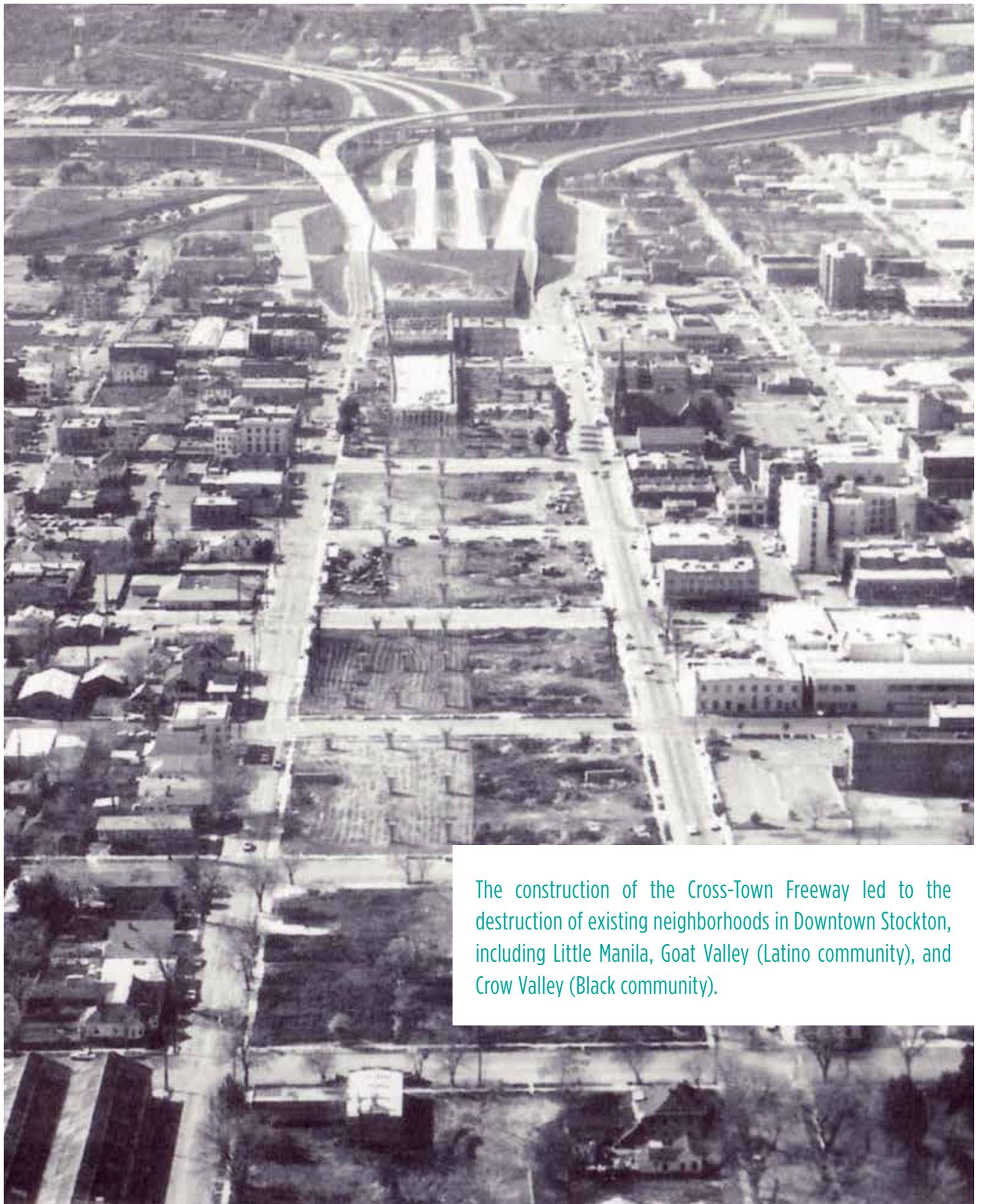


STOCKTON
REINVENTION
TOUR

PRESENTATION SUMMARY

CONVENING JUNE 1, 2018



The construction of the Cross-Town Freeway led to the destruction of existing neighborhoods in Downtown Stockton, including Little Manila, Goat Valley (Latino community), and Crow Valley (Black community).



