

CITY OF STOCKTON 2011-12 STRATEGIC INITIATIVES

CITY COUNCIL GOALS

I. FISCAL SUSTAINABILITY

II. INCREASE PUBLIC

III. ECONOMIC

IV. INCREASE

	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
I.1	Implementing the Action Plan for Fiscal Sustainability (Labor Costs)	On June 22, 2010, the City Council adopted its fiscal sustainability plan for labor costs which represents approximately 80 percent of the general fund. This initiative will translate those goals into action steps to accomplish fiscal sustainability related to labor costs.	CM	HR	Bob Deis	<ul style="list-style-type: none"> General Fund budget that reflects labor costs that are sustainable or at a minimum that are reflective of the market Accomplishment of each of the 10 Action Plan initiatives as reflected below in the Milestones and Status sections of this report 	Action Plan Issues - Ongoing until all labor contracts are open - Last one being 6/30/2014	Ongoing	The initial implementation of the Action Plan for Fiscal Sustainability is substantially complete. Some of the recommended actions require ongoing effort into the future and other actions were not agreed to in discussions with labor and must await open contract negotiations. In addition, some actions that were taken are currently being challenged by law suits and it is unclear whether certain impositions will be sustained until court cases play out. In summary, a majority of actions have been completed and the FY 2011-12 budget reflects labor costs that are more in line with labor market practices.
I.2	Third Party Claims Administrators Audits	The City self-insures its Health and Worker's Compensation programs and relies on a Third Party Administrator to process claims. These programs are two of the City's largest operating expenses representing more than \$60 million in annual expenditures. A thorough outside audit of the City's Third Party Administrators will ensure that they are appropriately administering expenses for the City's self-insured workers' compensation program and medical plan.	HR		Teresia Haase	<ul style="list-style-type: none"> Audit report - compliance with the plan benefits and approved MOUs Identify payment errors including overpayments for recovery Measure claim payment accuracy Solutions preventing future errors Performance metrics to assess overall quality and assist in contract renewal negotiations Conform to fiduciary requirements and industry standards Achieve savings and service improvements 	Notify vendor of pending audit - July 2012 Request for Quote from auditor - July 2012 Auditor Selection - September 2012 Conduct Audit - October 2012 Findings submitted to management - Nov 2012 Management reports findings and recommendations to City Council - January 2013	On Schedule	In conjunction with the implementation of medical plan changes SEGAL performed an informal limited claims, financial and services review of our medical plan. Once changes have been implemented and there are historical claims data based on the new plan design implemented September of 2011 SEGAL will proceed with a more formal audit. The timeline for conducting this formal audit begins later in 2012 to allow for one year of claims data to have occurred under the new plan design.
I.3	Maximize Local Allocation of County/City Sales Tax Receipts	Increase local sales tax revenues by allocating taxes directly to the city instead of a State and County pool that is disbursed based on a formula. This can be accomplished by changing contract, permit and development agreement language for large contracts and purchases, requiring business partners to allocate sales taxes directly to the City.	AS	Legal, PW, CD	Concepcion Gayotin	<ul style="list-style-type: none"> New language included in contracts and development agreements Updated procedures and Administrative Directives related to this project Training and outreach materials to assist staff in directing business partners 	Identify criteria and language through joint effort with Public Works and Community Development staff - October 2011 Seek input from on proposed language from City business partners - November 2011 Identify and update standard City contracts, agreements and other documents - November 2011 Update supporting procedures and Administrative Directives - August 2012 (Revised) Outreach to City departments and business partners upon implementation - August 2012 (Revised)	Behind Schedule	Due to vacancies and staffing challenges in the Administrative Services Department this initiative has not been completed on schedule. However, following outreach to City Departments and business partners proposed changes to city contract and development agreement templates have been made and submitted to the City Attorney's Office for review. The changes will be finalized and follow up outreach will occur with our partners upon implementation this summer.

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1.4	Business License Ordinance	Create a streamlined and simplified business license ordinance that is business friendly. This effort would help business understand and comply with the City's requirement and also ensure that there is equity in business taxes. This is a revenue neutral proposal. This initiative will require a ballot measure and extensive community outreach.	AS	Legal	John Hikido	<ul style="list-style-type: none"> Ballot measure consulting contract Draft ballot language Community outreach materials and meetings Business license ordinance update placed on the ballot in Fall 2013 	REVISED MILESTONES Administrative Services staff reassess the project and make recommendations for moving forward - Aug 2012 Re-engage cross-department team to reconfirm support for proposed ordinance update - Sept 2012 Contract for project polling, election, and public education services - Oct 2012 Draft ballot language - Nov 2012 Engage business community and voting constituency - Nov 2012 Submit for City Council consideration - Jan 2013 Continue voter education through election - Feb – Nov 2013	Behind Schedule	Turnover and vacancies in the Administrative Services Department initially impaired progress on this business initiative. With the hire of a new Revenue Officer the project was reviewed to determine the feasibility of pursuing the original timeline. Given the project timelines to place this issue on the Fall 2012 ballot, potential costs (\$250,000) and priority level among other demands on Administrative Services, it is recommended that the project be delayed until the Fall 2013 ballot. Additional time is needed to focus on the required funding, resource, and outreach process. Furthermore, the recommendations do alter the taxing rates for some businesses and it is critical to carefully craft the ordinance, take into consideration stakeholder feedback and allow time for new staff to assess the impacts of this project. Staff recommends that the City position itself to be prepared to take this initiative forward on the Fall 2013 ballot.
1.5	Business Analysis of City Funds and Programs	This initiative will provide clarity and transparency into the finances of the City. This will occur by analyzing all City funds and programs to assess current financial condition, liquidity, and program sustainability. Recent severe declines in City revenues have depleted the City's unrestricted reserves. An updated assessment will provide a baseline for developing a longer-term financial plan.	AS	Departmental Program Managers	Larry Lisenbee - Interim Budget Officer	<ul style="list-style-type: none"> Pro-forma business projection model Transparent economic condition of each City program. Updated budget document that reflects the status of City programs and the sources and users of resources supporting current services More information for stakeholders – citizens, City Council and program managers – to evaluate the financial capacity and sustainability of programs 	The Budget Office will develop and distribute a pro-forma business projection model to program managers and provide training on its use and interpretation - April 2011 Program managers will use the model in support of proposed FY 2011-12 program budgets - April - May 2011 The model will be used to evaluate budget submissions for the FY 2011-12 budget - April - May 2011 Complete analysis of City funds and programs for FY 2010-11 - Feb 2012 The model will be used to evaluate budget submissions for the analysis of FY 2012-13 budget - April - May 2012	Complete	A preliminary Business Analysis of City Funds and Programs was included in the preparation of the FY 2011-12 Budget. A pro-forma model was also used for the FY 2011-12 Budget. The model has also been used to evaluate Fiscal Year 2010-11 results. The results of this analysis for FY 2010-11 suggested several areas of potential risk in the City's finances. In order to have an assurance of work of City staff, the City contracted with Management Partners on December 13, 2011 to conduct a financial condition assessment or second opinion of the City's finances. The completed results of the financial condition assessment as well as recommended actions to address the financial condition of the City were presented to the City Council on February 28, 2012. In addition, Water and Wastewater Utility fund analysis has recently been completed.

