

City of Stockton Performance Dashboard

2018 Report

Strategic Targets & Supporting Strategies

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1. Public Safety

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

- * Serious Crime Rate
- * Crime Rate: Other Crimes
- * Juvenile Crime Rate
- * Violence Prevention Program Statistics
- * Police Officer Turnover Rate

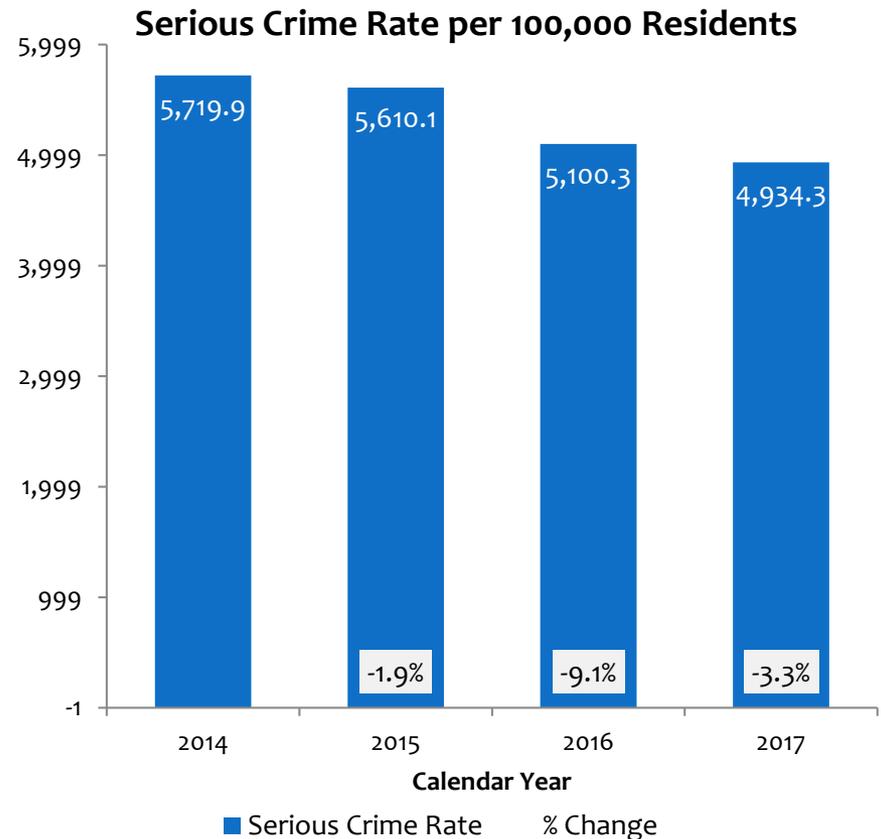
The serious crime rate decreased between 2016 and 2017. However, other public safety performance indicators weakened.

Serious Crime Rate

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

Analysis of performance: The serious crime rate in Stockton has been decreasing since 2013, including a 3.3% decline in 2017, likely due to increased police interventions for this category of crime.

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



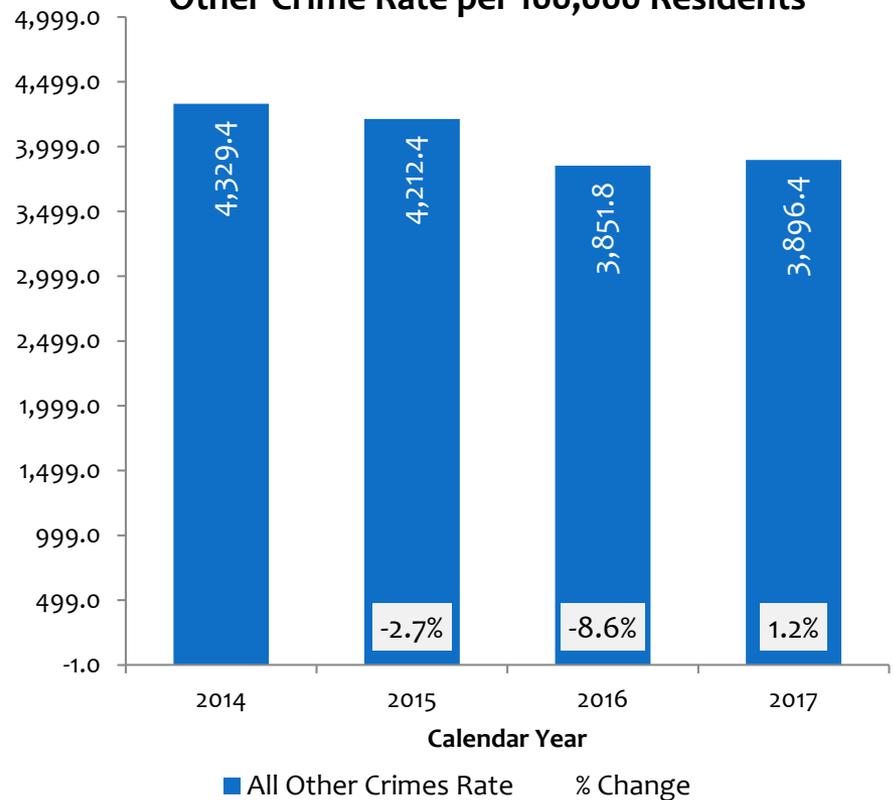
Crime Rate: Other Crimes

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

Analysis of performance: The City's crime rate declined significantly by 8.6% in 2016. Since then, there has been a small increase of 1.2% in 2017, though the crime rate remains over 10% below the 2014 rate.

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

Other Crime Rate per 100,000 Residents



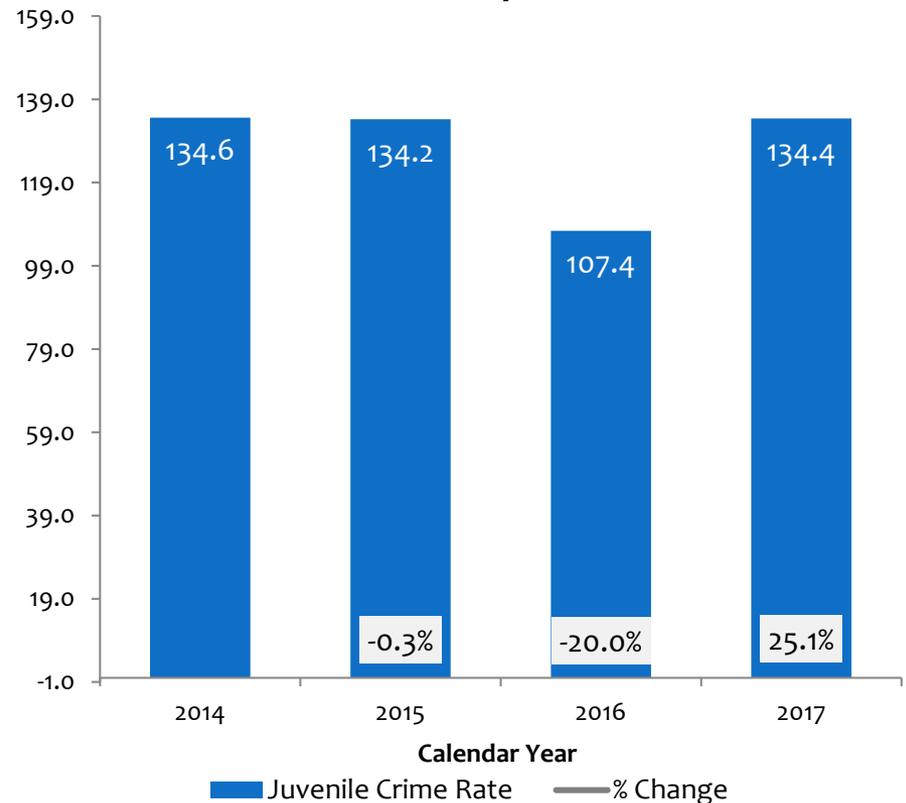
Juvenile Arrest Rate

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

Analysis of performance: After a large decrease in the juvenile arrest rate in 2016, the rate has returned to 134.4, a rate similar to previous years.

