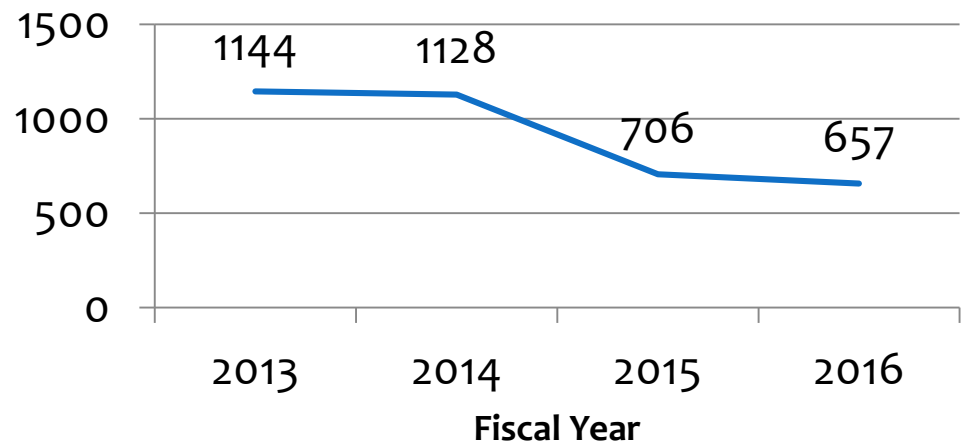
# Net Investment in Capital Assets

**Metric:** The net investment in capital assets articulates how much the City spent in improvements to important assets such as buildings and equipment used to provide services to citizens. This measure removes the cost of debt which may have been required to fund certain projects.

**Analysis of performance:** The City's net investment in capital assets is dropping, demonstrating that some strategic capital needs are being addressed. However, there is a significant amount of deferred maintenance, some of which has not been determined, which remains in need of attention.

**City impact on performance:** High-The City allocates funds for capital projects and prioritizes them according to community needs including safety, economic development, and enhanced quality of life.

**Net Investment in Capital Assets (Thousands of Dollars)**



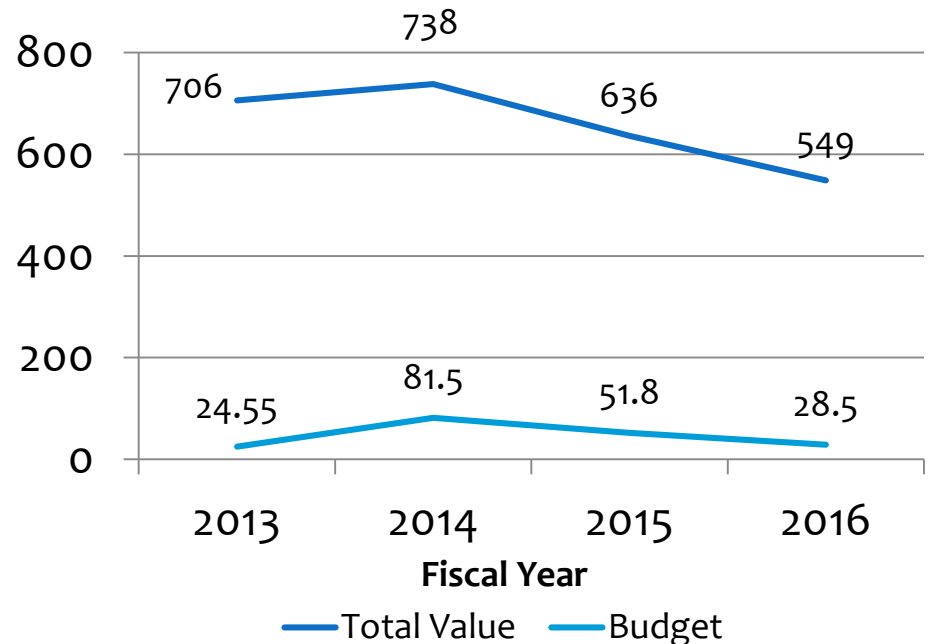
# Capital Improvement Program Cost Projections

**Metric:** The Capital Improvement Plan is a five-year community plan for short and long-term facilities and infrastructure repair and development. The Program works to improve the City's buildings, streets, parks, water, and sewer facilities.

**Analysis of performance:** The City's total value of Capital Improvement Program is decreasing as important projects are addressed. However, the City will continue to need a capital improvement program in order to maintain infrastructure over time.

**City impact on performance:** High-The City allocates funds for this project and prioritizes projects according to community needs including safety, economic development, and enhanced quality of life.