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I.6	Budget Monitoring	The intent of this initiative is to closely manage the highly reduced budget of the City to assure a balanced budget and to manage financial risks and opportunities through monthly monitoring reports. Key metrics will include revenue trends, payroll and benefit costs, and unexpected budget variances.	AS	Departmental Program Managers	Larry Lisenbee - Interim Budget Officer	<ul style="list-style-type: none"> Budget monitoring system and feedback loop with department programs managers Training and assistance with on-line and monthly financial reports Summarized reports with budget trends for executive management review and response 	Prioritize monthly tracking and reporting of General Fund revenues - April 2011 Develop upward budget reporting systems from the most significant General Fund programs departments - May 2012 (Revised) Develop City-wide payroll tracking report to monitor salary/benefit costs after each twice-monthly payroll - May 2012 (Revised) Identify other key program metrics and data sources - June 2012 (Revised) Design draft report for executive review - June 2012 (Revised) Establish monthly calendar for report compilation and delivery - July 2012 (Revised) Tailor reports needed to respond to programs with current risk - Ongoing	Behind Schedule	This project has been stalled by the Budget Officer vacancy and departure of other Budget Office staff. In addition, Budget staff has been focused on the Business Analysis of Programs, resolving and confirming the City's financial status as of June 30, 2011 and the effort to develop a Four Year General Fund Forecast model. The Budget and Accounting divisions held program reviews with all departments during the months of April and again in August of 2011. This latter review covered FY 2010-11 year end status and updated FY 2011-12 projections. These reviews and the business analysis of City funds will facilitate development of effective budget monitoring systems. The Interim Budget Officer has developed prototype financial summary reports. Currently, General Fund revenues are being tracked monthly which has resulted in an updated 2011-12 General Fund revenue projection. The payroll tracking report is in progress.
I.7	General Ledger Quality Control and Reconciliations	Provide management with accurate information, analysis and reports needed to make key financial decisions. This will be accomplished by reconciling financial records with third party assistance and quality control procedures.	AS	Accounting Staff	Vanessa Burke - Assistant Director of Administrative Services	<ul style="list-style-type: none"> Inventory of quality control procedures and priorities for reconciliations Listing of General Ledger accounts for reconciliation with frequency and due dates Third party CPA firm contract Templates for General Ledger balance reconciliation to appropriate supporting documentation Completed and current reconciliations List of unsupported or uncollectible balances with proposed action 	Create inventory of General Ledger quality control procedures - May 2011 Contract with CPA firm to develop a comprehensive bank reconciliation process - May 2011 Contract for additional accounting services to ensure the timeliness and quality of reported balances - July 2011 Bring current all reconciliations prior to the external audit of the June 30, 2011 fiscal year end - Oct 2011 Identify unsupported or uncollectible balances and propose remedial action - Nov 2011 Include review of balances in financial condition assessment second opinion - Feb 2012 Recommend corrective actions to the City Council - Feb 2012	Complete	Initial reconciliation efforts have identified years of un-reconciled cash, accounts receivable, utility billing, grants, loans, loans from property owners, and assessment district transactions. The immensity of backlog initially provided a challenge to address issues. However, accounting staff has now substantially reconciled all of the city funds and accounts. Templates for reconciling cash and loans from property owners are being implemented for monthly reconciliations. These models and methodologies will be applied to other General Ledger accounts to provide for consistent, timely and meaningful reconciliations. The results of these reconciliation efforts were also a critical part in uncovering the true financial condition of the City. Corrections were included in the recommended actions to address the financial condition of the City presented on February 28, 2012.

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I.8	Tax Revenue Tracking and Audit	In order to assure the City maintains a balanced budget, this initiative will develop methods for tracking tax revenues. Tax revenues represent 80% of General Fund revenues and can be predictors in changes in the economy. Audits of tax revenues will also assist in enforcing taxpayer compliance.	AS	Budget Division	John Hikido	<ul style="list-style-type: none"> Historical revenue collection pattern Tracking mechanism for each major tax source to compare historical monthly receipts with current budget and future projections Tax collections audits 	Compilation of 2 years of historical monthly revenue collection data. Revenue collection projections for the next 12 month period. Variations from the projection will be documented, investigated and communicated to the Budget Division - May 2012 (Revised) Review of third party tax audit contracts, including property, sales, UUT, and business license audits, and evaluate contracts for renewal - July 2012 (Revised)	Behind Schedule	Turnover and vacancies in the Administrative Services Department has impaired progress on this business plan. The City contracted for financial support with a professional services firm for an Interim Budget Officer and Interim Revenue Officer through the last half of calendar year 2011. However, a permanent Revenue Officer has recently been hired to guide the project to completion. The Revenue Officer has developed a history of all major tax revenue, and a tracking system prototype of the reporting packet has been developed for all revenue sources including prior and current year actuals and future projections. A thorough review and data validation process is being conducted by the Revenue Officer and budget staff. Several tax audit vendors have been engaged, and proposals have been received on business license audit contracts. The evaluation of the vendors' proposals has begun and will conclude by March 31, 2012.
I.9	Workers Compensation Program Audit	The City self-insures its workers' compensation plan which has more than \$40 million in claims obligations and only \$17 million in current assets. An audit of the City's internal and external Worker's Compensation practices will determine if there are areas where the City can reduce costs and best practices the City could adopt to improve administration of the program.	HR		Teresia Haase	<ul style="list-style-type: none"> Audit report addressing findings Audit recommendations for program modifications and best practices Strategies, methodologies and tools for carrying out program best practices List of cost drivers in the program and recommendation on quantification solutions Benchmarking report 	Request for Quotes sent out to 4 vendors - April 15, 2011 Quote review and selection of auditor - June 6, 2011 Contract Negotiation with TCS Risk Management Services - June 20, 2011 Contract Execution - July 15, 2011 TCS to perform Interviews with Risk Services Staff - July 25, 2011 TCS to perform Interviews with CorVel and City Budget Staff- August 1, 2011 Completed report to Management - March 2011 (Revised) Complete follow up scope of work for 39 large claims - May 2012 Implement approved audit recommendations - FY 2012-13	Behind Schedule	This project was on schedule through the majority of the listed milestones. However, with significant staffing reductions in the Fall of 2011 the final report for management was delayed beyond October and then stalled with the departure of the Risk Manager, Kathleen Williams, in November 2011. The TCS Risk Management Services audit was completed in Fall 2011. Staff is currently preparing a management report with analyses of the audit to be submitted to the City Manager in March 2012. Preliminary preparations are already underway to begin implementation of the audit recommendations following management review. In addition, staff has drafted a follow up scope of work with TCS Risk Management Services to audit 39 large claims to determine if there are any unclaimed excess reimbursements owed to the City by our excess insurance carriers.