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

Juvenile Arrest Rate per 100,000 Residents



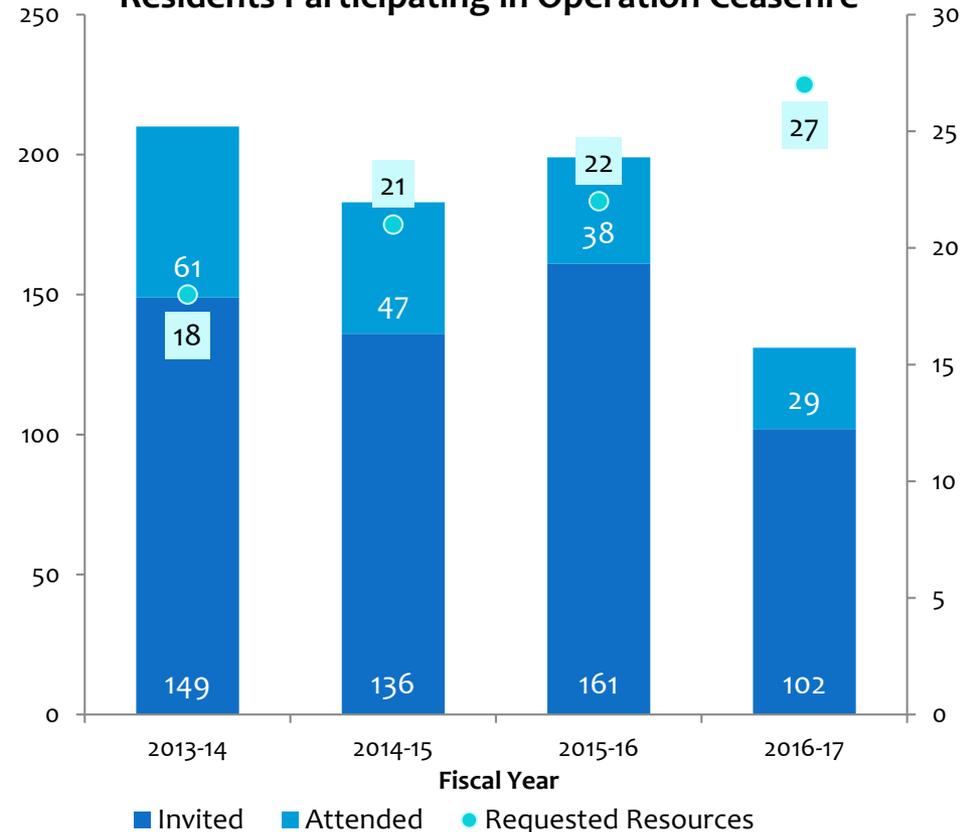
Violence Prevention Program Statistics

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

Analysis of performance: The number of residents requesting resources from Operation Ceasefire increased from 2016 to 2017, while the number of residents invited and attended have decreased. This change can be attributed to a shift in strategy. As the program is now several years old, OVP has begun to strategically focus outreach efforts more narrowly, and to limit the size of program groups for more effective communication.

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

Residents Participating in Operation Ceasefire



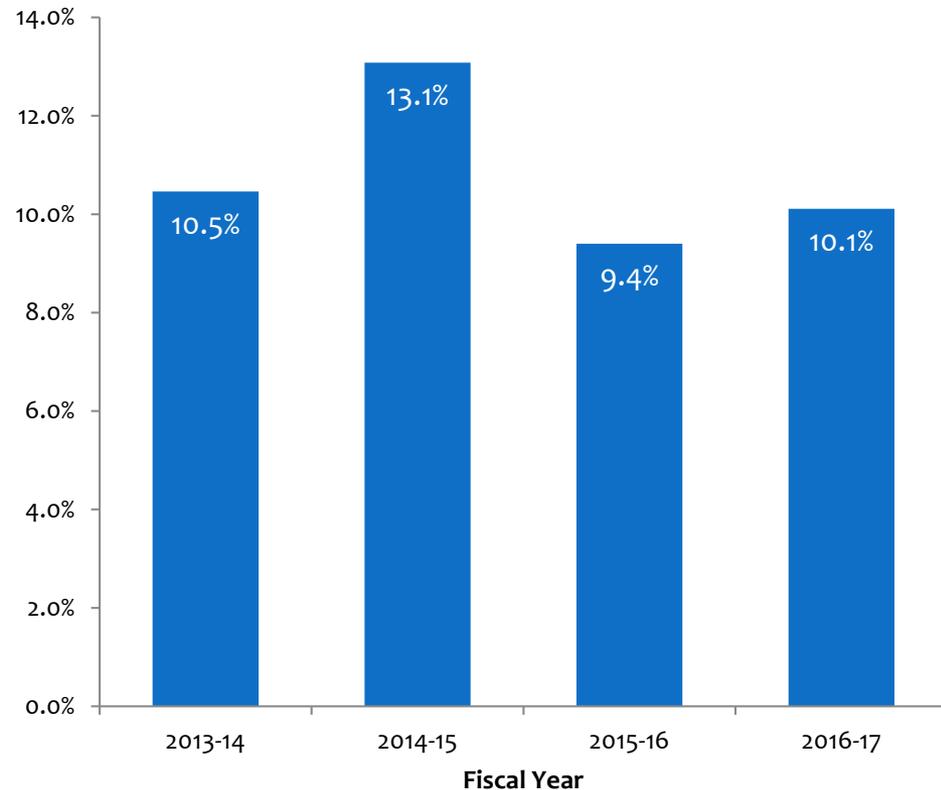
Police Officer Turnover Rate

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

Analysis of performance: After lowering to 9.4% in 2016, the percent of sworn officers leaving Police Department employment rose slightly to 10.1% in 2017. However, it remained well below the 2014 and 2015 rates, reflecting the continued emphasis on retention. 2017 was also marked by a decrease in number of officers leaving for other agencies, an increase in retirements, and a stable number of officers passing probationary training.

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

Sworn Officers Turnover Rate



2. Fiscal Sustainability

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

- * Bond Rating
- * Reserve Balance
- * Accuracy of Budgeted Expenses

Fiscal sustainability measures strengthened between 2016 and 2017.

Bond Ratings

Metric: A bond rating is a grade that indicates the bond issuer’s financial strength— an opinion on its ability to pay a bond’s principal and interest in a timely fashion. Ratings range from AAA, the most favorable rating, to D, the least favorable rating. Rating reviews are typically on a two-year cycle, and issued at a single point in time.

Analysis of performance: The City’s various bond ratings have been improving steadily. In August 2018, Standard & Poor’s upgraded the City’s General Fund bonds (2006A) from B-minus to BB. This upgrade would allow the City to secure better interest rates if the City were to issue new lease debt.

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

Year	Bond Series	Rating	S&P Outlook
2014	Revenue 2004 (Arena Project)	CC	Negative
2014	Lease Revenue 2003A Lease Revenue 2003B Lease Revenue 2006A	B-	Stable
2016	Water Revenue Water System Improvement	A	Stable
2016	Wastewater Revenue	A	Stable
2016	Water Revenue	A-	Stable
2016	Lease Revenue 2003A Lease Revenue 2003B Lease Revenue 2006A	B-	Positive
2018	Lease Revenue 2006A	BB	Positive

Best to worst = AAA | AA | A | BBB | BB | B | CCC | CC | C | D
 Ratings from ‘AA’ to ‘CCC’ may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

Reserve Balance

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

Analysis of performance: During Stockton's financial crisis, the City had no reserves. With better management practices, the City is significantly better positioned with reserves for two months of expenses (\$36 million) and other savings for economic uncertainties or emergencies (\$5 million). In addition, known future financial obligations (\$48 million), including a new financial software system, pension payments, and employee retention and recruitment, require the City to continue increasing the reserve fund balance.