**Capital Improvement Program  
Costs (Millions of Dollars)**



# Supporting Strategies

1. Effective Government
2. Quality of Life

# Effective Government

The City of Stockton strives to be an efficient, innovative, effective, and collaborative city government. Our ability to uphold these ideals and pursue progress towards the Council's strategic targets depends largely on the skills and composition of City employees. For this reason, we include the following measures:

- \* Employee turnover rate
- \* Number of training hours completed
- \* City workforce diversity



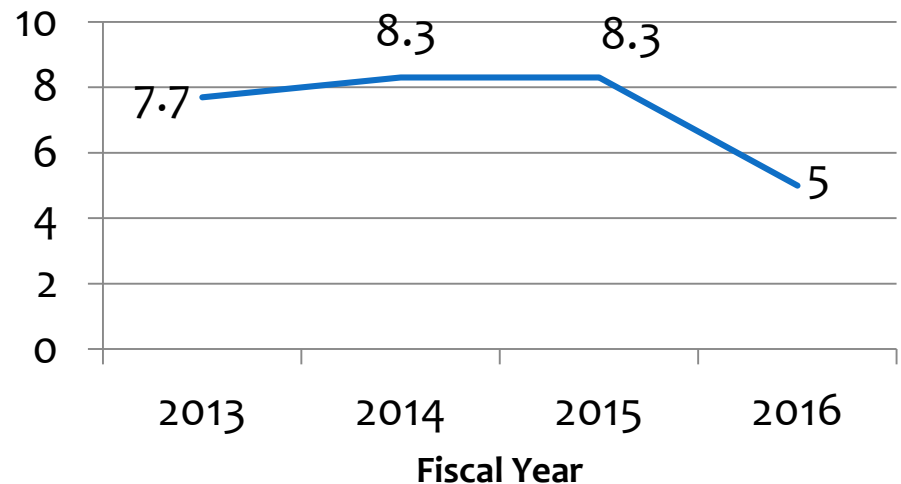
# Employee Turnover Rate

**Metric:** Turnover is a measure of the rate at which employees leave employment with the City and reflects the City's ability to maintain a qualified workforce. Turnover can result in higher costs and disruption of operational performance.

**Analysis of performance:** City employee turnover increased between 2013 and 2014, although it has declined significantly as of 2016.

**City impact on performance:** *High-* Turnover is directly related to the quality and continuity of services provided to citizens. The decision to leave City employment is also impacted by outside factors such as the job market, retirement, and personal lifestyle choices.

**City Employee Turnover Rate**



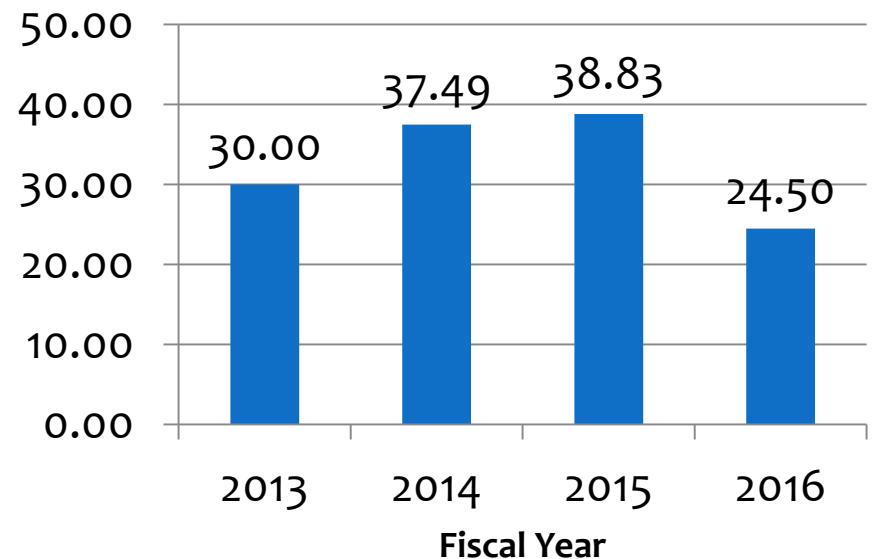
# Number of Training Hours Completed

**Metric:** Training hours completed by City employees helps improve efficiency and increases the City's capacity to serve citizens of Stockton by expanding knowledge, skills, and, ultimately, resources.

**Analysis of performance:** The City saw continuous growth in the total number of annual training hours completed by its staff over the past three years.

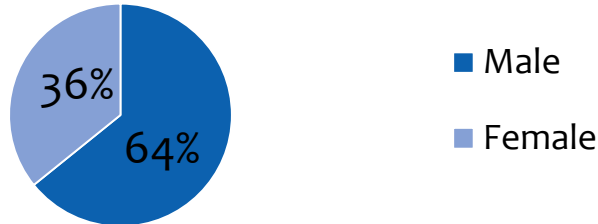
**City impact on performance:** *High-*The City directly impacts the number of training hours its employees complete.