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I.10	Retiree Health	As of May 2011, independent actuaries identified an unfunded actuarial accrued liability (UAAL) for the City's retiree health insurance program of \$540-560 million, one of the highest in the state. This initiative will begin the discussion with employees and retirees on the size of the problem, what caused it and options in dealing with it in the future.	CM/HR		Bob Deis	<ul style="list-style-type: none"> • Benefits and actuarial analysis • Proposed modifications to health plan • Education materials and outreach sessions with retirees • Adoption of Modified Health Plan including changes to retiree health benefits 	Adoption of Modified Health Plan reducing pay as you go costs by 30% including changes to retiree health benefits - Aug 2011 Initiate the AB 506 process to include the Association of Retired Employees of the City of Stockton as representatives of retired City employees - March 2012 Active employees and retirees understand: 1) retiree health financing methods and actuarial principles, 2) the causes of our unfunded liability and 3) options for putting the program on a more sustainable basis - May 2012 Develop options to bring the retiree health program into a more sustainable basis - June 2012	On Schedule	As of September, 2011 the Modified Medical Plan includes revisions to retiree health benefits that reduces the annual "pay as you go" by 30%. This decreased the unfunded liability by more than \$140 million. Yet even with this reduction, retiree health benefits will not be sustainable with a new unfunded liability of \$417 million. In a report to the City Council on February 28, 2012, staff outlined retiree health benefits as one of the major factors leading to the current financial condition of the City (\$9 million next year with adjustments mentioned above). Following that report the City Council authorized the City Manager to initiate a neutral evaluator mediation process to restructure the City's financial obligations under new state law created by Assembly Bill 506 (AB 506). Interested parties in this neutral evaluation will include retirees and employee groups. Both retirees and employee groups will be encouraged to utilize our medical benefits consultant and actuary to better understand the nature of the retiree medical issue.
II.1	City of Stockton Marshall Plan to Reduce Crime	Community-wide, multi-disciplinary effort to reduce crime and increase the perception of safety in the community	CM	TPD	Bob Deis	<ul style="list-style-type: none"> • Stakeholder commitment to effort • Crime Analysis Assessment • Citizen Survey • Marshall Plan Recommendations and Implementation Plan 	Readiness Assessment Phase - Jan 2012 Analysis Phase - June 2012 Planning Phase - Oct 2012 Project Report - March 2013 Implementation Phase – TBD Recommendations will be implemented. Timelines are contingent on the list of recommendations.	On Schedule	The Readiness Assessment Phase was completed in January 2012. A report from this phase, a proposed Stakeholder Committee and recommendations for moving forward were presented to the City Council in Study Session on January 31, 2012. The City Council then authorized the City Manager on February 7, 2012 to enter into a contract with David Bennett for consulting services to support this project and facilitate the Stakeholder Committee process. The contract with David Bennett has been executed. In addition, the first meeting of the Stakeholder Committee was held in April 2012.

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II.2	Force Multiplier - Using Field Staff as Neighborhood Watch	Assist the Police Department by having more than 300 additional City field staff act as their extended eyes and ears, noting activities of concern while avoiding direct confrontation in potentially dangerous situations.	PD	MUD, PD	Captain Scott Meadors	<ul style="list-style-type: none"> • Training outline and materials for field staff • Reports of field staff contact with police • Increase in reported criminal and nuisance activity • Additional tools for City Staff to provide better customer service 	Identify staff to participate - June 15, 2011 PD provide training - Feb - Mar 2012 (Revised) Field staff implement training - March 2012 (Revised) PD provide report of field staff contacts - June & September 2012	Behind Schedule	Early in 2012 the Police Department volunteered to take the lead for the project as their staff would be necessary to develop and conduct the training sessions. The project is now active and will be maintained on the revised schedule. Participating staff have been identified and the training parameters have been established. Three training sessions were conducted in the month of February for all Municipal Utilities District filed employees. Additional trainings will be scheduled in March for a smaller number of Public Works and Community Development staff that are regularly in the field. The training is being conducted by Senior Community Service Officer Patricia Miller. The Police Department is also determining the ability to track and report the number of contacts from City staff.
II.3	Code Enforcement Reorganization & Expansion	Redirect, reorganize, and expand staffing in the Neighborhood Services Section of the Police Department in order to address the extreme workload and respond to the increasingly complex needs of the community. Increased code enforcement activity will mitigate the social effect of the Police staffing reductions and allow greater attention to be focused on problem neighborhoods and vacant properties, resulting in a increased perception of safety as property owners are encouraged to maintain a safe and sanitary residences and lenders will be encouraged to list homes more quickly to alleviate the financial burden of maintaining a vacant property.	PD	AS	Richard Dean	<ul style="list-style-type: none"> • Modified organizational structure • Flexible staffing model • Additional hires • Increased inspections particularly for Vacant Property and Rental Inspection programs 	REVISED TIMELINE Begin new cycle of the Rental Inspection Program - Jan 2012 Neighborhood Services Reorganization and Expansion Plan to City Manager - March 2012 Plan presented to the City Council - May - June 2012 Fill Senior Code Enforcement Officer positions - Aug 2012 Fill Support Staff positions - Aug 2012 Set performance goals, track progress, and measure outcomes - Sept 2012 Re-staff the Vacant Property Program - Sept 2012 Recruit, appoint, and train Code Enforcement Officers - Oct 2012 Increase staff for Abandoned Vehicle Abatement Program - Oct 2012 Staff and implement Pro-Active Code Enforcement (PACE) Program - Jan 2013 Assess performance and make operational adjustments - Jan 2013	Behind Schedule	Turnover and vacancies in both Police Department executives and management staff have impaired progress on this initiative. In addition, throughout the planning process, there has been uncertainty in the outcome of the San Joaquin County Teeter program. Given the uncertainties, staff time was directed to other priorities until the planning process could be resumed. Adjustments have been made to accelerate the planning phases of this project so that the final implementation of the initiative will only be three months later than originally proposed. The organization chart and restructuring plan has been approved by the Police Department and is being reviewed by the City Manager. Once approved, the Department will schedule for the next available Council meeting.

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II.4	Peacekeeper's Outreach	This initiative will create a cross-departmental partnership to help Peacekeepers leverage library system materials in mentoring at-risk youth. Specifically, staff will design and present reading and book-based programs for at-risk youth who have the highest risk of gang involvement.	CS	Peacekeepers	Suzy Daveluy	<ul style="list-style-type: none"> Curriculum and materials for five library reading programs Completed youth reading assessments and list of youth for one-on-one tutoring List of hired and trained tutors At-risk youth and parents introduced to library resources for recreational reading and school support Increased vocabulary and reading comprehension through reading and book-based activities Increased reading skills of all participants 	Present five library programs encouraging reading and the use of library resources through shared reading, assigned reading, and reading-related activities - July 2011 Conduct reading assessments to identify youth in need of one-on-one tutoring - July 2011 Provide one-on-one tutoring for youth reading at least two grades below grade level readers - Jan 2012 (Revised one month) Provide continued school support for all Peacekeeper youth with a minimum of four school-site programs - Jan 2012 (Revised one month)	On schedule	The project is essentially on schedule. Due to the holiday break for school classes and the library and peacekeeper furlough and holiday closures a strategic decision was made to being tutoring in early January as opposed to early December. A five week program was initiated in the summer of 2011. There were 17 youth that participated in the program. Reading assessments were conducted for all of the youth during this program and a smaller group of three youth with greater need were selected for one-on-one tutoring. Through the Fall of 2011 curriculum was developed, reading assessments reviewed and tutors were identified. At-risk youth have been introduced to the library and its resources and weekly tutoring for the three youth began on January 5, 2012. Library staff has discovered initial challenges in assuring that the students keep appointments for their tutoring sessions. Tutors, library staff, and the Peacekeeper Outreach Staff will evaluate how to help the students keep their appointments.
II.5	Merlo Gym Collaboration	Secure a community partner to operate programming in the Merlo Gymnasium for the surrounding community. The low-income area around the Gym is in need of sports and recreational programming for the youth, teen and adult population. It is the intent of the City to find a viable partner and foster community support and partnerships to deliver the needed service.	CS	Stockton Unified School District, Community Partnership for Families	Adolfo Cruz	<ul style="list-style-type: none"> Secure community partnership Obtain their business plan (services they will offer) Monthly coordination meetings Reports of progress with opportunities to assist in making the partnership successful 	Secure Partnership - June 30, 2011 Begin operations and provide additional community programs - July 2011 Create an agreement - July 2011 Complete staff report to accompany agreement - August 2011 Formalize partnership agreement - March 2012 (Revised)	Behind Schedule	Community Partnership for Families has been operating the Merlo Gymnasium since July 2011, providing valuable activities for seniors, youth and community outreach. The Partnership programs more than 15 hours of activities each week for more than 100 participants from the local community and holds community meetings and forums in the gym as well. Extensive communication has taken place between the Community Services Department, Stockton Unified School District (SUSD) and Community Partnership for Families, in order to meet the needs of all agencies. This relationship has proven to be a positive collaboration for all three (3) agencies and the community. The formal partnership agreement was held pending a pilot period and verification of program goals. The final formal agreement is pending execution.