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

Fiscal Year	Reserve Fund	% Change
2015-16	\$70,182,000	--
2016-17	\$89,379,000	27.4%

Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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Accuracy of Budgeted Expenses

Metric: This measure reports the difference between the planned General Fund expenditures and the actual General Fund expenditures, as audited in the City's Comprehensive Annual Financial Reports. The difference shows how well the City is managing to develop and adhere to short- and long-term financial planning efforts.

Analysis of performance: In 2017, actual General Fund expenditures were 8.1% lower than the final approved budget appropriations. Unspent funds for planned activities rolled forward into the next year; departments achieved salary savings due to higher-than-anticipated vacant positions; and funding for contingencies, labor litigation tax collection, and election fees were not fully expended. The City continued its trend of closing the gap between the two numbers.

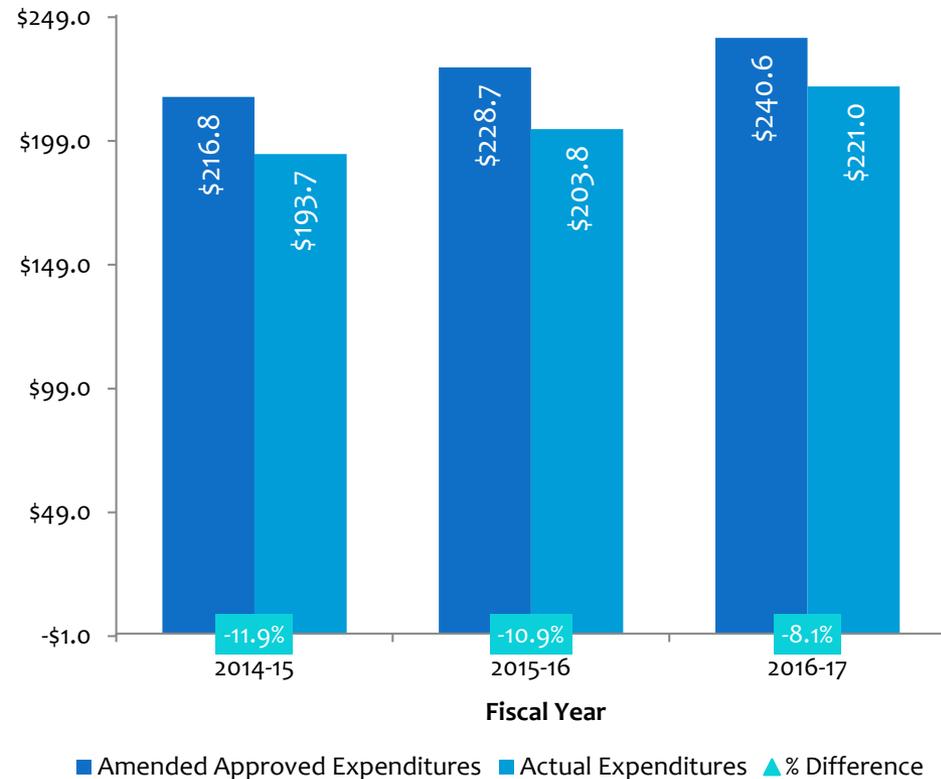
City impact on performance: *High* - The City's budgeting and financial management practices directly impact the accuracy of budgeted expenses.

Source: City of Stockton (Comprehensive Annual Financial Reports).

Note: The CAFR General Fund expenditure numbers include the General Fund, Bankruptcy and Stabilization Fund, Library Fund, Emergency Communications Fund, Recreation Fund, Boat Launch Fund, and Entertainment Venues Fund.

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General Fund Budgetary Trends



3. Economic Development

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

- City Unemployment Rate
- Office And Retail Vacancy Rate
- Value Of Permits Issued
- Change In Transient Occupancy Tax
- Change In Sales Tax Collections
- Net Revenue From Business License Tax

Economic development performance indicators strengthened between 2016 and 2017.

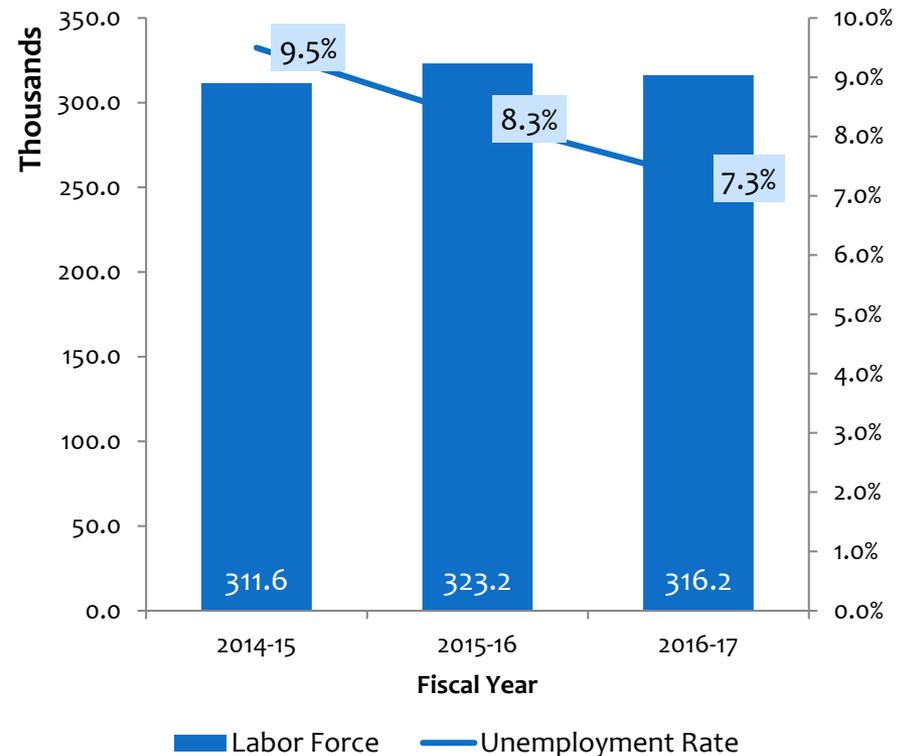
City Unemployment Rate

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

Analysis of performance: Unemployment rates gradually decreased over the past four years, reaching an average of 7.3% in fiscal year 2017; at the same time, the City's labor force decreased 2.2% to 316.2 thousand. This decrease is reflective of regional and national trends.

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

Citywide Labor Force & Unemployment Rate (%)



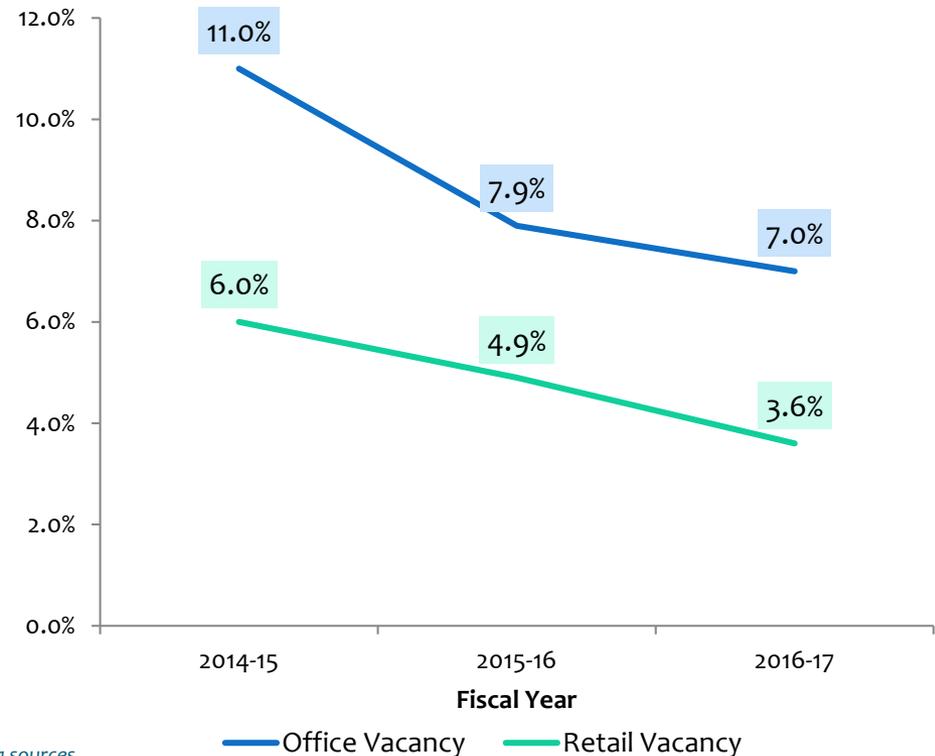
Office and Retail Vacancy Rate

Metric: The Office and Retail Vacancy Rates are calculated as the percent of vacant, leasable space within an area. This metric provides a measure of economic activity and capacity within the City.