REINVENT STOCKTON

Today, most children in **Stockton start at a disadvantage before they are even born**. A significant number of Stockton's mothers, particularly mothers of color, do not receive prenatal care in their first trimester. Due to insufficient sexual education, many continue to smoke and drink before they begin to show pregnancy. This results in increased risk of preterm birth, low birth weight, and infant mortality, which can have long-term negative effects on cognitive, behavioral, and socio-emotional health. **Stockton is one of the worst-ranked places in the state to have a baby.**

Chances for a successful life in Stockton do not continue to improve much in the early childhood years, between ages 0 and 5, when the brain is growing in size and forming synapses at a faster rate than at any other point in life. Adverse childhood experiences - physical, emotional, or sexual abuse - will lead to increased chances of disease (including cancer), obesity, and early death, particularly during this essential period. Services to address these needs are in short supply here. In San Joaquin County, licensed child care is unavailable for 82 percent of children with working parents. Many children who are eligible for preschool assistance (as high as 69 percent of 3-year-olds and 30 percent of four-year-olds) are not enrolled, even though preschool is one of the most powerful and proven tools for closing the achievement gap.

The impacts of these early years manifest throughout the K-12 years: **Stockton's children enter behind and almost never catch up.** In third grade, a key year for determining future academic success, only 16 and 20 percent of students (respectively) are reading and performing math at or better than grade level expectations. The trend remains virtually flat all the way through 11th grade. Other current statistics are similarly disappointing: 48 percent of children are obese, 35 percent are college-ready by graduation, and significant numbers of students struggle with behavioral problems, suicidal thoughts, and homelessness. With that said, there have been some significant signs of improvement, such as the graduation rate increasing almost 20 percent over five years in the Stockton Unified School District. However, the challenges in Stockton's educational system remain immense.

After Stocktonians leave school, their training and job prospects, as well as their general quality of life, remain tough. The Brookings Institute has ranked Stockton's job skills gap as one of the worst in the country, with the City coming in 94th out of the largest 100 metropolitan areas in the country. Only 17.4 percent of City residents over the age of 25 have a bachelor's degree or higher. Unemployment, at 8.3 percent, is several percentage points higher than the state average. Although declining, property and violent crime rates remain above average. To date, help has not come from the philanthropic sector to match the scale of the challenge - **Stockton receives \$11.20 per capita in philanthropic giving, versus the state average of \$47.17.** On the whole, room for improvement is considerable.

This bleak reality is the impetus behind the work highlighted in the tour you saw today. Motivated by these outcomes and by our collective power, as a community we have begun to address these challenges head on. Over the past several years, an unprecedented partnership of business leaders, residents, institutions, elected leaders, and community-based organizations have banded together to implement a collective impact model and a better future for Stocktonians.

I am seeking your partnership as we seek to build a robust cradle-to-career continuum of supports to address these challenges. The following pages detail specific opportunities to invest across all domains with a **comprehensive ask of \$28,600,000.** Rooted in the community groups and residents that call Stockton home and in the collective impact work of the South Stockton Promise Zone, we seek to take interventions to scale, move from process to programs and policy, and move the needle on indicators through community and institutional organizing, policy advocacy, and robust grassroots and grass-tops partnerships. Your time, treasure, and talent will transform Stockton from a city of problems to a city of promise that is a national model for revitalizing urban centers.

Together let's Reinvent Stockton,

Mayor Michael Tubbs, City of Stockton



STOCKTON
REINVENTION
TOUR



VISION

WE WILL KNOW STOCKTON IS ON THE RIGHT TRACK IF IN 10 YEARS
OUR OUTCOMES BEGIN TO LOOK LIKE:

... Glendale's public safety rate - with incidences of **violent crime below 94.4 per 100,000 people.**

... St. Louis' median income - with a **median income higher than \$56,483 per capita.**

... Boulder's health outcomes - with **obesity rates no higher than 12.4%** of the population.

... Seattle's childhood literacy rate - with **greater than 65% of third graders reading at grade level.**

... Madison's in workforce development - with **greater than 43% of residents possessing a college degree.**

... San Francisco's college readiness rate - with **at least 54.6% of graduates ready to attend a CA public college.**



RSSC THEORY OF REINVENTION

The Reinvent South Stockton Coalition was founded in 2014 to address the decades of neglect and marginalization faced by South Stockton residents. After the City's bankruptcy collapse, RSSC focused on reinventing South Stockton and the rest of the City by calibrating institutions to empower residents, break down silos to focus on solutions, and foster trust between residents, institutions, and non-profits. We are now poised to scale our model citywide with your support.

We believe we must build on each other's assets, cultivate trust, innovate, iterate, and implement. We believe that prescriptive solutions do not bring the positive change needed. We believe that an investment in our people is the best investment we can make.

