

STOCKTON 2018 STRATEGIC WORK PLAN

Strategic Targets:

- Public Safety
- Fiscal Sustainability
- Economic Development
- Infrastructure

Priority Goals:

Tier 1

1. Focus on crime reduction, including group gun violence, blight reduction, and outreach for “hot zones” and “hot people”
2. Develop solutions that address homelessness
3. Develop solutions to increase housing supply that local residents can afford
4. Develop business incentives, including incentive tools for underserved neighborhoods
5. Council and staff to work with education partners to help create better quality of life, increase literacy, funding scholarships for college, workforce development, and retaining employees

Tier 2

1. Prioritize resource allocation to “Hot Zones” within Council Districts
2. Engage private employers and the business community in workforce development and job placement (including people with criminal records); develop an employment pipeline for Stockton residents to Stockton employers
3. Develop our core downtown

Actions/Schedule for Priority “Tier 1” Goals

Target: Public Safety

Goal #1: Focus on crime reduction, including group gun violence, blight reduction, and outreach for “Focus Areas” and “Focus People”		
Actions:	Time Frame:	Status:
Implementation of the following elements of the 3 Year Strategic Policing Program will impact crime and blight:		
<ul style="list-style-type: none"> Reduce violent crime through data-driven, evidence-based policing and Operation Ceasefire 	2017-19	Violent crime remained flat in 2018, although both Homicides and Non-Fatal Shootings saw decreases of 40% and 31%, respectively.
<ul style="list-style-type: none"> Reduce property crime through support and training of watch groups, Strategic Community Officers (SCOs), and better investigative follow-up 	2017-19	During the first half of 2018, Stockton saw a 2.2% decrease in property crime. Staff organized and participated in over 100 National Night Out events throughout Stockton on August 7 th , 2018. However, by year end 2018, property crime increased by 4.9% from the historic lows of 2017. Initiatives are in development to address property crimes.
<ul style="list-style-type: none"> Reduce the number of traffic collisions through proactive enforcement and increased staffing 	2017-19	Two additional motorcycles were procured through an Office of Traffic Safety grant, enabling the increase of two motor officers in August 2018.
<ul style="list-style-type: none"> Transition from Neighborhood Blitz Team to Neighborhood Betterment Team; Reduce blight through Neighborhood Betterment Team, community clean-up events, and Stockton’s Top Offending Properties (STOP) program 	2017-19	Transition from Neighborhood Blitz Team to Neighborhood Betterment Team is complete, with an enhanced focus on building long-term community capacity to combat blight and crime; 90-day follow-up clean-ups continue to take place in focus areas.
Implementation of the following focus of the Office of Violence Prevention will impact crime reduction for “Focus Areas” and “Focus People”:		
<ul style="list-style-type: none"> Targeted outreach efforts in “Focus Areas” 	2017-19	Office of Violence Prevention concentrates community outreach each month in a designated focus area (i.e.

		<p>community event at Loch Lomond Park)</p> <p>Community partnerships focused on collective impact are targeted to the focus areas (i.e. collaboration with community trust builders in Airport & 8th and Mid-town/Magnolia</p>
<ul style="list-style-type: none"> • Very-High-Risk Client Case Management 	2017-19	<p>Data Dashboard and caseload audit completed in 2017 to better assess client outcomes</p> <p>In early 2018, Peacekeepers program completed a transition in outreach and case management protocols to create a more intense focus on case management</p> <p>During 2017 and 2018, Operation Ceasefire served 198 clients with a 21% re-arrest rate; 142 clients assisted with employment (with client unemployment dropping from a high of 52% to a low of 36%); 29 mediations prevented imminent violence from occurring</p>

Actions/Schedule for Priority “Tier 1” Goals

Target: Infrastructure

Goal #2: Develop solutions that address homelessness		
Actions:	Time Frame:	Status:
Pursue partnerships to identify funding for addressing homelessness	FY 2017-18	The City has been an active participant in the County task force on homelessness. The collaboration has allowed projects to be prioritized by all partners for advocacy with State and Federal funders, including successful funding of the first phase of redevelopment of Sierra Vista, the successful award of the Homeward Bound Grant, and the allocation of the \$4.4 million Continuum of Care funding. In addition, as noted above, the City has received additional federal funding that has been allocated to addressing homelessness.
	FY 2018	The City is participating in the effort to transition County task force on homelessness to the more permanent restructured Continuum of Care. The City has representation on the transition team and the restructuring of the Continuum of Care will allow for a more collaborative approach and possibly access to more federal funding opportunities.
		The City is a member of the newly formed Continuum of Care Board and is actively involved in strategic planning and allocation of resources relating to homelessness. The City also participates in the