Analysis of performance: The vacancy rates for both office and retail space have continued to decrease, suggesting improvement in the local economy.

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

Office and Retail Vacancy Rates



Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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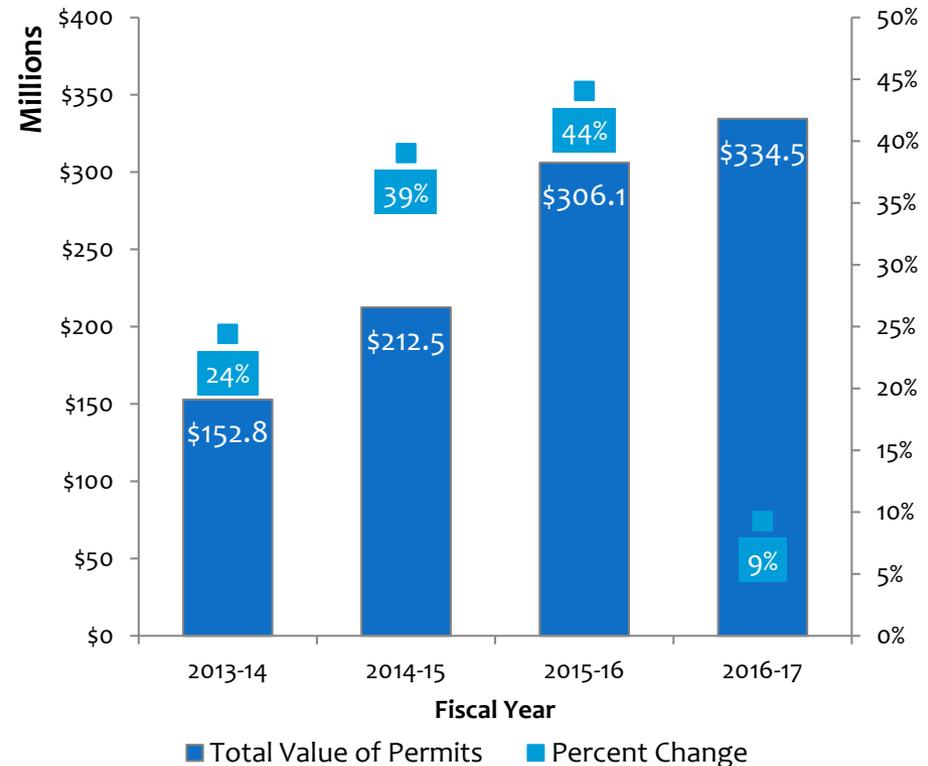
Value of Permits Issued

Metric: The value of the permits issued gauges activity and demand for both major development permits as well as over-the-counter permit applications.

Analysis of performance: A new performance measure in the 2018 update, the value of permits has shown steady upward gains since 2013. This reflects an increase in development activities.

City impact on performance: *Low* - The activities of the Economic Development Division directly relate to encouraging businesses to operate in the City.

Change in Value of Permits Issued

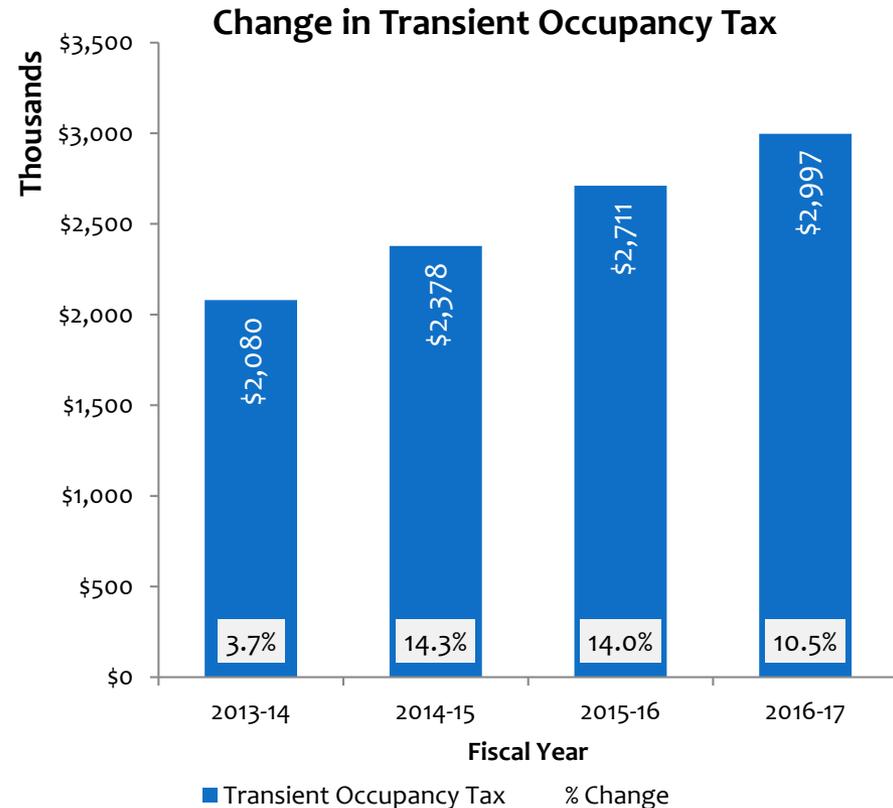


Change in Transient Occupancy Tax

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

Analysis of performance: The amount of TOT has been steadily increasing over the past several years, growing 10.5 percent in FY 2017 to reach a high of \$2.9 million. The increase is reflective of higher hotel rates and occupancy.

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



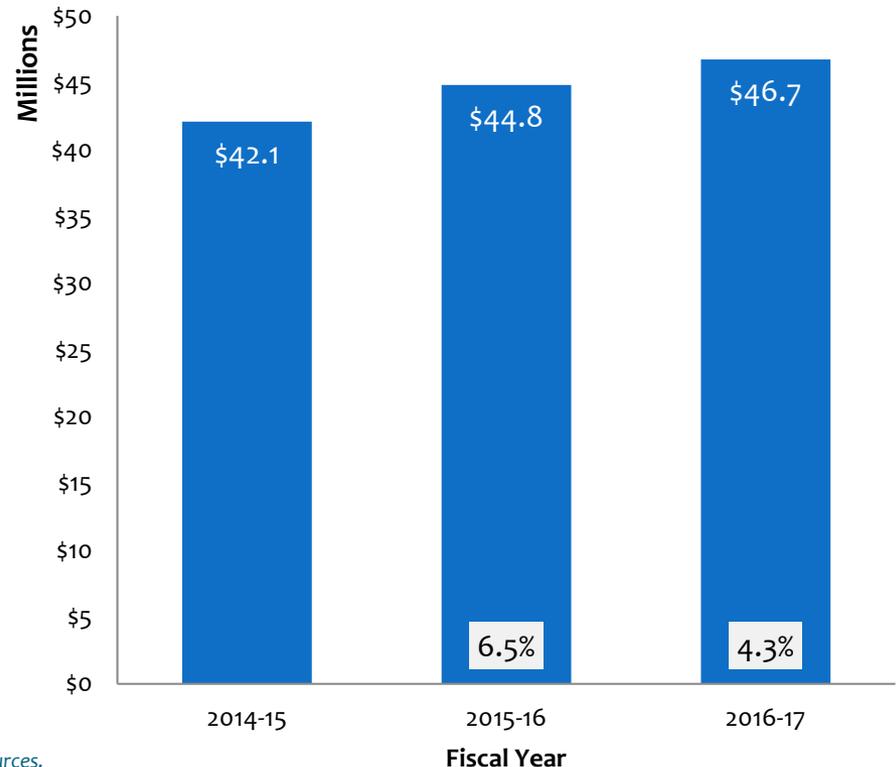
Change in Sales Tax Collection

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

Analysis of performance: In 2017, Point of Sale sales tax increased 4.3% to \$46.7 million. This is reflective of strong growth in the auto and transportation (9%), business and industry (14%), and restaurant and hotels (6%) industries.