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II.6	Junior Team Tennis	In partnership with the United States Tennis Association and local schools, Community Services will implement a tennis program for youth that will provide a positive outlet for youth and their families to be active, experience success, and foster community relationships. The program will be self-sustaining and strengthen partnerships with community partners.	CS		Adolfo Cruz	<ul style="list-style-type: none"> • Join USTA 10 and Under Tennis Program • Obtain needed training and support • Purchase equipment needed • List of youth players and parent coaches that have been recruited • Schedule of practices and games 	Join USTA 10 and Under Tennis Program - March 2011 Obtain training needed - July 2011 Secure Equipment - July 2011 Recruit Participation - July 2011 Project Launched and play starts - Sept 2011	Complete, Ongoing	This program was proven to be successful in 2011. Registrations met our capacity of ninety children for the first season. Feedback from participants and the community has been very positive. Feedback from our partners in the USTA has also been very complimentary and provided an opportunity for further expansion of the program. We have partnered with The University of the Pacific Tennis Team to expand the program. The USTA and The University of Pacific Tennis Coach have offered to paint the tennis courts at Laughlin Park so they can introduce the 10 and Under Program to children. This initiative has become part of the Community Services programming to the community and will be offered in the future on a regular basis. Two seasons of tennis will be offered in 2012, allowing more children the opportunity to participate.
II.7	Stockton Swimming Pools	Community Services Department will contract the operation of the four City owned pools located in McKinley Park, Oak Park, Sousa Park and Victory Park with community based organizations in order to maintain a valuable service to the community that keeps youth and adults active in positive ways and creates summer jobs.	CS	PW, PD, Fire	Adolfo Cruz	<ul style="list-style-type: none"> • Contract with YMCA and Boys and Girls Club for operation of the swimming pools for single or multiple years • Increased number of summer jobs • Increased summer community recreation activities • Meet grant criteria for the operation of the pools by the State of California 	Meet with community organizations to operate four community swimming pools in city parks during summer months - Feb 2011 Contract with community organizations to operate four community swimming pools during summer months - June 2011 Ready the pools for operation, check pumps, chlorine systems, water supply and other necessary equipment - June-August 2011 Purchase chemicals for pool safety – maintain proper standards - May 2011 Open pools for operation for swim season - June – August 2011 Issue RFP for 2012 maintenance of the Oak Park and McKinley Pools - April 2012 Complete contract for maintenance of the Oak Park and McKinley Pools - June 2012	Complete, Ongoing	The project has been completed for the 2011 calendar year. The project was successful for all agencies and the public. Both the Boys and Girls Club and the YMCA did an outstanding job in providing a much needed recreational service to the community. Thousands of youth and families were offered quality, constructive summer activities while schools were not in session. Partnerships for Sousa and Victory Pools were executed for multiple years including 2012. An RFP for maintenance of the Oak Park and McKinley Pools for 2012 will be issued to community partners in April 2012.

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II.8	Home Fire Safety Inspections	Eighty percent of all fatalities from fire occur in the home. In addition, based on a concern raised in the ICMA report on the Fire Department, there is a need to establish fire prevention programs to target at-risk populations to decrease the incidence of fire. As a result, the Fire Department is launching a new Voluntary Home Fire Safety Inspection Program that will test smoke detectors, create escape plans, provide education about fire prevention and fire safety, and provide written recommendations on how to correct any hazards identified.	FD		Robert Tuitavuki	<ul style="list-style-type: none"> Data analysis establishing residential fire reporting baseline Identified pilot areas with high residential fire risk Fire safety inspection checklist and educational materials Follow up data analysis measuring improvements in fire safety and fire reporting 	Determine specific pilot neighborhood location through data analysis - Sept 2011 Develop concept model, identify and collaborate community groups, establish private local business partnerships and develop alliance with specific neighborhood schools - Dec 2011 Roll Out Pilot Inspection Program for 1 year - April 2012 (Revised) Ongoing evaluation, modification and measurement of pilot program effectiveness - April – Dec 2012 (Revised) Implement Home Fire Safety Inspection Program as a Citywide Initiative - Jan 2013	Behind Schedule	The pilot project initiation has been slightly delayed in order to dedicate staff time to applying for a National Fire Protection Association grant to help fund additional educational materials for the pilot and to complete detailed assessments to select the most appropriate pilot location. Data collection, community readiness, and potential community partnerships have been assessed to determine a pilot neighborhood to launch this program. The pilot area is located within the Police Department's "Valley Oak" policing district. The boundaries of the pilot location include south of Hammer Lane to north of March Lane, and east of West Lane to west of the railroad right-of-way. The area is made up of approximately 3,000 residences, which are primarily single-family homeowners. This location was selected because it has a higher than normal rate of accidental fires. This area was also selected because of strong potential for community involvement through neighborhood schools and private partnerships that will increase the likelihood of a successful pilot program.
III.1	Management Review of Community Development	In order to address concerns of the development community, concerns of management and create a more streamlined review process to facilitate economic development, the City will conduct a full review of the Community Development Department operations and regulations.	CD	ED, PW, FD	Mike Locke	<ul style="list-style-type: none"> Commitment of comprehensive stakeholder participation Consultant contract Comprehensive set of actionable recommendations Implementation plan with additional milestones Acquisition of new Permitting Software system 	Contract Approval - Sept 2011 Initiation of Study Process - Oct 2011 Re-Engineer Process - Mar 2012 Study Report Complete - April 2012 Report results to the City Manager - May 2012 Report results to the City Council - July 2012 Develop additional Milestones following Report to the City Council	On Schedule	The study report is nearing completion with preliminary feedback provided to the Deputy City Manager. Numerous interviews and focus groups have been conducted with internal and external stakeholders. The Permit Center was closed March 14 through March 16 for a re-engineering workshop of the permitting process facilitated by Management Partners. In addition, the Management Partners contract was extended to include additional work in assessing the role of the Fire Prevention Bureau in the Permit Center. Following the study report and re-engineering process additional milestones will be defined to continue the restructuring process for the Community Development.