## Average Training Hours Completed per City Employee



# City Workforce Diversity

## City Workforce Gender Composition

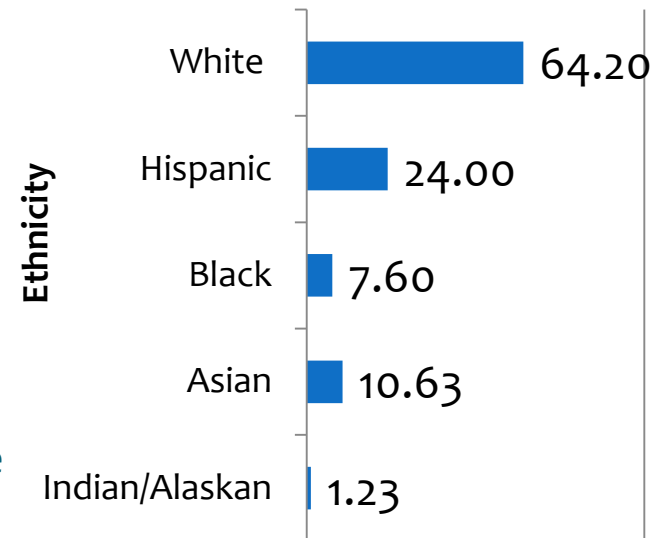


**Metric:** Diversity in City government contributes to increased ability to serve diverse communities, innovation, and community engagement.

**Analysis of performance:** The City's workforce differs from the community's composition, particularly with overrepresentation of white and male employees.

**City impact on performance:** *Medium*-The City can promote diverse hiring and promotions, although it remains subject to competition with other jurisdictions and the applications of diverse, qualified candidates.

## City Workforce Ethnic Composition (%)



# Quality of Life

The City of Stockton strives to establish a caring community where residents are healthy, safe, and successful in school and life. For this reason, we include the following quality of life measures:

- \* Youth Library and Recreation Program Participation
- \* Library and Community Center Visitors
- \* Code Enforcement Case Resolution

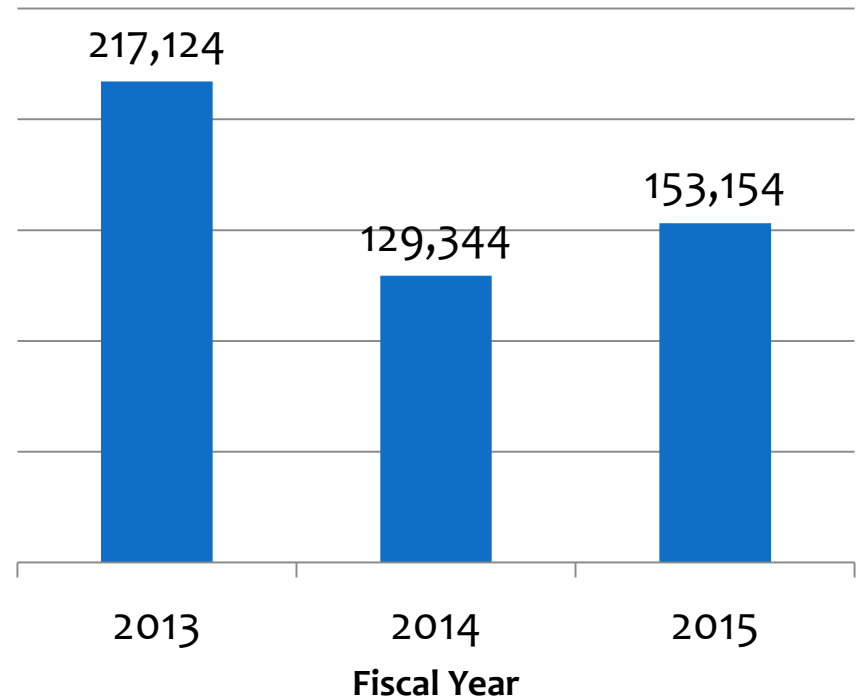
# Youth Library and Recreation Program Participation

**Metric:** The number of participants in City-provided youth programming, such as after school programs, day camps, sports, and library programs.

**Analysis of performance:** The City saw a decline in the number of participants between 2013 and 2014, primarily from a large drop in the number of youth sport program participants (from 108,045 in 2013 to 24,881 in 2014). The City experienced participant growth in 2015.

**City impact on performance:** *High*-The City impacts how many youth participate in programs by selecting appropriate and exciting offerings at an affordable price.