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

Percent Change in Sales Tax Collected (Gross)



Source: HdI Companies, Sales Tax Allocation Summary 2017

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

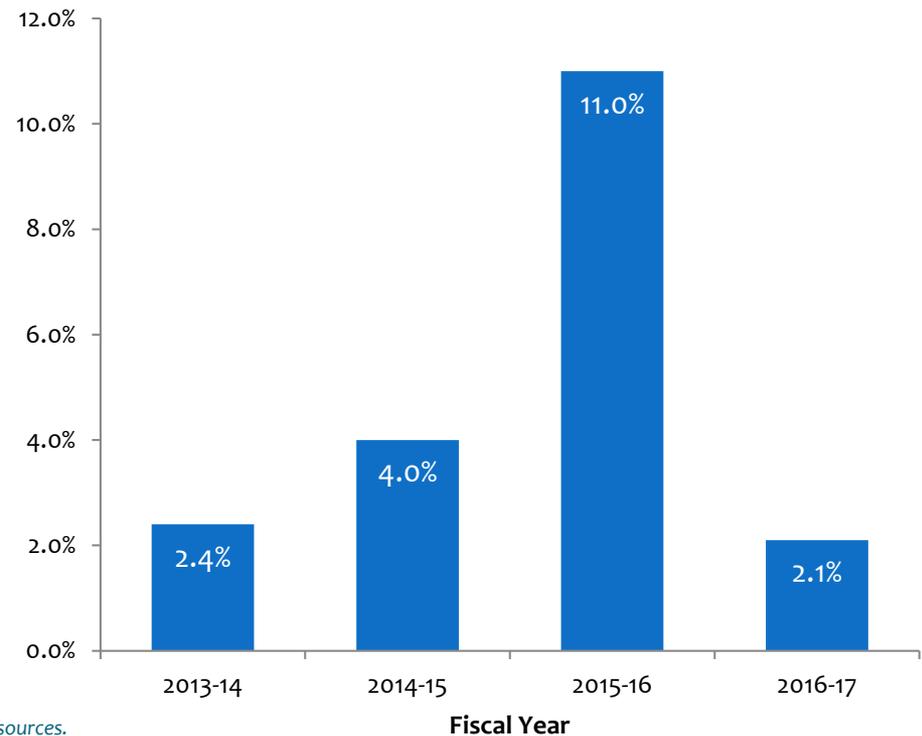
Net Revenue from Business License Tax

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

Analysis of performance: The City of Stockton has seen positive growth in revenue from business license taxes in the last four fiscal years, including a 2.1% increase in 2017. A new audit firm was contracted in 2016 and increased efforts to collect delinquent taxes — accounting for the high percent change that year.

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

**Revenue from Business License Tax
(% Change)**



Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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4. Infrastructure

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

- * Pavement Condition Index Rating
- * Net Investment In Capital Assets
- * Capital Improvement Program costs

Infrastructure performance indicators show mixed results between 2016 and 2017.

Pavement Condition Index Rating

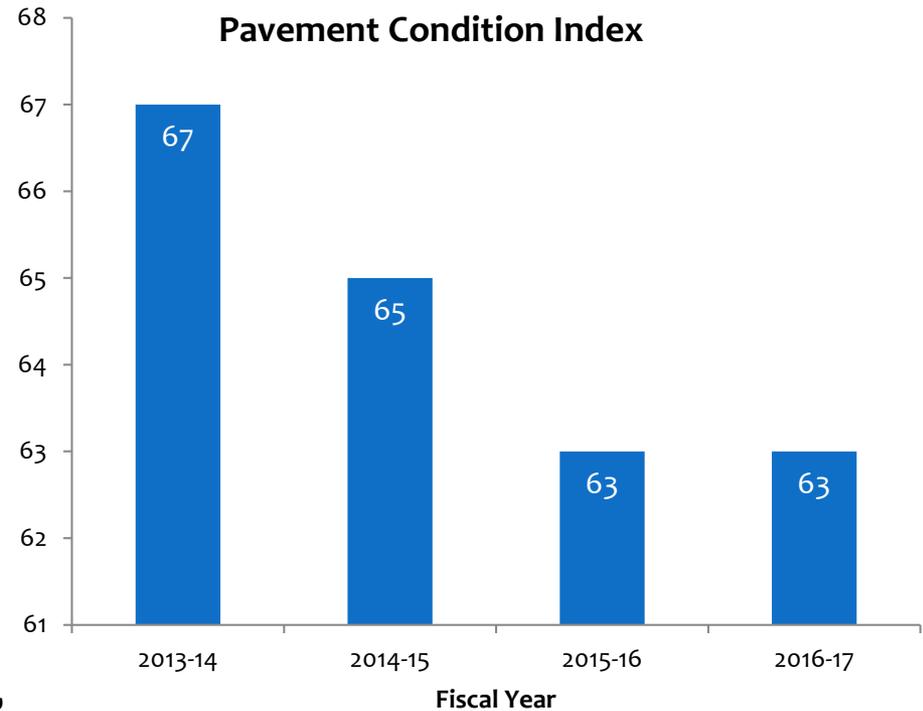
Metric: The Pavement Condition Index (PCI) is a rating between 0 and 100, calculated to reflect the condition of the surface of a road network (measuring surface distresses and the ride comfort of the road). The value reflects the current condition of the road and its rate of deterioration, enabling the City to plan maintenance strategies and budgets.

Analysis of performance: The City's PCI rating remained at 63 in fiscal year 2017. This falls in the "Fair" rating scale, meaning there may be some areas showing significant distress and may require a combination of rehabilitation and preventative maintenance.

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

Source: City of Stockton

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PCI Index Scale

100 – 80 = Very Good/Excellent
70 – 79 = Good
60 – 69 = Fair

50 – 59 = At Risk
25 – 49 = Poor
0 – 24 = Failed

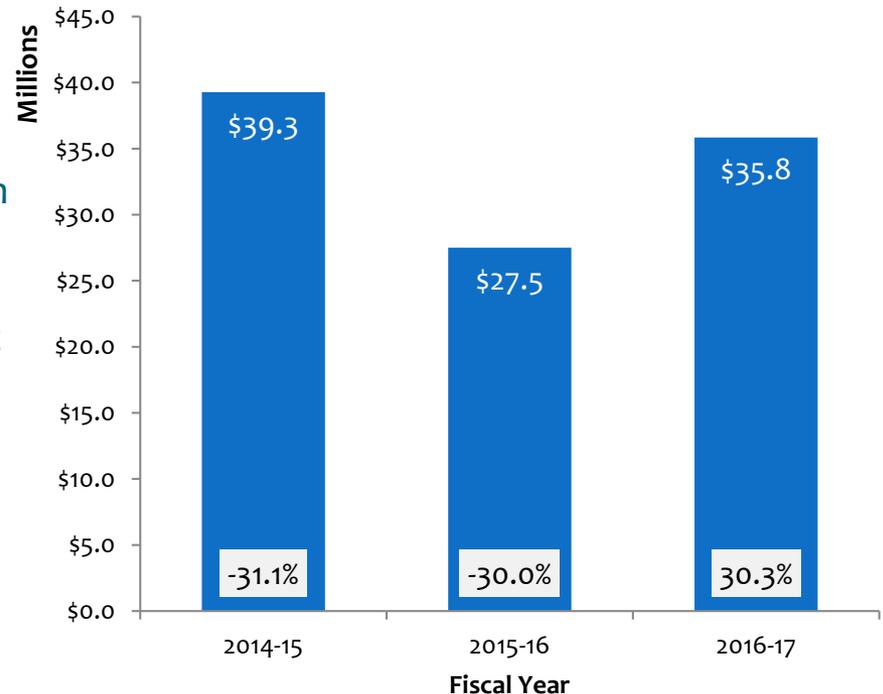
Net Investment in Capital Assets

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

Analysis of performance: The City's net investment in capital assets dropped 30.0% between 2015 and 2016. However, there is a significant amount of deferred maintenance which remains in need of attention. Net investment in capital assets increased 30.3% in 2017, and is expected to increase again in 2018.