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III.2	Evaluation of City General Plan 2035	The existing General Plan 2035 is outdated due to the change in the economy and slow recovery. The assumptions and policies in the plan affect the costs and requirements for new development. Updating the plan will improve economic competitiveness and reflect the current development climate.	CD	ED, PW	Greg Meissner	<ul style="list-style-type: none"> • Proposed revisions to Assumptions and Standards for the General Plan • Land Use and Circulation Plan and Projections • Revised Utility Master Plans • Revised Policies and Implementation Measures • Revised General Plan 	Review and revision of Assumptions and Standards in existing General Plan - Spring 2012 Develop revised Land Use and Circulation Plans and projections - TBD Revise Utility Master Plans and Policies and Implementation Measures considering recommendations of the Climate Action Plan process - TBD Revised General Plan including Climate Action Plan Implementation components completes and presented for adoption - TBD	On Schedule	This initiative was initially scheduled for a later project timeline to allow related studies and initiatives to be completed. Those efforts are nearing completion and will allow for the creation of a timeline for this initiative in the near future. The results of the Climate Action Plan will provide critical feedback to move this initiative forward, particularly for the first phase reviewing the assumptions included in the existing General Plan 2035. A draft of the Climate Action Plan study has been complete and prepared for the Deputy City Manager. The results of the Draft Climate Action Plan study were presented to the City Council on March 20, 2012. Community Workshops related to the Climate Action Plan will be held in Spring 2012.
III.3	Review/Reduce Development Fees - Mitigation and Processing Fees	This initiative is intended to incent economic development by reducing costs in the review process for development plans and permits. This review will follow the evaluation of the structure and permitting process and reflect the best practices and costs of service of the changes that will be implemented	CD		Mark Martin		<i>Milestones are pending completion of Management Review of Community Development</i> Engage partner agencies in dialogue related to reducing regional mitigation fees - TBD Begin negotiation of regional mitigation fee reductions - TBD Present revised regional and City Mitigation fees for adoption - TBD Conduct Community Development Fee Nexus Study(ies) - TBD Complete review of Community Development Special Revenue Fund Policy - TBD Complete review of General Fund supported activities - TBD Complete review of assigned personnel to departmental functions - TBD	On Schedule	This initiative was initially scheduled for a later project timeline to allow the completion of the Management Review of Community Development Strategic Initiative. This initiative was kept in mind when drafting the scope of work for the contract evaluating the organizational structure and permitting process of the Community Development Department. The reorganization of personnel and process will impact the review of fees. In addition, the decision making model implemented through the Management Partners contract for the evaluation of the Community Development Department will help the City move forward more quickly with this subsequent initiative. This initiative will move forward following completion of the Management Partners review of the Community Development Department.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
III.4	Regional Wastewater Control Facility Capital Improvement and Energy Management Plan	In order to comply with increasingly strict federal requirements, maintain wastewater treatment capacity for economic development, maintain aging infrastructure of multi-million dollar facilities and plan for sustainable long term costs the City will create and begin implementation of a capital improvement and energy management plan for the Regional Wastewater Control Facility	MUD		Mel Lytle	<ul style="list-style-type: none"> RWCF Capital Improvement and Energy Management Plan Financial plan to implement RWCF Capital Improvement and Energy Management Plan Implementation schedule 	Development of Draft Plan - May 2011 Water Advisory Group Draft Plan Approval - July 2011 Council Water Committee Draft Plan Approval - July 2011 Presentation of Draft Plan to City Council - July 2011 Approval of Final Plan by City Council - August 2011 Preparation of Financial Plan - Jan 2012 Acceptance of Financial Plan by City Council - May 2012 Submit application for State Revolving Fund - May 2012 Release Request for Proposals for Environmental Assessment and Design - May 2012 Complete Environmental Assessment - May 2013 Complete Design Packages - 2014	On Schedule	The project is currently on schedule and within budget. All milestones have been met and the Financial Plan is scheduled for City Council acceptance on March 27, 2012.
III.5	Downtown Revitalization Plan	The City will commission the Urban Land Institute to perform an updated study with strategies for revitalizing downtown that takes into account settlement agreements, future high speed rail development and historic structures	ED	Downtown Alliance; Rail Commission	Wendy Saunders	<ul style="list-style-type: none"> Funding acquisition Commitment of project participants ULI contract execution Downtown Stockton revitalization action plan 	Identify project participants - Oct 2011 Prepare a Project Description - Nov 2011 Identify historic obstacles to downtown development - Dec 2011 Complete funding commitments - Jan 2012 Meet with ULI; coordinate mutually beneficial efforts - Jan 2012 ULI deliver revitalization plan (actionable tasks) - Apr 2012 Define implementation strategies - Jun 2012 Plan finalization - July 2012 Implement the plan - Ongoing	On Schedule	Funding commitments were secured from partner organizations in January 2012. The ULI panel members were present the week of February 5 through February 10 and conducted numerous interviews and focus groups with internal and external stakeholders. The ULI panel presented a summary of preliminary observations on February 10, 2012 to approximately 100 stakeholders. ULI developing final recommended revitalization (actionable steps) and delivery of this report is expected during April 2012. A City Council Study Session will be scheduled for April or May of 2012 to review the final actions recommended by ULI. The City will convene stakeholders to discuss moving forward with implementation of the actions recommended by ULI.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
III.6	Small Business Development	According to the Small Business Administration, small firms employ over half of all private sector employees and have created 64% of net new jobs over the past 15 years. The City intends to leverage the cultural and ethnic diversity of Stockton to help create new job through small businesses. Staff will work to identify necessary resources and incentives to stimulate private investment by small business, especially incentives targeted toward creation and expansion of MBE and WBE. Staff will also work to remove common obstacles that impair the creation/expansion of small businesses within the City of Stockton.	ED	San Joaquin Delta College Small Business Development Center; University of the Pacific; Chambers of Commerce, SCORE, Downtown Stockton Alliance, Miracle Mile Improvement District	Janice Miller	<ul style="list-style-type: none"> • Report of existing and potential resources and incentives • Recommendations for targeted incentives • Marketing and outreach materials • List of targeted outreach audiences 	Identification of existing resources and incentives - Sept 2011 Identification of potential resources, incentives, and partners - May 2012 (Revised) Identification of common obstacles - Sept 2011 Make formal recommendations - Fall 2013 (Revised) Continued Outreach efforts to small businesses - Ongoing Implementation and marketing of formal recommendations that are adopted - TBD	Behind Schedule	As a result of staffing reductions and resource limitations this initiative has been delayed. Staff resources were prioritized to address state legislation impacting Redevelopment Agencies and to address the eventual dissolution of the Stockton Redevelopment Agency (RDA) on February 1, 2012. Measured progress has been made in a less formal assessment of needs and subsequent outreach to small businesses in the City. These less formal efforts have included marketing of the City's Micro Loan Program, outreach to the Small Business Development Center, partnering with a local non-profit, Sus Finanzas, on a May workshop, partnering with WorkNet for a Spring conference and collaborating with various local business associations.
III.7	Economic Development Strategic Plan	The economic development strategic plan completed in 2006 is outdated in the current economy. In order to address the stagnant economy and high unemployment rate in the region, this initiative will join with partners to develop a comprehensive economic development strategy that focuses on creating new job opportunities and improving the business climate at the county and community level.	ED	San Joaquin Partnership; SJCOG	Wendy Saunders	<ul style="list-style-type: none"> • Funding acquisition, both local match and EDA grant • Consultant contract • Formation of steering committees • Regional Economic Development Strategy for San Joaquin County • City of Stockton Economic Development Strategy • Implementation Plan 	<i>Project is on hold pending funding authority and conclusion of the San Joaquin Council of Government's Smart Growth Policy</i> Seek contributions/secure funding - Ongoing Hire consultant - TBD Form Regional Steering Committees - TBD Form Community Steering Committees - TBD Draft Plan - TBD Final Plan - TBD Plan Rollout - TBD Implementation - TBD	Behind Schedule	This project was initially going to begin in January 2012 and continue throughout calendar year 2012. The project has been delayed in order to concentrate limited staff resources on other Strategic Initiatives including the Downtown Revitalization Plan. In addition, this project has been delayed because the interest from regional partners has been limited and additional time is needed to garner their support and funding commitments to the project. Currently the Deputy City Manager, Mike Locke, is in the process of garnering support and raising funds for the project. Once local funding is secured, a grant application will need to be submitted to the United States Economic Development Association (EDA) to secure enough funding for the project to proceed.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
III.8	Complete Infrastructure Project - Delta Water Supply Project	Utilize Stockton's first ever water right to divert water from the San Joaquin River Delta. The construction of this treatment plant will provide the City with control and flexibility in supporting the economic development and needs of the community.	MUD	PW, CD, Stockton East Water District; Cal Water; San Joaquin County	Robert Granberg	<ul style="list-style-type: none"> • State-of-the-art water treatment plant capable of treating and delivering up to 30 million gallons of drinking water per day • Approximately 18 miles of raw and treated water pipelines • Intake and Pump Station Facility • 10 new operations and maintenance staff to operate the DWSP facilities 	<p>REVISED TIMELINE</p> <p>Tie In to Existing Distribution System - Sept 2011</p> <p>Completion of Pipeline and Tunneling Facilities - Oct 2011</p> <p>Hiring of Operations and Maintenance Staff - Mar 2012</p> <p>Completion of Water Treatment Plant Facility Start Up Testing - April 2012</p> <p>Operations and Maintenance Staff Training - April 2012</p> <p>Dedication - May - June 2012</p> <p>Water Delivery to Begin from Water Treatment Plant - May 2012</p> <p>Completion of Intake and Pump Station Facility - Jun 2012</p> <p>Completion of Commissioning Period for Water Treatment Plant - Jun 2013</p> <p>Completion of Commissioning Period - Jun 2013</p>	Behind Schedule	The Delta Water Supply project and Intake Pump Facility will still go live on the revised target date of June 1, 2012. This is a 90 day delay from the initial project completion date. The Water Treatment Plant and pipelines are approximately 98% complete. All buildings on site are constructed, interior finishes are complete and equipment is set. All pipeline and tunneling activities are complete and the new facilities are now connected to the City's existing distribution system. Final start up, testing, training and punch list activities continue at the water treatment plant site. The Intake and Pump Station Facility is approximately 93% complete. Construction of the back-up levee and cofferdam are complete as well as pile installation to support the completed building foundation. Completion of the pump station building and associated facilities is underway. The City Council approved 10 new positions in August 2011. The Chief Plant Operator and two Senior Operators are currently on board and attending training daily.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
III.9	Complete Infrastructure Projects - Sperry Road Extension & French Camp Road/I-5 Interchange	This project will complete a major connection between I-5 and the industrial center of Stockton, completing a two decade identified priority in facilitating economic development.	PW	Caltrans, San Joaquin Council of Governments, and San Joaquin County	Bob Murdoch	<ul style="list-style-type: none"> Acquisition of rights of way Cooperative Agreements in place Design work completed Contracts awarded Construction completed 	<p>REVISED TIMELINE</p> <p>Sperry Road Contracts Awarded - Sept 2011</p> <p>Complete construction of the French Camp Slough Bridge - Fall 2012</p> <p>Complete placement of embankment fill - Spring 2013</p> <p>French Camp Phase 1 Contracts Awarded - Dec 2011</p> <p>Complete plans, specifications & estimate for French Camp, Phase 2, Interchange - Feb 2012</p> <p>Complete funding applications for French Camp Phase 2 - April 2012</p> <p>French Camp Phase 2 Contracts Awarded - Sept 2012</p> <p>Complete construction for French Camp, Phase 1, Manthey Road Relocation - Dec 2012</p> <p>Complete construction of loop onramps and I-5 auxiliary lanes - Jan 2013</p> <p>Construct remaining freeway ramps and Frank West Circle, Interchange Ph. 2 - Dec 2013</p> <p>Complete Construction for Sperry Extension - Sept 2013</p> <p>Complete construction for French Camp, Phase 2 , Interchange - Dec 2014</p>	Behind Schedule	Initial short term delays for both projects were experience due to a contract bid protest and longer than expected negotiations. However, the overall completion dates of Spring 2013 for the Sperry Road Extension and December 2014 for the French Camp/I-5 Interchange remain on schedule. Both projects are moving forward with good progress. The Manthey Road Phase 1 element of the Sperry Road project was split into two project units. Manthey Road Unit 1 is currently in construction. Manthey Road Unit 2 is scheduled to advertise for bids by March 2012, with construction to be completed by December 2012. The French Camp Phase 1 element is currently under construction. French Camp Phase 2 project element has received \$6.5 million in federal funding and \$3.8 million in state funding. As a result, the City is required to complete steps in the grant award process prior to moving forward with Phase 2.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
IV.1	Emergency Medical Incident Response and Dispatching Criteria Review	Due to the changes in staffing, the Fire department will conduct a review of emergency medical incidents it responds to in order to assure that responses are as efficient and timely as possible and that units are responding to the appropriate incidents so that units are available for the most critical responses	FD	IT	Lance Calkins	<ul style="list-style-type: none"> Data analysis results for emergency medical responses and incidents Evaluation of all five levels of priority related to emergency medical dispatch Recommendations to improve the effectiveness and efficiency of emergency medical dispatch operations 	<p>REVISED TIMELINE</p> <p>Preliminary analysis of incident response data - Oct 2011</p> <p>Research statistical data regarding emergency medical incidents - May - June 2012</p> <p>Determine if it is feasible to hold a call while further questioning is taking place by the dispatcher (ECD or Life Com) - June 2012</p> <p>Determine if existing emergency medical incidents can be removed from the type of calls SFD first responders are dispatched to - June 2012</p> <p>Provide a report to City Council - July 2012</p>	Behind Schedule	This project has been delayed because our partner agencies have been slow in providing the data for analysis and will only be able to deliver the requested data by April 15, 2012. However, the San Joaquin County Emergency Medical Services Agency (SJEMSA) has completed a preliminary analysis of emergency medical dispatch (EMD) data. The SJEMSA analysis and data indicated that approximately 13% of the total number of calls did not require the dispatch of SFD EMS resources. The SJEMSA further suggests evaluating the need to respond to all five levels of emergency medical dispatch calls the SFD is currently responding to. The completed evaluation of EMD will provide needed data to evaluate the causes of emergency incidents and allow the SFD to provide public education to reduce the need for emergency medical
IV.2	Consolidation of Capital Project Management	In order to achieve significant efficiencies in staff time and resources and to ensure consistent and successful project management by professionals with that expertise, the City will consolidate the management of all capital projects into the Public Works Engineering Division.	PW	MUD, CD, CS, PD, FD, ED	Bob Murdoch	<ul style="list-style-type: none"> Consolidated capital improvement program Consolidated staffing and space needs assessments Updated capital improvement program budget development procedures Develop service level agreements with customer departments 	<p>Identify all funded capital projects within departments and identify the scope of public improvement inspections - June 2011</p> <p>Identify which projects and inspections should be shifted to Public Works - July 2011</p> <p>Work with Budget staff to modify the procedure for developing the City's CIP - August 2011</p> <p>Develop staffing and space plan for staff transfer to Public Works - Sept 2011</p> <p>Transfer CDD staff to Public Works - July 2011</p> <p>Transfer MUD staff to PW - Spring (2012)</p> <p>Work with all other departments to identify their short and long term capital project needs - Nov 2011</p> <p>Develop a capital project list and budget - Feb 2012</p>	On Schedule	All of the appropriate projects and staffing have been transferred to Public Works with the exception of one engineer and one inspector from MUD. PW and MUD are still in discussions on staff members that will be transferred. Public Works has met with all departments and is taking the lead on developing the 5 Year Capital Improvement Budget. All department project requests will come through Public Works where they will be estimated and prioritized and then forwarded to the City Manager's office for review and final approval. Public Works will be scheduling periodic meetings with departments to discuss project progress and to obtain feedback on performance.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
IV.3	Increase Workforce Diversity	The City of Stockton is a community rich in diversity. This diversity provides great strengths and interesting challenges. This initiative will develop a recruitment plan to employ a workforce that is reflective of the diverse community that we serve in order to take advantage of the opportunities and more effectively address challenges.	HR	ALL	Debbie Shipp	<ul style="list-style-type: none"> • Report of trainings conducted • Department Director Survey • Departmental plans for increasing diversity • New outreach plan and materials • Internal training curriculum and materials • Employee development plan to take advantage of existing workforce diversity • Review of any policies or practices that may be barriers to diversity 	<p>REVISED TIMELINE</p> <p>Provide training to enhance skills of Human Resources staff to ensure City of Stockton has identified and established diversity issues with departments - December 2011</p> <p>Create a survey for department heads on diversity issues and ideas for creating a more diverse workforce - April 2012</p> <p>Create a plan to increase diversity within each department - 1st Quarter FY 12-13</p> <p>Work with Subject Matter Experts to perform outreach that generates more diverse candidate pools through community involvement - Ongoing</p> <p>Create internal training of any staff with hiring authority; including supervisors, managers, and department heads that results in a more diverse workforce - Ongoing</p> <p>Utilize workflow reports to see changes made to the workforce - September 2012</p>	Behind Schedule	While some progress has been made, significant progress on this strategic initiative has been impaired by staffing limitations in the Human Resources Department. A diversity training workshop was conducted in December 2011 to enhance the skills of Human Resources staff. In January 2012 the City of Stockton co-sponsored and participated in the 20th Annual Stockton HIREvent job fair with the California Job Journal. This event reaches out to a very diverse population and provides the City good opportunity to connect with the community and speak to individuals about current positions available in the City. In addition, Generational Diversity training was offered in November and January, attended by HR staff and many supervisory/management personnel through the Liebert Cassidy Whitmore training consortium. Progress has been made in areas that have minimal fiscal impact. A formal training program and departmental diversity enhancement plans will require additional staffing and training funding.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
IV.4	Vendor Contract Request for Proposal System	The Human Resources Department contracts with multiple vendors representing millions of dollars and does not have a consistent system for managing contracts. This initiative will create a system that accurately tracks of vendor contracts to ensure timely RFP processes and timely renewals or re-bids in accordance with City policies and industry standards. This regular review will result in the City paying the appropriate market price and receiving the best services, reducing operating expenses. This will also create a more transparent contracting environment.	HR	ALL	TBD	<ul style="list-style-type: none"> • Contract logging system which will track vendor costs and renewal dates • Timely RFP process for every contract • Improved negotiated rates • Appropriate services being administered 	Implemented contract logging and tracking system – All open Human Resources contracts are recorded - June 30, 2011 RFP priority list established for health providers by Segal and communicated to Human Resources staff - June 2011, Feb 2012 (Revised list) Provided RFP template to Segal to complete the scope of services for Pharmacy Benefit Manager (PBM) - July 2011 Anticipated release of Pharmacy Benefit Administrator RFP - Jan 2012 (Revised) Completion of Pharmacy Benefit Administrator RFP Selection Process - May 2012 Issuance of Health Reimbursement Account (HRA) Administration and Life/Long Term Disability (LTD) bids - 4th Quarter FY 11-12	Behind Schedule	Due to staffing vacancies and turnover the initial issuance of the Pharmacy Benefit Manager RFP was delayed until January 2012. Based on the priority vendor contract list established in consultation with Segal early in this project, the first two contracts for consideration were the Pharmacy Benefit Manager and Third Party Administrator. The Pharmacy Benefit Manager RFP was authorized for issuance by City Council on January 24, 2012 and subsequently issued on January 31, 2012. In recent consultation with Segal and in consideration of the City's fiscal condition and HR staffing levels the priority vendor contract list be pursued for RFP has been reprioritized. The reprioritized list identifies two RFPs to be issued in the 4th quarter FY11/12. First the Health Reimbursement Account (HRA) Administration bid because it is a negotiated item and second, the Life/Long Term Disability (LTD) bid because it has the most potential immediate cash savings.
IV.5	Change City E-mail Extension	The previous e-mail naming convention was difficult to communicate and messages were often not received due to typing errors. Employees have been spending unnecessary time trying to correct errors and communicate with community members, public agencies and business partners. Changing the extension on City of Stockton e-mail addresses will increase productivity and reduce costs associated with repetition and lost communications. In addition, communication with our partners will be easier and more efficient.	CM	IT	Connie Cochran	<ul style="list-style-type: none"> • Communication with the public: flyers, website messages, e-mail signature block messages, press releases, electronic sign messages and Channel 97 information segment. • Communication with employees: flyers, email messages, CityLink messages • Conversion to the new e-mail • Conversion of existing databases: Ask Stockton, CityLink, web site • Conversion of printed materials: brochures, flyers, business cards and letterhead 	Systems analysis and preliminary testing - May – June 2011 Systems configuration and production testing - June 2011 Marketing and communications - June – July 2011 Implementation and communication - July 15, 2011 Conversion of databases and printed materials - Ongoing	Complete	Conversion of e-mail naming convention has taken place. On-going monitoring is taking place to assure technical concerns are addressed. Conversion of printed materials is substantially complete with remaining materials being phased out when appropriate.