**Youth program participants**



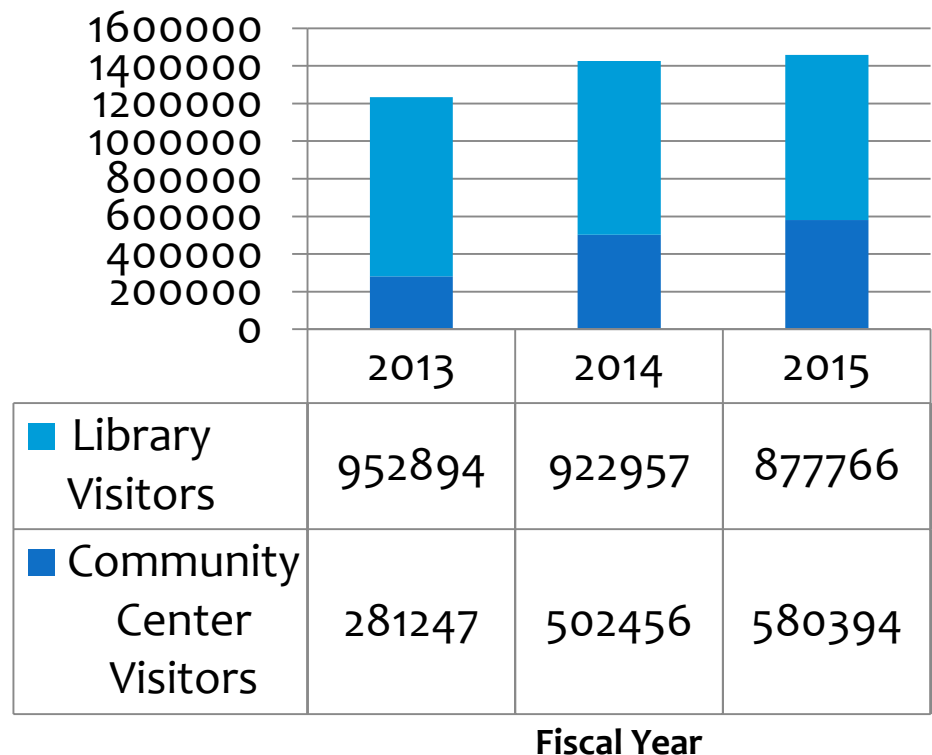
# Library and Community Center Visitors

**Metric:** The number of library and community center visitors serves as a proxy to show how the City enriches the lives of community members by providing meeting spaces, educational resources, Internet access, and other services.

**Analysis of performance:** The City saw continuous growth in the total number of visitors to its library and community center.

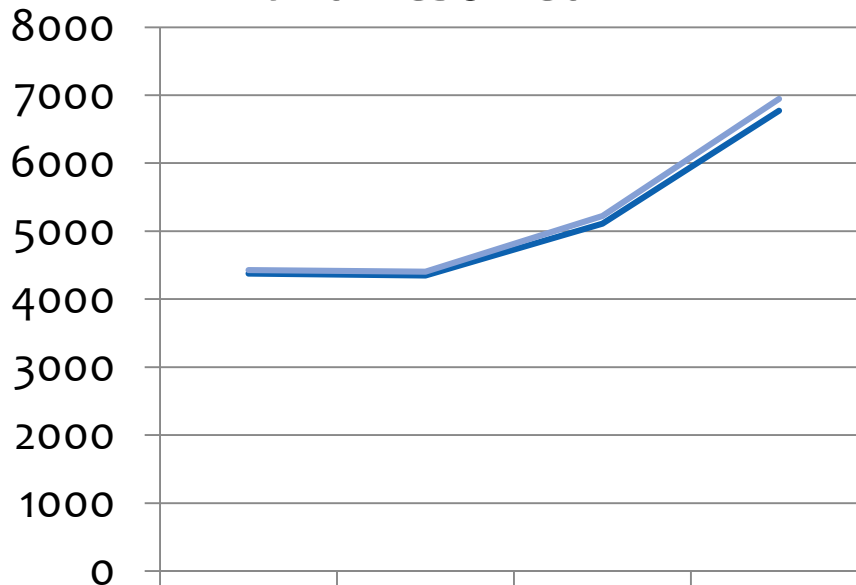
**City impact on performance:** *Medium*-The City encourages visitors by keeping facilities clean, safe, and accessible. However, events from outside sources may occur in City facilities, which influences the number of visitors.

## Library and Community Center Visitors



# Code Enforcement Case Resolution

## Code Enforcement Cases Open and Resolved



**Metric:** Stockton residents rely on code enforcement to ensure livable, sanitary health and housing conditions.

**Analysis of performance:** The number of code enforcement cases opened in the City increased substantially between 2014 and 2015, and again from 2015 to 2016. While the percentage of resolved cases has decreased slightly as a result of this increase, overall case resolution in FY2016 remains relatively high at 97.52%.

**City impact on performance:** *High*-The City directly impacts how many code violations are enforced by taking appropriate enforcement action.

Fiscal Year