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

Net Investment in Capital Assets



Source: City of Stockton (Comprehensive Annual Financial Reports)

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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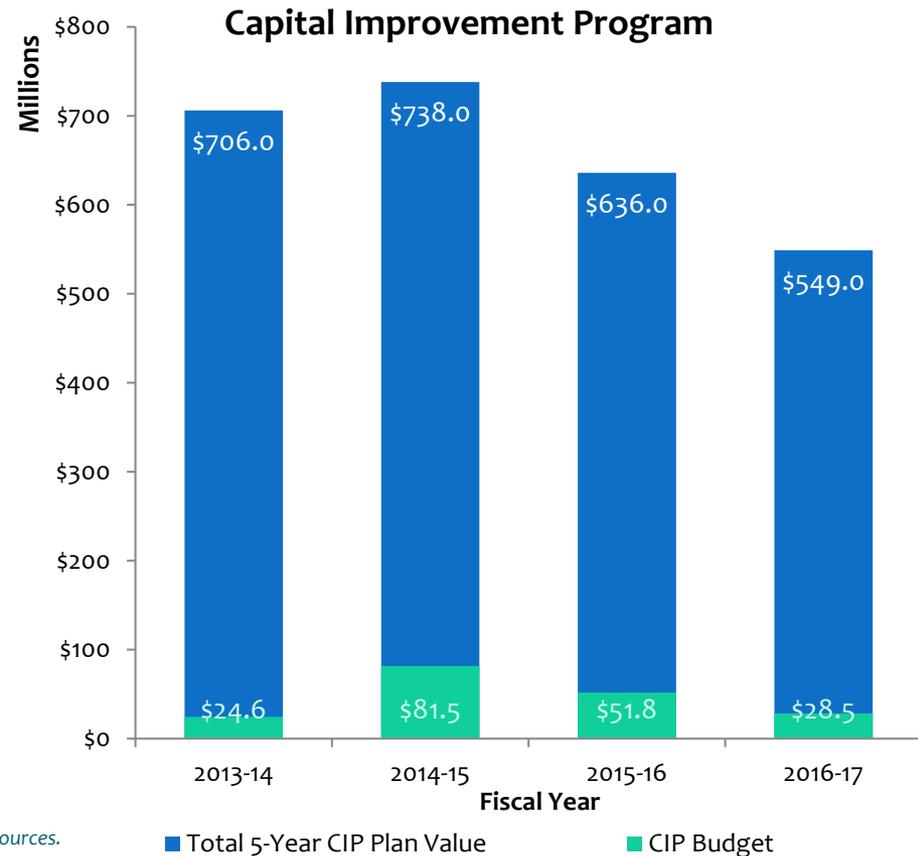
■ Capital Investment % Change

Capital Improvement Program

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

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

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



Source: City of Stockton Capital Improvement Plan 2017-2022

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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Supporting Strategy: Effective Government

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

- * Employee turnover rate
- * Number of training hours completed
- * City workforce diversity (gender & ethnicity)

Effective government performance indicators show mixed results between 2016 and 2017.

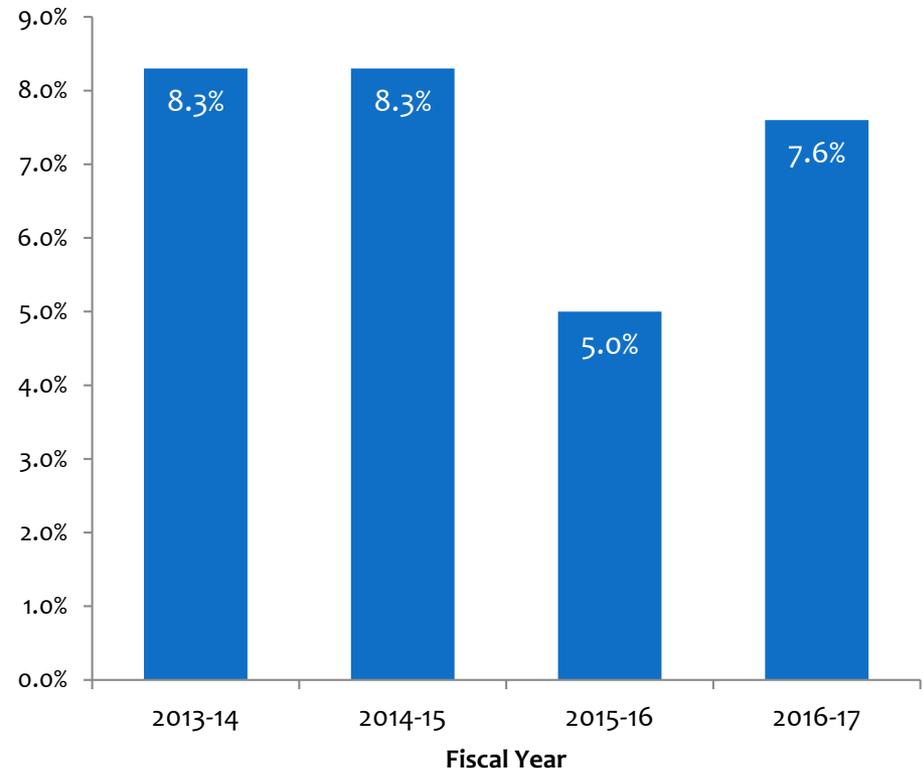
Employee Turnover Rate

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

Analysis of performance: After a significant decrease to 5.0% in 2016, the City employee turnover increased to 7.6% in 2017. Notably, management turnover was higher than in previous years. This is likely due to the competitiveness of California's government manager labor market.

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

City Employee Turnover Rate



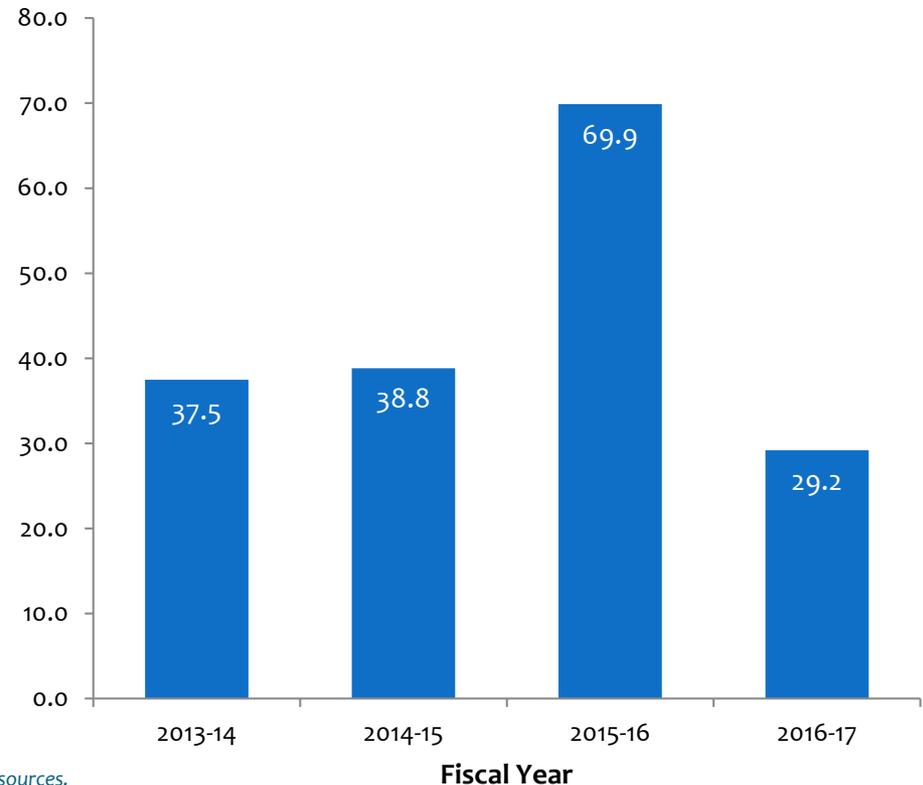
Number of Training Hours Completed

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

Analysis of performance: The City's average number of training hours per City Employee was 29.2 hours in 2017. The large increase in 2016 can be attributed to a single-year infusion of additional funding which resulted in more classes being offered. While average hours decreased in 2017, it is important to note that this data does not currently include Leadership Academy training hours.