We used these guiding principles to create the 3 goals that have shaped and will continue to shape this 30-year initiative:

1. Create awareness and advocate for the strengths and needs of Stockton.
2. Align long term strategies and resources to improve Stockton into a coordinated plan with empowered residents at the center.
3. Develop civic engagement structures that will provide Stockton residents a voice in decision-making, no matter who is in power.

■ "THERE IS NO SUCH THING AS A SINGLE-ISSUE STRUGGLE
BECAUSE WE DO NOT LIVE SINGLE-ISSUE LIVES." ■

AUDRE LORDE

TO SCALE, WE NEED THE FOLLOWING SUPPORTS TO PROVIDE THE BACKBONE FOR OUR COLLECTIVE IMPACT MODEL.

Community Trust Builders

Aligned with the goals stated above, we must invest in a system that empowers residents to be part of the process of change. Doing so requires elevating the existing neighborhood leaders as Community Trust Builders who can serve as a bridge between residents and the agencies that serve them. To replicate the work that was born in South Stockton, the City must now look to expand the trust builder network to the entire City. Achieving this critical infrastructure expansion will cost approximately \$400,000 annually.

Data-Informed Systems

The Coalition believes that achieving meaningful results is predicated upon leveraging the relationship between data and community needs. To do so, we must establish a transparent, easily accessible, and interpretable data system across our domains. Full-time systems and data analysts are needed, which will cost approximately \$200,000 annually.

Evidence-Based Practices

Relationships without research will lead us down the same tired paths, so our strategy is to build upon this strong foundation of success by looking outward and adopting the best strategies from similar cities. To do so, we look to hire Policy Directors in each domain, which will cost approximately \$320,000 annually.

Capacity for Community Based Organizations

Our partners have graciously allocated staff time to take part in our collective approach and are doing amazing work. Due to the lack of philanthropic investment in the City, however, our community partners lack the capacity to fully execute against our model. In response to this need, we propose establishing a Reinvent Stockton Collective Impact Fund that our community partners can apply to and receive funding for work that is aligned with our vision to reinvent Stockton.



COMMUNITY VISION/COLLECTIVE IMPACT MODEL

BIRTH-KINDERGATEN >> ELEMENTARY SCHOOL | K-8 >> HIGH SCHOOL (9-12) >> COLLEGE >> CAREER

RESULT 1 EARLY CHILDHOOD EDUCATION

CHILDREN ENTER KINDERGARTEN READY TO LEARN

Backbone: San Joaquin County Office of Education

Indicator 1A: Kindergarten assessment scores²

Indicator 1B: Pre-School Enrollment rates³

Indicator 1C: PreSchool Attendance

Indicator 1D: Quality Early Childhood Education Programs

RESULT 2 EDUCATIONAL SUCCESS

STUDENTS ARE PROFICIENT IN CORE ACADEMIC SUBJECTS.

Backbone: Stockton Unified School District / Stockton Schools Initiative

Indicator 2A: 3rd grade reading proficiency rates²

Indicator 2B: 3rd grade mathematics proficiency rates

Indicator 2C: Chronic absenteeism rates³

Indicator 2D: Student suspension and expulsion rates³

RESULT 3 TRANSITION TO ADULTHOOD

STUDENTS SUCCESSFULLY TRANSITION FROM HIGH SCHOOL TO COLLEGE/CAREER

Backbone: Stockton Unified School District / Stockton Scholars

Indicator 3A: High school graduation² rates

Indicator 3B: A-G graduation rates

Indicator 3C: Students enrolled in college, certificate, trade, or vocational programs