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IV.6	Social Media	The City of Stockton will benefit from a broader communication strategy that includes consideration of social media channels. Social media will open up additional channels of communication with market segments not currently engaged with the City that include community members and business partners that are increasingly using technology to express opinions and do business. The use of social media is anticipated to provide the City with public interaction and outreach, support economic development activities, and create a broader "global" presence.	CM	AS, IT, Legal, MUD, ED, PD	Connie Cochran	<ul style="list-style-type: none"> • Establish social media committee • Communication goals and objectives for use of social media • Draft policy and procedures • Pilot trial of social media • Final policy and procedures • Implement social media • Communication and outreach: flyers, e-mail subscription notices, e-mail signature block messages, press releases, existing newsletters and mailings, web site and Channel 97. • Results report 	Complete draft policy - April – May 2011 Review draft policy by IT and Departments - May 2011 Finalize policy and prepare for pilot implementation - September 2011 (Revised) Initial pilot trial (Police Department) - Feb 2012 (Revised) Review pilot trial, policy and procedures - May 2012 (Revised)	Behind Schedule	The project has been delayed slightly due to competing priorities and staffing limitations within the City Manager's Office. A draft policy has been completed. A City Facebook page and a Police Department Facebook page have been prepared to conduct a 60 day pilot. However, given recent reprioritization of public outreach efforts the City Facebook page activation will be delayed temporarily. The Police Department Facebook page will be activated in March 2012. The Police Department has developed a General Order to address representation and online conduct. The Police Department has begun a trial using Twitter. Their Facebook page will not allow comments. The pilot will test our capacity to manage comments within the guidelines of our DRAFT policy and with the staffing resources available.
IV.7	Marketing and Communication Plan	The City of Stockton is in need of a Marketing and Communications Plan to assure organized and purposeful outreach efforts. The plan will organize all marketing, communications and outreach efforts using a defined process that is focused and targeted, minimizes limited resources, and ensures that timely, accurate information is being communicated to the public. This will avoid surprise and confusion with the resulting complaints and delays for increased communication.	CM	ALL	Connie Cochran	<ul style="list-style-type: none"> • Marketing and communications needs and goals established • Draft plan and user tools • Final plan and user tools • Training for City staff 	REVISED TIMELINE Complete draft Plan - Jan 2012 CM & Deputy Review of draft Plan - Feb 2012 Review draft Plan by Departments - Mar 2012 Finalize Marketing & Communications Plan - April - May 2012	Behind Schedule	This project is behind schedule due to competing priorities and staffing limitations within the City Manager's Office. Strategic communication for specific City initiatives has been conducted in recent months and will inform the final Marketing and Communications Strategy. A draft Marketing and Communications plan has been submitted to Deputy City Manager in February of 2012 for review and edits.