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

Average Training Hours per City Employee



Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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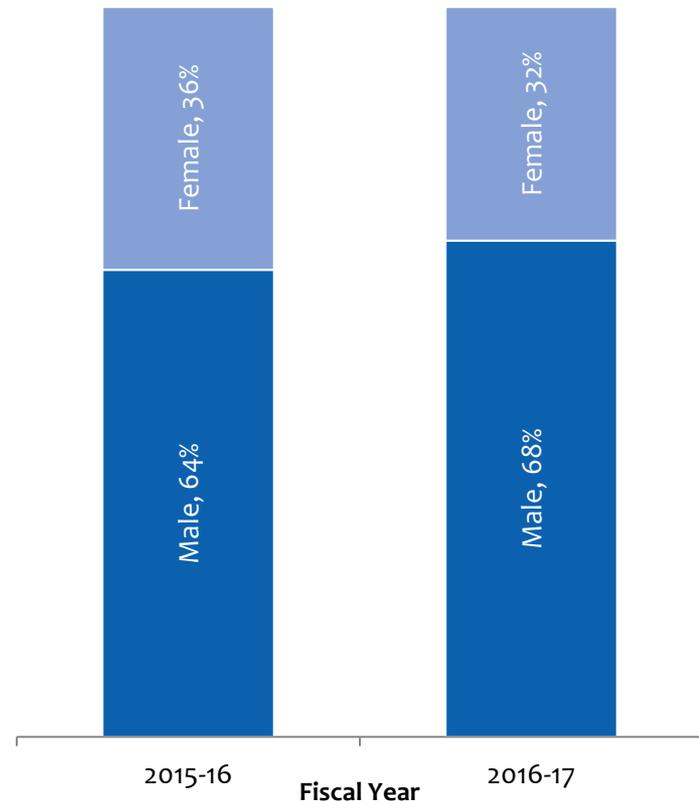
City Workforce Gender Diversity

Metric: Diversity in City government contributes to increased ability to serve diverse communities, innovation, and community engagement. This data represents the composition of the City's workforce, broken out by gender.

Analysis of performance: The City's workforce differs from the community's composition, particularly with overrepresentation of white and male employees. The gender composition for 2017 is more imbalanced than in 2016 (when the workforce was 64% male). One reason for this is because the Police department increased the number of budgeted positions, and the Fire Department and the Municipal Utilities Department both filled budgeted positions.

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

City Workforce Gender Diversity



City Workforce Ethnic Diversity

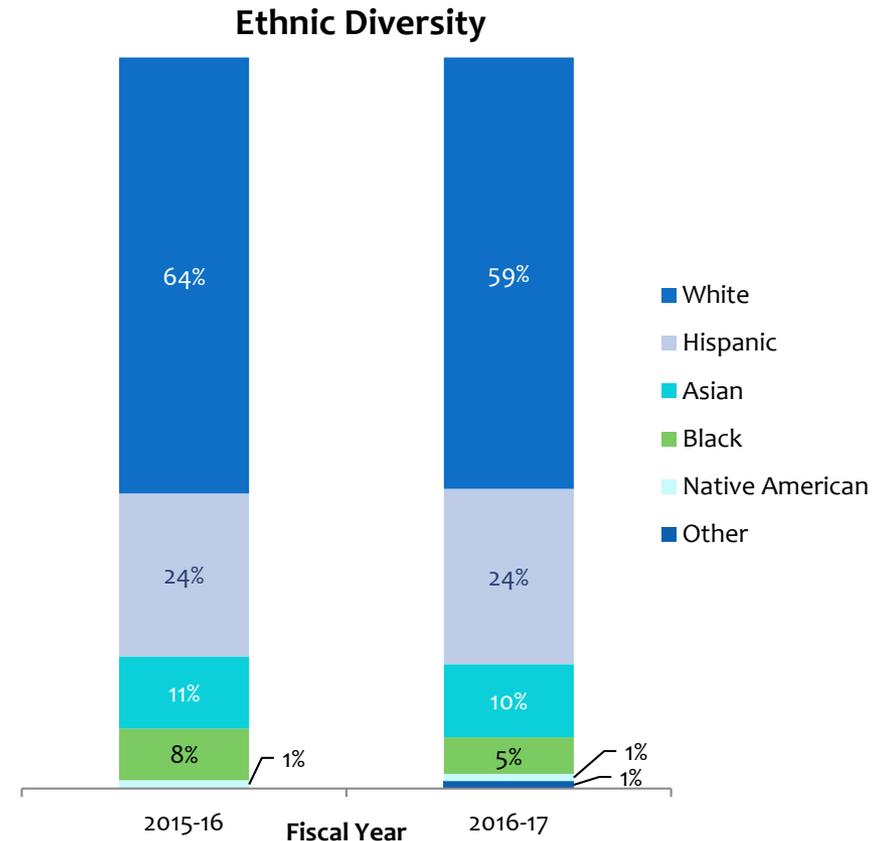
Metric: Workplace diversity encompasses a broad range of human qualities. Diversity in City government contributes to increased ability to serve diverse communities, innovation, and community engagement. This data represents the composition of the City's workforce, broken out by the representative percentage of employees who identify with the major ethnic groups.

Analysis of performance: The City's workforce increased its level of ethnic diversity in fiscal year 2016-17. Departments report working on recruiting with the HR Department, and placing an emphasis on communication opportunities that reach a multitude of potential candidates with the community and the region. The HR Department also participates in community events, including local and regional job fairs.

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

Source: City of Stockton (May 2017)

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Supporting Strategy: Quality of Life

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

- * Youth Library and Recreation Program Participation
- * Library and Community Center Visitors
- * Affordable Housing Units
- * Code Enforcement Case Resolution

Quality of life performance measures show mixed results between 2016 and 2017.

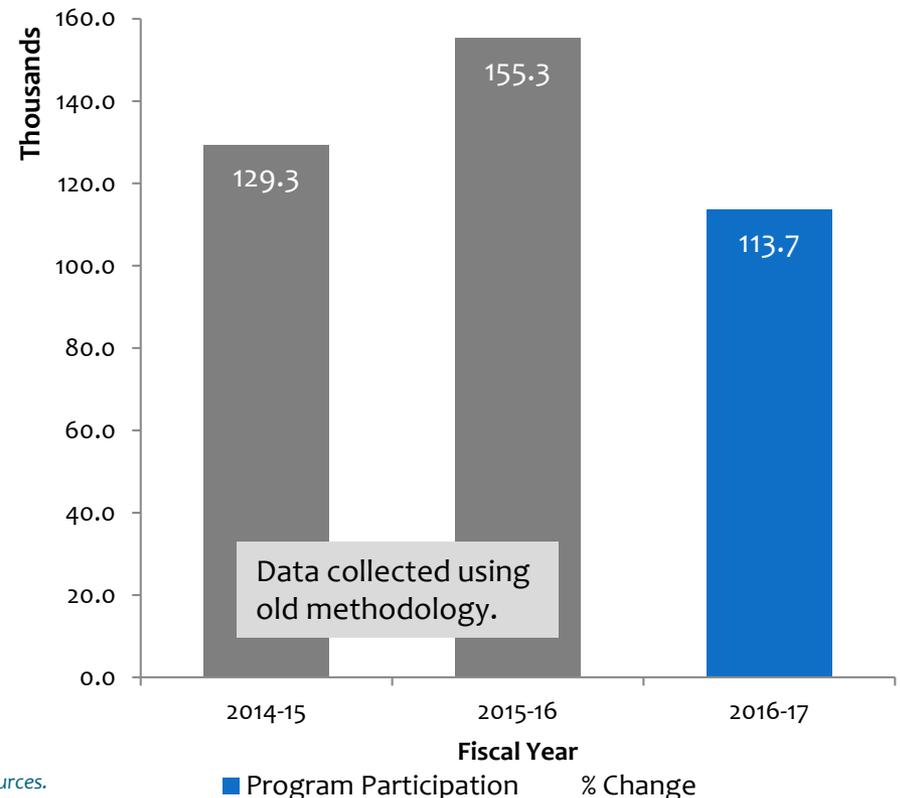
Youth Library and Recreation Program Participation