RESULT 4 WORKFORCE ACCESS

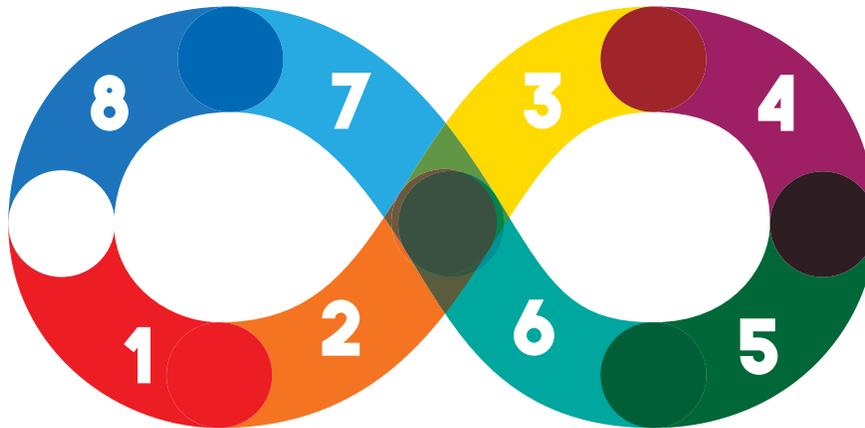
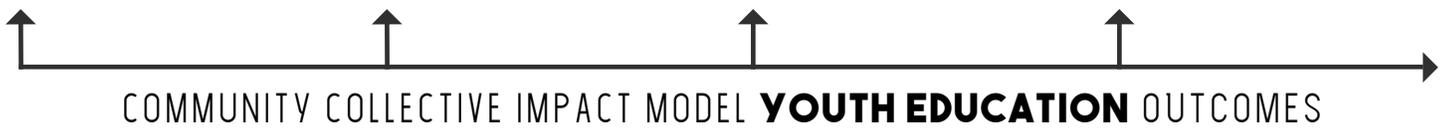
ANY PERSON IN THE SSPZ WHO WANTS TO WORK CAN ACCESS EMPLOYMENT

Backbone: Office of Mayor Tubbs

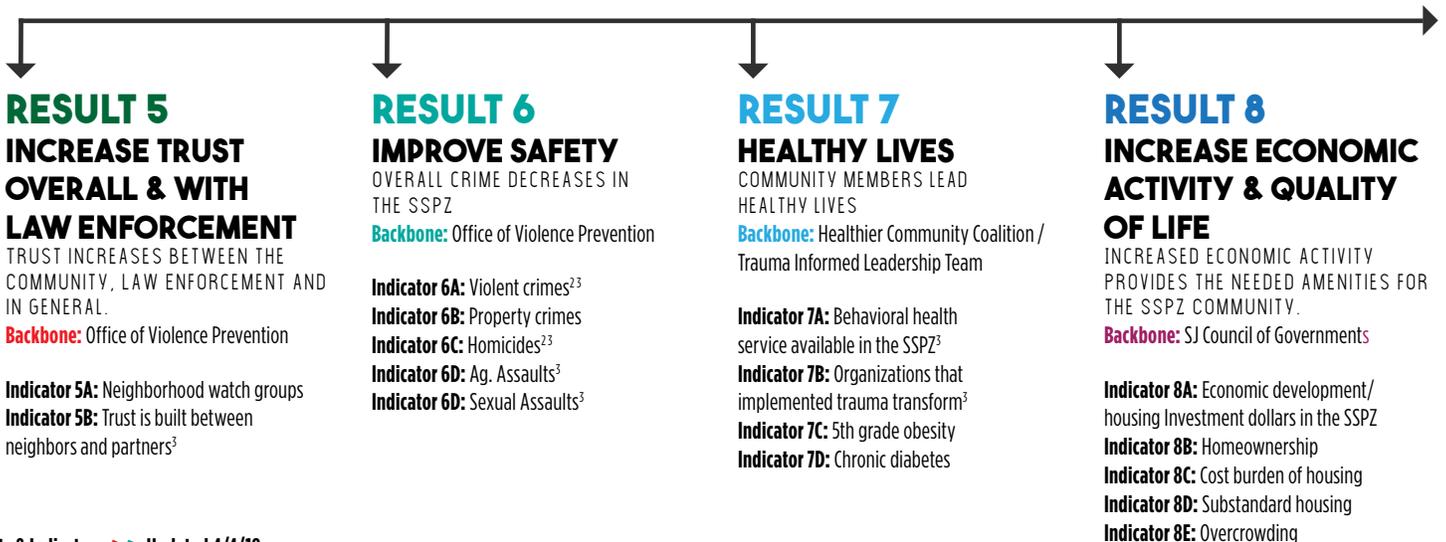
Indicator 4A: Individuals employed in the SSPZ

Indicator 4B: Individuals in the SSPZ receiving employment services (apprenticeship, workforce skill development)

Indicator 4C: Small business/entrepreneur rates



COMMUNITY COLLECTIVE IMPACT MODEL COMMUNITY OUTCOMES



Results & Indicators >> Updated 4/4/18

-MBK² -CACHI³

REINVENT STOCKTON TOUR

110 N SAN JOAQUIN ST ■ STOCKTON, CA 95202 ■ RSSCOALITION.ORG



EARLY CHILDHOOD EDUCATION

Thanks to a strong, early partnership with First 5 of San Joaquin and the San Joaquin Office of Education, more progress has been made in the early childhood education (ECE) domain than in any other domain of the collective impact model.