		<p>review of applications for funding that are available through the State to address homelessness.</p> <p>Stockton joined Kaiser Permanente's Affordable Housing Accelerator. The City is also a member of the Big City Mayors collaborative, which has successfully advocated for additional HEAP funding to be allocated in the proposed state budget.</p>
Develop programs to remove barriers for housing individuals at risk of homelessness in existing housing infrastructure	<p>Spring 2017</p> <p>2018</p>	<p>Mayor Tubbs proposed and Council allocated \$50,000 to fund a Homeless Housing Mitigation Fund Program (HHMF) that would provide an incentive to rental property owners to facilitate more low-income placements in housing. During 2017, the HHMF program elements were built out and a Memorandum of Understanding was executed with the Central Valley Low-Income Housing Corporation to administer the program.</p> <p>The City developed the Residential Neighborhood Reinvestment Program that allows forgiveness of certain code enforcement fines, fees, penalties, and liens previously imposed by City to facilitate property rehabilitation efforts. Staff has created a list of eligible properties for new construction projects, marketed the program in print and radio media, and received 11 applications.</p>
Explore partnerships to improve access to facilities that provide sheltering and wrap-around services to individuals experiencing homelessness	Summer 2017	In 2017, the City reached out to partner institutions and facilities that support the homeless population to understand their needs and opportunities. The City assisted St. Mary's Dining Hall and the Stockton Shelter for the homeless by renewing the lease with CalTrans for another 10 years for the space they occupy.

	Summer 2018	The City is instituting a Homeless Employment Litter Program (HELP) to address blight and litter while providing employment and job training to individuals experiencing homelessness.
	Summer 2018	The City has worked with St. Mary's Dining Hall and Stockton Shelter to draft and support AB 2629 which would allow for a more permanent control of the property occupied by St. Mary's and Stockton Shelter. This would allow for some more permanent and long-term investments to be made at the facilities.
Maximize allocation of federal housing funding for infrastructure projects that impact the homeless population	Fall 2017 – Fall 2018	In 2017, \$300,000 in CDBG funds were allocated towards the creation of permanent housing for the homeless. A Notice of Funding Availability was issued seeking applications for projects that would create long-term housing for the homeless. A partnership project between Stockton Shelter, STAND and the Housing Authority was selected. Project currently in predevelopment with anticipated start date in 2018.
	Fall 2017	In addition, in 2017 the City received an additional \$607,500 in ESG funds and allocated those funds to emergency housing and sheltering providers for capital investments.
	Fall 2018-Fall 2019	In 2018, \$435,000 in CDBG funds were allocated towards the creation of permanent housing for the homeless. A Notice of Funding Availability was issued seeking applications for projects that create long-term housing for the homeless.
	Fall 2018	In 2018, \$400,000-700,000 will be allocated through a Notice of Funding Availability to construct capital projects that serve the homeless population.

Actions/Schedule for Priority “Tier 1” Goals

Target: Economic Development

Goal #3: Develop solutions to increase housing supply that local residents can afford		
Actions:	Time Frame:	Status:
Develop programs that incentivize capital investment and facilitate the building permit process	Spring 2017	The City adopted a Short-term Fee Deferral Program that defers certain Public Facility Fees until first certificate of occupancy or two years from the first building permit issuance, in order to remove capital investment barriers to development.
	Summer 2017	The City developed the Residential Neighborhood Reinvestment Program that allows forgiveness of certain code enforcement fines, fees, penalties, and liens previously imposed by City to facilitate property rehabilitation efforts. Staff has created a list of eligible properties for new construction projects, marketed the program in print and radio media, and received 11 applications.
	February 2018	Expanded the existing PFF Greater Downtown Stockton exemption to expand the exemption citywide for affordable housing projects.
	February 2018	Issued NOFA and Council awarded funding for the following affordable projects <ul style="list-style-type: none"> • \$300,000 to Stockton Shelter, SJ Housing Authority, and STAND • \$60,000 to Habitat for Humanity