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IV.8	Internal Control Risk Assessment	This initiative is intended to reduce errors and the risk of fraud in financial transactions. A collaborative effort between the City Auditor's Office and Administrative Services will assess the controls the City has for preventing errors or fraud and establish monitoring procedures where there are the greatest risks.	AS	ALL, Auditor	Vanessa Burke Assistant Director of Administrative Services	<ul style="list-style-type: none"> City Auditor's assessment of the control environment Proposed policy and procedure updates for major transaction cycles Adoption of policy and procedure changes Communication of changes 	REVISED TIMELINE Administrative Services will identify major financial cycles - Oct 2011 Administrative Services will identify financial transaction cycles with the greatest risk - Oct 2011 Administrative Services will document and review current policies and procedures for selected transaction cycles, and propose updates - Dec 2011 The City Auditor will complete the assessment of the control environment - TBD (Revised) Administrative Services will adopt proposed policies and communicate them to City departments - Dec 2012 After the systems have been implemented, the City Auditor will test for compliance - Dec 2012	Behind Schedule	Turnover and vacancies in Administrative Services have impaired progress on this initiative. In addition, the City Auditor requested that related audits be completed as part of the 2011 work plan prior to initiating a broader assessment of the control environment in the 2012 work plan. Administrative Services has identified the major financial transaction cycles, created an inventory of risk areas, and addressed issues in a limited number of high risk areas. Finally, the City's external financial auditor has conducted their review of the City's internal control and is developing their written findings. Also, the State Controller has announced plans to conduct a comprehensive audit of Stockton. The City Manager's Office and Administrative Services internal audit team will meet with the City Auditor to coordinate the scope of work after completion of these two audits.
IV.9	Management & Leadership Training	The City of Stockton has experienced a dramatic loss of senior managers within the last three years. This initiative will establish a management leadership training program to develop skills of existing and future leaders in the organization.	HR	ALL	Assistant HR Director	<ul style="list-style-type: none"> City-wide departmental training needs assessment report Customized formal Leadership and Management Training Program Customized interventions for leadership and management skill gaps Performance Improvement Plan 	REVISED TIMELINE Create and examine a workforce analysis - Sept 2011 Identify management/supervisory classifications - Oct 2011 Identify resources for immediately training existing employees in supervisory positions - Oct 2011 Define competencies necessary for successful leadership roles - TBD Design competency training framework to include both internal and external resources for training delivery - TBD Establish a mentor/coaching program - TBD Develop implementation plan for a leadership academy - TBD Design a career development plan (successions planning) -TBD	Behind Schedule	Progress on this strategic initiative has been impaired by staffing limitations in the Human Resources Department. Resources have been prioritized to other Strategic Initiatives and for recent public safety recruitments to increase staffing in the Police Department. While progress has been limited in this initiative, internal preparation for the Management and Leadership Training Program has been conducted. In October of 2011 the management classifications were identified for the program and staff developed a new list of classes. In addition, in an effort to increase the availability of management and supervisory training courses at a relatively low cost, the City joined the Training Consortium through Liebert Cassidy Whitmore, which has already been used by all City departments. Measured progress will continue on internal preparation for this initiative, but until additional staffing and funding for additional classes are available HR staff time will continue to be committed to other priorities.

