

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

<p><b>FY 2021-22 OBJECTIVE:</b> <i>'What' is Winning ...</i></p> <p>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.</p>	<p><b>STRATEGIES:</b> (Captain) <i>'How' we will Win ...</i></p> <p><b>1. Safer Streets (Interim Police Chief James Chraska)</b>            a) Reduce violent crime            b) Increase community partnerships &amp; engagement            c) Increase data driven strategies &amp; tactics            d) Reduce property crime</p>	<p><b>FY 2021-22 PLANS:</b></p> <ul style="list-style-type: none"> <li>• Build upon Ceasefire Strategy to reduce shootings and homicides</li> <li>• Build out our community infrastructure with an emphasis on high-risk population through a focus on equity</li> <li>• Emphasize multi-lateral and two-way communications to further community engagement, conversation, and trust building</li> <li>• Build on Intelligence, Communication, and Planning (ICAP)</li> <li>• Reactivate the Neighborhood Enhancement Program (NEP)</li> </ul>	<p><b>FY 2021-22 METRICS:</b></p> <p>1a) Reduce homicides and non-fatal injury shootings – 5% reduction            1a) Establish Crimes Against Persons (NIBRS) baseline            1b) Increase number of engagements and interventions (Y/N)            1c) Emphasize use of SPD's ICAP and OVP's life coaching and case management system (Y/N)            1d) Establish Crimes Against Property (NIBRS) baseline            1d) Establish Crimes Against Society (NIBRS) baseline</p>
<p><b>COUNCIL PRIORITY GOALS (Tier 1 &amp; 2):</b></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>1a. Focus on COVID response and recovery</b></p> <p><b>1b. Develop solutions to address homelessness, including increasing the affordable housing supply</b></p> </div> <p><b>2. Focus on crime reduction in focus areas</b></p> <p><b>3. Prioritize resource allocation to focus areas within Council Districts</b></p> <p><b>4. Prioritize Economic Development</b></p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>1. Develop business incentives and tools for underserved neighborhoods</b></p> <p><b>2. Work with education partners to improve quality of life, increase literacy, and develop the workforce</b></p> <p><b>3. Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers</b></p> </div>	<p><b>2. Growing Economy (Stephanie Ocasio/Carrie Wright)</b>            a) Grow jobs            b) Increase economic development incentives            c) Reduce the barriers to entry            d) Increase small business development            e) Foster and support entrepreneurship</p>	<ul style="list-style-type: none"> <li>• Leverage our maritime and agricultural assets</li> <li>• Leverage our logistics and multi-modal transport assets</li> <li>• Discover and take advantage of right-of-way monetization opportunities</li> <li>• Establish industry partnerships</li> <li>• Optimize workforce development support</li> <li>• Adopt and launch City of Stockton Strategic Economic Development Action Plan</li> </ul>	<p>2a) Stabilize small businesses through COVID recovery efforts (Y/N)            2b) Develop economic development toolkit (Y/N)            2c) Reduce average duration for building permit project reviews, target – 25% reduction            2d) Establish meaningful linkages and partnerships with various small business partners (Y/N)            2e) Establish the City's first Smart Cities initiative (Y/N)</p>
	<p><b>3. Housing Opportunities for All (Carrie Wright/Stephanie Ocasio)</b>            a) Reduce the barriers to entry            b) Optimize partnerships &amp; linkages            c) Increase investment in high impact affordable and market rate housing strategies            d) Optimize performance-based distribution of available city funds, e.g. grants</p>	<ul style="list-style-type: none"> <li>• Provide ongoing support to City/County joint efforts on housing and homelessness</li> <li>• Reinvent our distribution of state and federal funds to be more performance- and outcomes -based</li> <li>• Enable access to housing opportunities through education and awareness</li> <li>• Identify and remediate barriers</li> <li>• Leverage data to mobilize service response</li> </ul>	<p>3a) Increase residential permits, target – 10% increase            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) Transform data-rich environment to useful insights (Y/N)            3d) Establish performance-based distribution model for available city funds, e.g. grants (Y/N)</p>
	<p><b>4. Thriving and Healthy Neighborhoods (John Alita)</b>            a) Establish a City integrated team approach, e.g. cross-departmental team, to optimize clean and safe neighborhoods            b) Increase placemaking and space activation            c) Increase community engagement            d) Positively impact overall community well-being</p>	<ul style="list-style-type: none"> <li>• Produce an annual citywide community cohesion project</li> <li>• Leverage anticipated Smart Cities efforts to create technology and connectivity opportunities</li> <li>• Emphasize community outreach through surveys, focus groups, and resident engagement.</li> <li>• Increase access to programs, tools and resources for youth to enable career development</li> <li>• Optimize community center utilization</li> <li>• Develop sustainability strategy building on existing efforts</li> </ul>	<p>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 utilization and library circulation (Y/N)            4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)            4d) Establish sustainability portfolio (Y/N)</p>
	<p><b>5. Fiscal Sustainability (Jay Kapoor)</b>            a) Continue learning from the past            b) Mitigate risk            c) Optimize resources through innovative business practices</p>	<ul style="list-style-type: none"> <li>• Upgrade bond rating</li> <li>• Continue commitment to L-RFP</li> <li>• Initiate revenue maximization project</li> <li>• Continue implementation of new ERP system</li> <li>• Continuous pursuit of opportunities for greater efficiency</li> <li>• Optimize City workforce retention, development, and recruitment.</li> </ul>	<p>5a) Refresh long range financial plan (Y/N)            5a) Increase fiscal transparency (Y/N)            5b) Clean/unmodified audit opinions (Y/N)            5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR (Y/N)            5c) GFOA Distinguished Budget Presentation Award (Y/N)            5c) Increase workforce retention and recruitment (Y/N)</p>