Continued work within the ECE domain will require developing a strong, meaningful community engagement plan that includes listening sessions, improved marketing, community education, and culturally competent systems. While many quality ECE programs exist within Stockton, these services must be scaled up to meet the needs of all Stockton families. For example, home visitation programs have proven to be incredibly effective but are extremely limited in resources. Implementing programs to shore up preschool to kindergarten transitions will also improve outcomes.

The work to determine next steps for ECE has been informed greatly by “Building Blocks,” a five-year longitudinal study focused on understanding community needs for young learners.

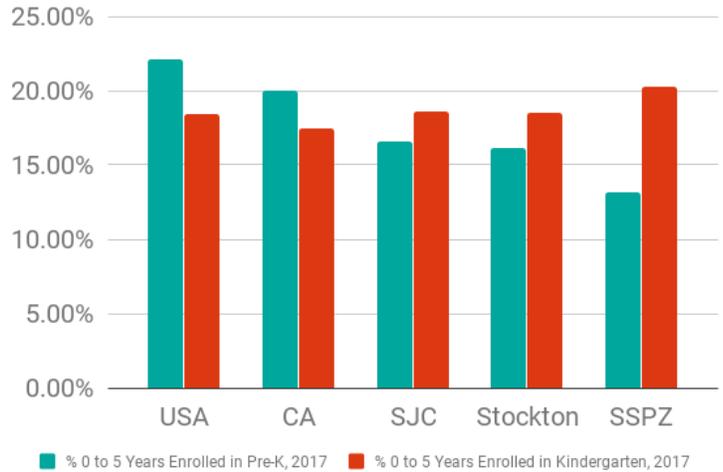
RESULT 1
EARLY CHILDHOOD EDUCATION
 CHILDREN ENTER KINDERGARTEN READY TO LEARN
Backbone: San Joaquin County Office of Education

Indicator 1A: Kindergarten assessment scores²
Indicator 1B: Pre-School Enrollment rates³
Indicator 1C: PreSchool Attendance
Indicator 1D: Quality Early Childhood Education Programs

OPPORTUNITIES FOR INVESTMENT

- Home visitation programs have proven to have the greatest impact on indicators. Expansion of seven or more home visitation staff to reach at least one-hundred more families within the cradle-to-career schools is a priority. Costs of capacity increase will be approximately \$200,000 annually.
- Single women, who serve as both the primary caregivers and primary wage earners for their children, often lack the social support systems needed to endure financial and emotional stressors. To enhance the status of single mothers, and in turn the children they raise, we aim to pair every single mother in Stockton with a case manager who supports the family from the day the child is born to when they turn 18. A pilot of this program, which will include 500 mothers, will cost approximately \$5,000,000.
- By the age of 3, children born into low-income families hear roughly 30 million fewer words than their more affluent peers. Stockton Talks, modeled after the nationally renowned Providence Talks, aims to close this word gap by providing low-income families with a “word pedometer” and bi-weekly coaching from trained home visitors. Piloting Stockton Talks amongst families with children who will enroll at the cradle-to-career schools will cost approximately \$125,000 annually.
- In Kindergarten Bridge programs, kindergarten teachers open their classroom for a short summer session and implement kindergarten readiness and kindergarten preparedness testing. This exists at one of the five cradle-to-career schools but needs to be expanded to all five, which will cost approximately \$150,000.

% 0-to 5 Year Olds enrolled in Pre-K and Kindergarten, 2017



Source: American Communities Survey, EASI





EDUCATIONAL SUCCESS

In 2017, RSSC began the planning and analysis needed to build a cradle-to-career pipeline, with the hopes of applying for the Federal Promise Neighborhood grant in the future.

True to Stockton's tenacious character, the Coalition has spent the last year evaluating data, asset mapping, identifying indicators, and prioritizing strategies for improvement within the five cradle-to-career schools in Southeast Stockton. This process, called "Turn the Curve," is based on the Results Based-Accountability model, which the Coalition has thus far applied to 3rd grade reading outcomes and will soon apply to the other three indicators.

Principals and education leaders overwhelmingly see schools in need of more individualized support. High teacher turnover and teachers with little prior experience mean that everything from classroom management to curriculum development is constantly starting from scratch. This administrative instability is coupled with the reality that students and families experience high rates of trauma and poverty, with children coming to school distracted, anxious, hungry, and unready to learn. Behavioral issues are exacerbated by administrative instability and fluctuating school environments, which results in high rates of suspensions and absences. Continued training in restorative practices and support for both teachers and students is needed.