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

Analysis of performance: The City saw a decline in the number of reported participants between 2016 and 2017. While this shift is reflective of some programming changes (like a reduction in size of the after school program), it is difficult to determine the specific impact because the participant counting method has changed. In 2017, as part of an effort to capture data more consistently and accurately, Community Services started recording unique participant numbers, rather than relying on door counts or other methods. Due to the change in data collection, there are limits to insights that can be currently gained from a year-to-year comparison.

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

Youth Program Participants



Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

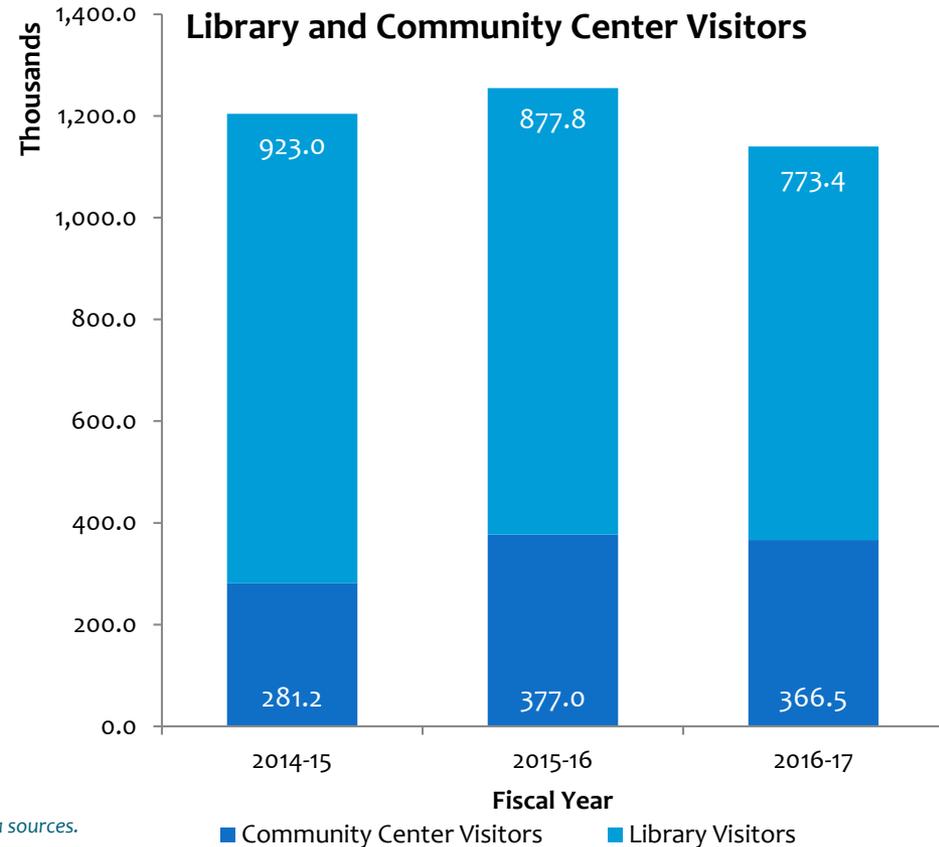
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Library and Community Center Visitors

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

Analysis of performance: The City saw a decrease in the total number of visitors to its library and community center. This is likely reflective of both national trends and shortfalls in the technology services provided (in particular, the internet bandwidth). The funding from Strong Communities is anticipated to address some of these challenges.

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



Source: City of Stockton

Note: Historical numbers may have changed from prior reports due to recalculations or changes in data sources.

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Affordable Housing Units

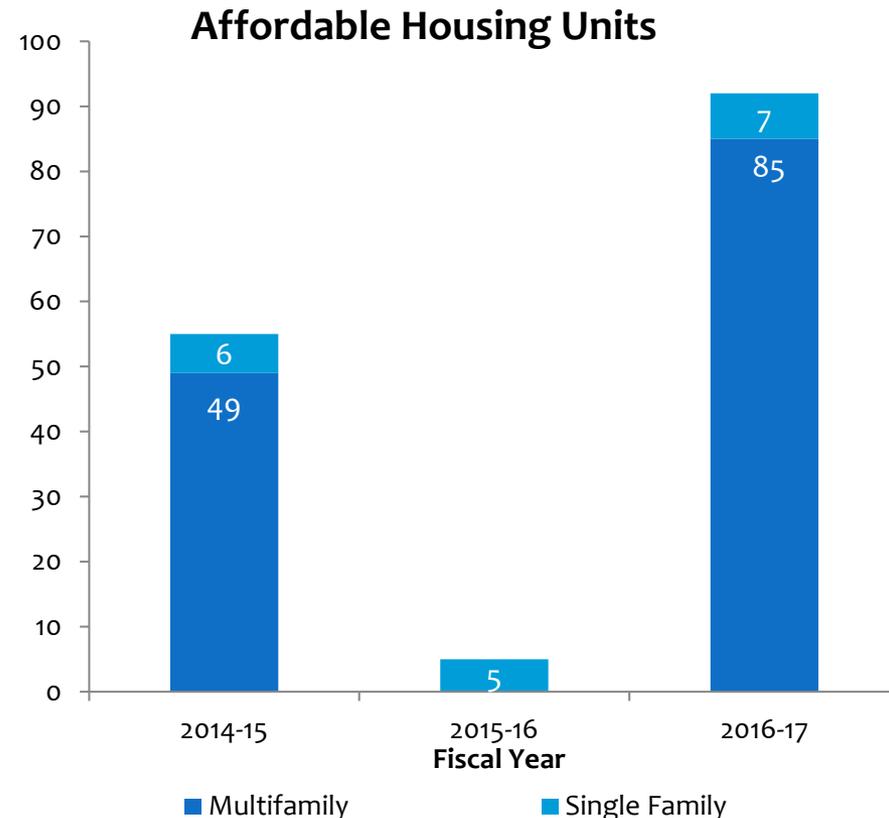
Metric: The City of Stockton receives funding from the U.S. Department of Housing and Urban Development (HUD) through multiple grant programs. The number of affordable housing units completed represents both new construction and rehabilitation projects.

Analysis of performance: In fiscal year 2017, 85 multifamily units (CalWeber 40 and Zettie Miller projects) and 7 single family units (STAND projects) were added, an increase over both 2015 and 2016. The number of new and rehabilitated affordable housing units completed in a given year can be cyclical due to the timing and length of construction.

City impact on performance: *Medium* - The dependency on federal funding makes the City vulnerable to uncertainties of the federal budget. However, the City can utilize other funding sources to implement programs, including a wide variety of federal, state, local and private resources.

Source: City of Stockton

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Code Enforcement Case Resolution

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

Analysis of performance: The number of code enforcement cases opened in the City increased substantially between 2016 and 2017, continuing a trend from the last three years. In 2017, additional proactive sweeps lead to an increase in open cases. Fully trained additional staff were able to process more cases than in previous years. However, the overall case resolution decreased to 89.5% (down from 97.5% in 2016), primarily due to the additional time needed to close out the large volume of proactive cases that were opened simultaneously.

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

