



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.

FY 2023-24 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:

- **Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**
- **Focus on crime reduction in focus areas**
- **Develop solutions to address homelessness, including increasing the affordable housing supply**
- **Leverage city and partner resources in impacting overall public health, community wellbeing, and community resiliency**
- **Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents**

Updated: 3/9/2023

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/Carrie 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 ICAP 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 façade 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

- Complete Development Code (Stockton Municipal Code Title 16) overhaul to streamline and clarify the development process
- Continue to shorten transaction/cycle process times in permit application processing
- Provide ongoing support and commitment to adopted homelessness plans
- Increase overall program impact and effectiveness emphasizing data-informed decisions
- Complete Housing Action Plan to facilitate and incentivize increased production of market rate and below market rate housing
- Complete the current pipeline of inflight homeless housing projects

- Launch an outdoor mural program through Stockton Arts Commission
- Produce an annual Citywide community cohesion project
- Expand access to resources for youth to enable career development
- Increase multilingual materials
- Expand sustainability and environmental to include TCC Round 4 implementation, Climate Action Plan update, and equity-informed sustainable transportation pilot program
- Enhance efforts to support community-based organizations capacity building
- Expand Clean City initiative and access to related data
- Launch Citywide illegal dumping prevention and mitigation efforts
- Launch a mobile recreation and library program

- Upgrade bond rating and enhance financial reporting
- Maximize City revenue sources
- Begin ERP system Phase 4 (Utility Billing) planning and preparation
- Enhance use of Long-Range Financial Plan in decision making
- Continue to operationalize centralized grants administration and coordination
- Expand recruitment efforts, retention plan, and workforce planning and development
- Optimize organizational Cyber Security maturity for continued protection of digital assets

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)
- 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) Increase the inventory of bed/housing units to reduce the gap of unsheltered homeless
- 3d) Establish performance-based, equity-informed distribution model for available City funds (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, 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/unmodified audit opinions (Y/N)
- 5b) Increase Center for Internet Security (CIS) Controls Self-Assessment Tool (CSAT) overall cyber security maturity score – 10% increase
- 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)