**RESULT 2
EDUCATIONAL
SUCCESS**
STUDENTS ARE PROFICIENT IN CORE ACADEMIC SUBJECTS.
Backbone: Stockton Unified School District / Stockton Schools Initiative

Indicator 2A: 3rd grade reading proficiency rates²
Indicator 2B: 3rd grade mathematics proficiency rates
Indicator 2C: Chronic absenteeism rates³
Indicator 2D: Student suspension and expulsion rates³

OPPORTUNITIES FOR INVESTMENT

- We seek to replicate the holistic, culturally sensitive therapeutic services modeled by the Trauma Recovery Center of Fathers and Families of San Joaquin on each school campus. Costs to do so would be \$250,000 annually.
- Replicate Project Prevent at 10 schools in the South Stockton. This program aims to break and reduce the cycle of violence, increase mental health services, improve school climate, and implement restorative practices through one full time mental health clinician, school counselor, family advocate, and mentorship coordinator. Annual cost for the project is \$2,500,000 or \$250,000 for each school.
- The Stockton Schools Initiative (SSI) has led and been integral to our parent outreach, organizing, education, and advocacy efforts. The organization, however, has been operating for three years on a shoestring budget. Building capacity for SSI would require an annual investment of \$560,000.

% Chronic Absenteeism, Elementary Schools, 2016-17



Source: CA Dept of Education

- Empowerment Zone Cluster Planning Process, that would start with 5 schools in Southeast Stockton and expand to an additional 5 clusters of schools. Cost of this planning process is \$250,000.



TRANSITION TO ADULTHOOD

While the cradle to career model has recently experienced an enormous assist from the creation of the Stockton Scholars program, a great amount of work lies ahead of the city in preparing students to benefit from the program. While free college tuition is an incredible motivator for students, we must now create the resources they need for college readiness. Stockton Unified has a 1 in 4 high school drop out rate, which is almost twice the state average. A-G graduation rates must be increased, which will require a shift in both policy and programming. Students and parents must be informed on school policy so they can play a direct role in advocating for school policy that can better ensure success for their students.

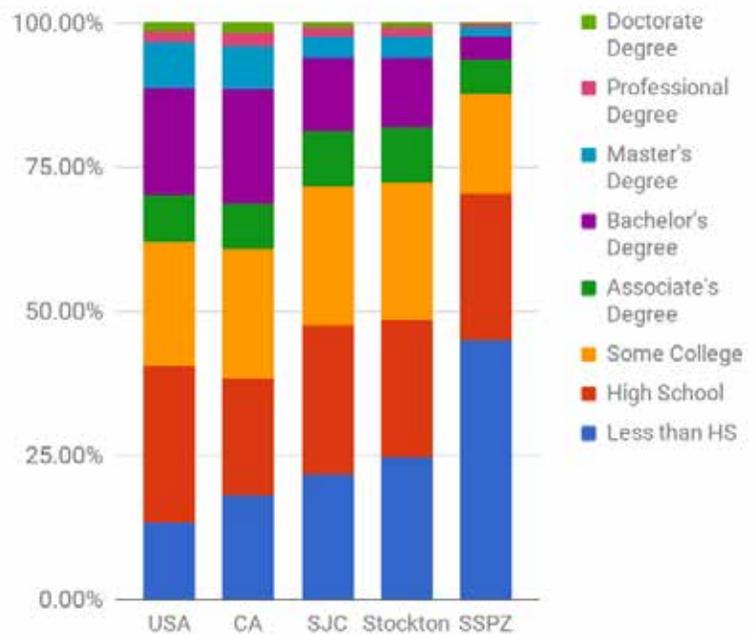
RESULT 3
TRANSITION TO ADULTHOOD
 STUDENTS SUCCESSFULLY TRANSITION FROM HIGH SCHOOL TO COLLEGE/CAREER
Backbone: Stockton Unified School District / Stockton Scholars

Indicator 3A: High school graduation² rates
Indicator 3B: A-G graduation rates
Indicator 3C: Students enrolled in college, certificate, trade, or vocational programs

OPPORTUNITIES FOR INVESTMENT

- Build a six to eight year program that grows along with our students through dedicated teams to provide
 - a. college access services, via on-campus and neighborhood-based counselors and peer advisors
 - b. leadership empowerment, via transformative college experiences, organizing opportunities, and travel
 - c. college success support, via counseling teams placed with partner universities and professional placements in Stockton
- This program will be informed by best practices pioneered by organizations like Chicago Scholars, College Track, and Summer Search. Creating a team to support a cohort of students at our highest-potential high schools would cost \$2,000,000 per year.
- Expose young people to college planning and ideation much earlier in the Cradle to Career pipeline by opening Future Centers. Establishing a future center at each of Stockton's 8 large public high schools would cost a total of \$1,450,000 per year.
- Expand opportunities for students to explore potential careers through doubling down on digital career exploration tools outlined in the Economic Empowerment domain and expanding Linked Learning CTE pathways at comprehensive high schools throughout the city. Budget in development.