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	Strategic Initiative	Description	Lead Dept	Supporting Dept, Stakeholder	Project Lead	Deliverables	Milestones and Timeline	Status	Status Description
IV.10	Boards and Commission Handbook	Revise the current Boards and Commissions Handbook to provide consistent information to the members relating to the Brown Act and open meeting laws and to respond to findings of the Civil Grand Jury.	City Clerk	Legal	Bonnie Paige	<ul style="list-style-type: none"> • Revised Boards and Commissions Handbook • Training sessions on handbook content related to Brown Act, open meetings, and ethics 	Revise Council Policy 100-2 present to Council Committee - March 2011 Take Committee recommendations back to Committee for approval - May 2011 Present to City Council for approval of Policy and incorporate the changes into the Boards & Commissions Handbook for implementation - June 2011 Training session conducted by Legal Department - Feb 2012 (Revised) Conduct semi-annual training sessions with new appointed officials - Ongoing	Complete	This project is essentially complete with a new training program that will continue as an ongoing component of appointing new Boards and Commission members. Revisions to the Boards and Commissions Policy and Handbook were adopted by Council in June and October of 2011. A Boards and Commissions training has been developed and will be provided each January and July following the consolidated recruitments of appointees each December and June. An initial training session was provided to recent appointees in February 2012. The next training will be offered in July 2012.
IV.11	Council Procedure Review	By reviewing Council Policies and Procedures to assess the appropriateness of items that should go before Council, it is anticipated that routine business processes can be made more efficient to save valuable staff time as well as focus the attention of Council on important policy matters. Staff estimates that efficiencies could result in a 50% reduction in staff preparation time.	CM	Clerk, Legal, AS	Christian Clegg	<ul style="list-style-type: none"> • Revised Agenda process with instruction materials and training sessions • Report of proposed Administrative Directive, Council Policy or Charter Revisions • Reduction in the number of staff reports and Consent items brought before the council for ratification and subsequent reduction of staff time in preparation of agenda materials • Reduction in the amount of staff time spent preparing Resolutions 	Begin Review Process - Aug 2011 Complete review of agenda process - Sept 2011 Implement changes to agenda process - Nov 2011 Develop work plan for reviewing citywide delegation of authority - May 2012 (Revised) Complete review of purchasing and signature authority processes - Dec 2012 (Revised) Implement changes to purchasing and signature authority processes - Jan 2013 (Revised)	Behind Schedule	In fall of 2011 a review of the agenda process was completed. In November 2011 Council approval was adopted for appropriate changes and other adjustments were implemented internally. One change has saved significant staff time through a 60% reduction in the number of Resolutions coming before Council by forwarding those items to Council as Motion Actions. Other changes have increased efficiencies and early problem detection in the agenda process. Additional adjustments will also be made in Spring 2012 based on recent feedback and trainings conducted with departmental agenda coordinators. The review of purchasing and signature authority process has been delayed in order to await the outcome of related assessments of the purchasing process and to create a work plan with an expanded scope of reviewing citywide delegation of authority within the next 18 months to two years.