		<ul style="list-style-type: none"> • \$100,000 to LINC Housing • \$1.2 million to SJ Housing Authority
Develop programs to remove barriers for housing individuals at risk of homelessness in existing housing infrastructure	Spring 2017	Mayor Tubbs proposed and Council allocated \$50,000 to fund a Homeless Housing Mitigation Fund Program (HHMF) that would provide an incentive to rental property owners to facilitate more low-income placements in housing. During 2017, the HHMF program elements were built out and a Memorandum of Understanding was executed with the Central Valley Low-Income Housing Corporation to administer the program.
	Summer 2017	As noted above, the City developed the Residential Neighborhood Reinvestment Program that allows forgiveness of certain code enforcement fines, fees, penalties, and liens previously imposed by City to facilitate property rehabilitation efforts. Staff has created a list of eligible properties for new construction projects.
Explore development code updates that could facilitate development of additional affordable housing infrastructure	Spring 2017	In 2017, the City Council amended the development code to allow emergency shelters to be located in multiple zoning districts as “permitted-by-right” land uses as opposed to requiring discretionary entitlements such as Conditional Use Permits before the planning commission.
	Spring 2018	In addition, staff has been exploring code developments related to accessory dwelling units, micro-housing and other land use solutions for increasing affordable housing infrastructure. City Council adopted code amendments and a program providing for Accessory Dwelling Units (ADU) as a land use “permitted by right” to increase affordable housing

		options throughout the city. This included a fee program that treats ADUs as though fees were paid with the original main dwelling unit.
Explore partnerships to improve access to facilities that provide sheltering and wrap-around services to individuals experiencing homelessness	Summer 2017	In 2017, the City reached out to partner institutions and facilities that support the homeless population to understand their needs and opportunities. The City assisted St. Mary's Dining Hall and the Stockton Shelter for the homeless by renewing the lease with CalTrans for another 10 years for the space they occupy.
	Summer 2018	Proposals for additional collaborative projects are anticipated in 2018. See edits above.
Maximize allocation of federal housing funding for infrastructure projects that impact the homeless population	Fall 2017	In 2017, \$300,000 in CDBG funds were allocated towards the creation of permanent housing for the homeless. A Notice of Funding Availability was issued seeking applications for projects that would create long-term housing for the homeless. Applications are under review.
	Spring 2018	
	Fall 2017	In addition, in 2017 the City received an additional \$607,500 in ESG funds and allocated those funds to emergency housing and sheltering providers for capital investments. Organizations have two years to expend funds. See edits above.
	Fall 2018	In 2018, \$435,000 in CDBG funds were allocated towards the creation of permanent housing for the homeless. A Notice of Funding Availability was issued seeking applications for projects that create long-term housing for the homeless.

Actions/Schedule for Priority “Tier 1” Goals

Target: Economic Development; Infrastructure

Goal #4: Develop business incentives, including incentive tools for underserved neighborhoods		
Actions:	Time Frame:	Status:
Develop programs that incentivize capital investment and facilitate the building permit process	Spring 2017	The City adopted a Short-term Fee Deferral Program that defers certain Public Facility Fees until first certificate of occupancy or two years from the first building permit issuance, in order to remove capital investment barriers to development.
	Summer 2017	The City developed the Residential Neighborhood Reinvestment Program that allows forgiveness of certain code enforcement fines, fees, penalties, and liens previously imposed by City to facilitate property rehabilitation efforts. Staff has created a list of eligible properties for new construction projects.
	Fall 2018	“Broken Windows” commercial grant program (Storefront Beautification Micro Grant). New micro grant program to support small business along commercial corridors included in 18/19 Budget.
	Fall 2018	The City allocated \$900,000 in FY18-19 CDBG funds towards the Downtown Infill Infrastructure Program to encourage private market rate mixed-use and housing investments in the downtown core.