% Educational Attainment, 2017



Source: American Communities Survey, EASI



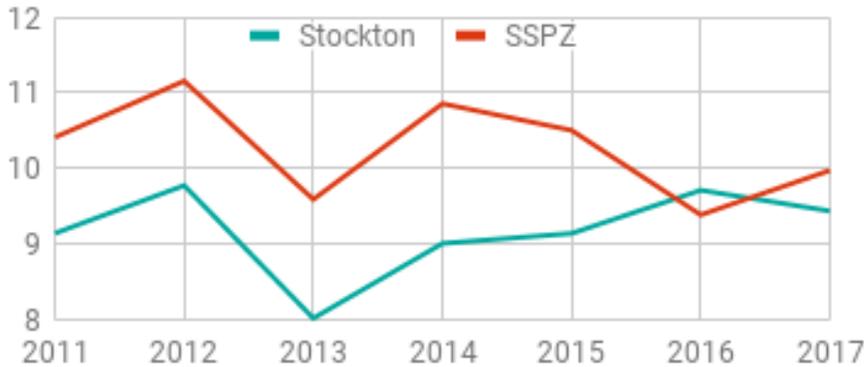


LAW ENFORCEMENT AND PUBLIC SAFETY

Our violence prevention efforts are rooted in a simple belief: health, education, and economic empowerment are all things we seek to improve, but violence and trauma are what we seek to eradicate.

In a time where many communities are experiencing challenges between the public and police, here in Stockton, we strive to build bridges, understanding, and communication between our law enforcement and our public. Our police department serves as a national model for building police-citizen trust. However, we remain far from perfect and a relatively small number of individuals continue to drive our violent crime rates. Any effective violence prevention efforts will provide intensive wraparound supports and interventions for this subset of the population.

Aggravated Assaults per 1000 residents



Source: Stockton Police Department

RESULT 5 INCREASE TRUST OVERALL & WITH LAW ENFORCEMENT

TRUST INCREASES BETWEEN THE COMMUNITY, LAW ENFORCEMENT AND IN GENERAL.

Backbone: Office of Violence Prevention

Indicator 5A: Neighborhood watch groups

Indicator 5B: Trust is built between neighbors and partners³

RESULT 6 IMPROVE SAFETY OVERALL CRIME DECREASES IN THE SSPZ

OVERALL CRIME DECREASES IN THE SSPZ

Backbone: Office of Violence Prevention

Indicator 6A: Violent crimes^{2,3}

Indicator 6B: Property crimes

Indicator 6C: Homicides^{2,3}

Indicator 6D: Ag. Assaults³

Indicator 6D: Sexual Assaults³

OPPORTUNITIES FOR INVESTMENT

- Since 2013, the City's violence reduction strategy has included Operation Ceasefire and Peacekeepers. To supplement these efforts, we have adopted Advance Peace, a gun-violence reduction strategy that places the young men most likely to be victims or perpetrators of gun violence in a high-touch, personalized fellowship. Advance Peace, first implemented in Richmond, California, has seen incredible results and will cost \$250,000 annually to implement.
- Pioneered in Chicago, Becoming a Man (BAM) is a counseling, mentoring, educational enrichment, and violence prevention program for male students in grades 7-12. BAM employs a variety of voluntary activities both during and after the school day to help youth slow down their thinking, which is crucial to deescalating minor arguments that could tragically escalate. Implemented in close coordination with our school districts and supplementing the public safety efforts of partners such as the Fathers and Families of San Joaquin, BAM would permit our boys and young men of color to achieve their full potential. BAM will cost approximately \$150,000 per school site.



HEALTHY LIVES

A city is only as healthy as its people. A healthy Stockton begins with each and every one of our residents able to access health insurance and a culturally competent provider. Yet this is just the start and both the community and public health advocates recognize that health entails three main areas of focus: Healthy Eating/Active Living, High-Quality Education, Community Safety and Social Supports.

These three focus areas are captured in the Community Health Improvement Plan (CHIP), which incorporated the findings of the Community Health Needs Assessment (CHNA). Administered by the San Joaquin County Public Health Services, local health plan partners, clinics, and community members, the 2016 CHNA gathered data from 34 key-informant interviews and 27 focus groups.