	2018-2019	The City advocated for inclusion of strategic census tracts in the State designation of areas that qualify for Opportunity Zone investments. The City will continue to closely monitor and advocate for ways to leverage Opportunity Zones.
Leverage surplus property located in underserved neighborhoods to stimulate investment	Summer 2018	Issued Request for Proposals for City-owned properties in South Stockton along Airport Way. Exclusive Negotiating Rights Agreements were executed for two properties for development of retail, healthcare and housing. The City is currently in negotiations with developers, with the intent to formalize development agreements in 2018.
	Spring 2018	Formalize purchase agreements for the properties at Airport/8 th and Airport/2 nd .
Develop incentive tools aligned with sustainability goals of the Economic Development Plan	Summer 2017	The Food & Agriculture Action Plan was adopted in July 2017 and included actions to develop an Urban Agriculture Ordinance and to host a Farm-to-Table event.
	Spring 2018	In partnership with Visit Stockton hosted a successful farm-to-table event in Downtown Stockton to highlight the regions agricultural bounty.
	Fall 2018	The City contracted with Valley Vision to assist with urban agriculture community outreach efforts; staff will be developing a draft ordinance for Council review in 2018.
	Spring 2018	Created the Stocked Full of Produce program to provide grants to retrofit convenience stores so that they may offer fresh produce and healthier food options.

Maintain Business Entrepreneurship Program and conduct outreach with underserved neighborhoods	Ongoing	<p>The City 2017 Entrepreneurship Grants totaling \$80,000 to entities including Huddle, Small Business Development Center, Downtown Stockton Alliance Entrepreneur Training Program, Stockton Impact Corp, Goodstock Promotions, and the African American Chamber of Commerce. City staff carried out targeted outreach strategies through 2017 for reaching underserved neighborhoods.</p> <p>2018 Entrepreneurship Grant recommendations approved by Council on August 21, 2018.</p>
Develop additional programs to support existing businesses	<p>Fall 2018</p> <p>Fall 2018</p>	<p>The City created an Economic Gardening Program and contracted with the Stockton Chamber of Commerce to provide training/mentorship to four Stockton businesses with the goal of helping them expand and grow their operations.</p> <p>Contracted with San Joaquin EDA to assist in scheduling business visits with existing Stockton companies and coordinate business walks through the city.</p>
Target Brownfield EPA funding to downtown and Neighborhood revitalization areas	Fall 2018	Received \$600,000 EPA brownfield assessment grant to evaluate downtown and waterfront properties.

Actions/Schedule for Priority “Tier 1” Goals

Target: Infrastructure

Goal #5: Council and staff to work with education partners to help create better quality of life, increase literacy, funding scholarships for college, workforce development, and retaining employees		
Actions:	Time Frame:	Status:
Develop a program to assist in hiring and training employees from disadvantaged neighborhoods into living wage career jobs.	Fall 2018	The Hire Stockton! New Program is included in the Fiscal year 2018-19 Budget.
Support the education and workforce development efforts of the Promise Zone partnership	2017-2019	Staff remain engaged with the Promise Zone partnership and assess opportunities to leverage particular employee expertise based on the initiatives that are being implemented by the education and workforce development workgroups respectively.
Transfer the Annie Wagner Trust Fund for student scholarships to the Stockton Unified School District	Fall 2018	The City transferred the Annie Wagner Scholarship Trust funds to the Stockton Unified School District to support their student scholarship efforts.
Build on existing Community Services programs to offer additional services for school aged children	2018-19	Community Services provided free summer lunches at libraries and community centers. During the school year, free afternoon meals have been provided for youth at each community center. In partnership with Stockton Unified School District’s School for Adults & Early Childhood Education, Seifert Community Center hosted a 7-week Family Literacy Camp targeting ESL parents of preschool to first grade children to bolster parent/family literacy in our community. Community Services extended the popular summer

		"Ultra Friday Nights" to year-round at community centers.
Add high speed internet access to City libraries and community centers	2018-2019	High capacity broadband is being extended to all City libraries. A project is being developed to extend high speed internet access to community centers. An initial pilot was completed in 2018, with remaining centers scheduled for 2019.

Actions/Schedule for Priority “Tier 2” Goals

Target: Fiscal Sustainability; Economic Development; Infrastructure

Goal #1: Prioritize resource allocation projects to “Focus Areas” within Council Districts		
Actions:	Time Frame:	Status:
Maintain investment made in “Focus Areas” through the Neighborhood Betterment Team	FY 2017-18	Transition from Neighborhood Blitz Team to Neighborhood Betterment Team is complete, with an enhanced focus on building long-term community capacity to combat blight and crime in the “Focus Areas”; 90-day follow-up clean-ups continue to take place in focus areas; Office of Violence Prevention concentrates community outreach each month in a designated focus area; community partnerships focused on collective impact are targeted to the focus areas.
Identify opportunities to leverage existing projects in “Focus Areas” to improve infrastructure	FY 2017-18	<p>Transportation Infrastructure funding for addressing deferred maintenance on streets, sidewalks, curbs, and gutters has been prioritized to “Focus Areas”.</p> <p>Development of micro-libraries in community centers and delivery of broadband to community centers and libraries has taken more services to “Focus Areas”.</p>

Actions/Schedule for Priority “Tier 2” Goals

Target: Economic Development

Goal #2: Engage private employers and the business community in workforce development and job placement (including people with criminal records); develop an employment pipeline for Stockton residents to Stockton employers		
Actions:	Time Frame:	Status:
Leverage relationships with partner agencies with the expertise in engaging private employers	FY 2017-18	The City co-sponsored WorkNet’s annual job fair held at the Stockton Arena in 2017. The City referred several new and expanding businesses to WorkNet for recruitment and job placement. The City also continued its specific commitment to the Summer Youth Employment Program in 2017. In 2018, the City has partnered with the County to explore a construction and trades education collaborative.
Conduct analysis and assessment of workforce skills and employer workforce needs in the community	Summer 2018	The Mayor’s Office staff and FUSE Fellow conducted a workforce skills gap analysis to identify opportunities to connect residents of the South Stockton Promise Zone with local employers. The Workforce Development Action Plan establishes a Skills PACT and Task Force to address current workforce realities and prepares Stocktonians for future job trends.
Develop workforce development and job placement programs specific to “Focus Areas” Support the workforce development efforts of the Promise Zone partnership	2017-2019	The Economic Development Department developed a directory and map of major employers in South Stockton. Planning is underway for a summit to convene these major employers and determine ways to connect South Stockton residents to their businesses.

		The summit was originally anticipated for 2017-18 but has been pushed back to 2019.
Develop workforce development and job placement programs for targeted at-risk populations	2018-2019	Staff in the Office of Violence Prevention and Economic Development Department are developing a workforce development and employment plan specific to Operation Ceasefire clients with implementation anticipated in 2019.
Develop a program to assist in hiring and training employees from disadvantaged neighborhoods into living wage career jobs.	Fall 2018	The Hire Stockton! New Program is included in the Fiscal year 2018-19 Budget.

Actions/Schedule for Priority “Tier 2” Goals

Target: Economic Development; Infrastructure; Public Safety

Goal #3: Develop our core downtown		
Actions:	Time Frame:	Status:
Leverage City owned property to stimulate investment	2018	<p>As noted above, the City has been working on two projects to leverage properties at Airport/8th and Airport/2nd.</p> <p>The City has also leveraged downtown Parking Authority property to facilitate advancement of the Open Windows project.</p> <p>Also, as noted above, the City received \$600,000 EPA brownfield assessment grant to evaluate downtown and waterfront properties, which will likely result in recommendations to leverage these properties.</p>
Support additional market rate housing and commercial projects downtown	2018	<p>As noted above, the City allocated \$900,000 in FY18-19 CDBG funds towards the Downtown Infill Infrastructure Program to encourage private market rate mixed-use and housing investments in the downtown core.</p> <p>The City continues to support the Open Windows project through its development agreement.</p>

Begin the design and development of new City Hall	2018-19	Space needs assessment & planning contract is underway; initial design concepts, and cost estimates (Phase I) for the architectural design and engineering phase (Phase II).
Bring a new tenant to the arena	2017-2019	Stockton Kings entered into long-term lease at the Arena.
Implement new Parking wayfinding program	2018-2019	The planning process is underway to identify funding and a process for addressing parking wayfinding.
Support the neighborhood transformation development efforts of the Promise Zone partnership	2017-2019	During Summer 2018 City staff will evaluate the neighborhood transformation work plan to determine where staff involvement has its greatest impact.
Continued monitoring of downtown security cameras by retired annuitants	2017-2019	Monitoring of downtown security continues. The Police Department entered into a cooperative agreement with the Regional Transit District to collaborate on security monitoring.
Implement Law Enforcement Assisted Diversion (LEAD) Program participation focused on downtown areas	2019	The Chief of Police in collaboration with criminal justice system leads is exploring a low-level crime diversion program. A planning grant was awarded to this collaborative effort in Spring 2018 to design the program.
Address public health and safety issues through slough cleanups	2017-2019	The City expended nearly \$75,000 in Fiscal Year 2017-18 to continue to conduct cleanups in and near the downtown core. This same amount has been budgeted for the 2018-19 fiscal year.