Additionally, health outcomes are inextricably intertwined with other indicators, including chronic absenteeism in school and violence prevention, and with every other sector of work. Evidence-based practices are currently being used to address these issues, especially in high-need areas, but much more coordination and evaluation is needed.

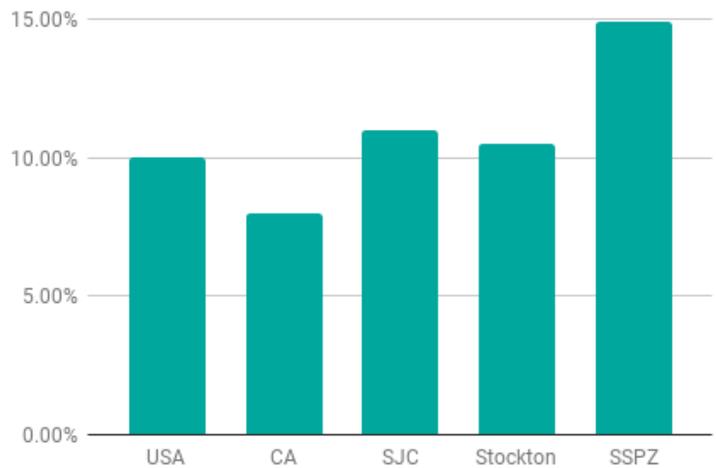
RESULT 7
HEALTHY LIVES
 COMMUNITY MEMBERS LEAD
 HEALTHY LIVES
Backbone: Healthier Community Coalition / Trauma Informed Leadership Team

Indicator 7A: Behavioral health service available in the SSPZ³
Indicator 7B: Organizations that implemented trauma transform³
Indicator 7C: 5th grade obesity
Indicator 7D: Chronic diabetes

OPPORTUNITIES FOR INVESTMENT

- In coordination with the Public Health Services of San Joaquin County, we have developed a Healthy Eating Active Living Plan that is comprised of the following programs:
 - » Park Take Backs: Ensuring that each resident has access to a green space within a 10 minute distance from their homes. This will cost \$200,000 annually.
 - » South Stockton Corner Store Food Hub: Establishing a sustainable and local food hub to bridge the supplier-retailer gap and eliminate the food desert. This will cost \$300,000 annually.
 - » Community Health Leadership Program: A blend of the Promotoras model and a community organizing approach, this program would build leadership and advocacy skills among local residents interested in being a catalyst for positive change. This will cost \$350,000 annually.

% Diagnosed Diabetes Among Adults Aged ≥18 Years, 2015



Source: CDC, 500 Cities Data



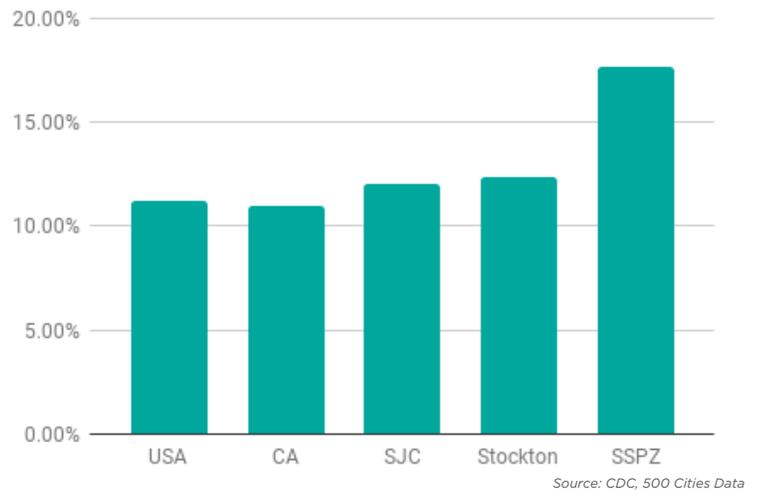


TRAUMA AND EQUITY

A history of disinvestment, neglect, and marginalization has resulted in cycles of community trauma. This trauma hinders progress and hampers health, leading to increased chances of disease and obesity, and to shorter life expectancies.

Affording people the opportunity to heal is the cornerstone for achieving equity. Communities must take a holistic approach to addressing trauma, providing access to not just behavioral health clinical services but also to non-traditional forms of healing such as wellness circles and art therapy. Care providers must also be trained about the science of trauma and the effect of adverse childhood experiences (ACEs), and systems designed to heal must be rooted in empathy and understanding.

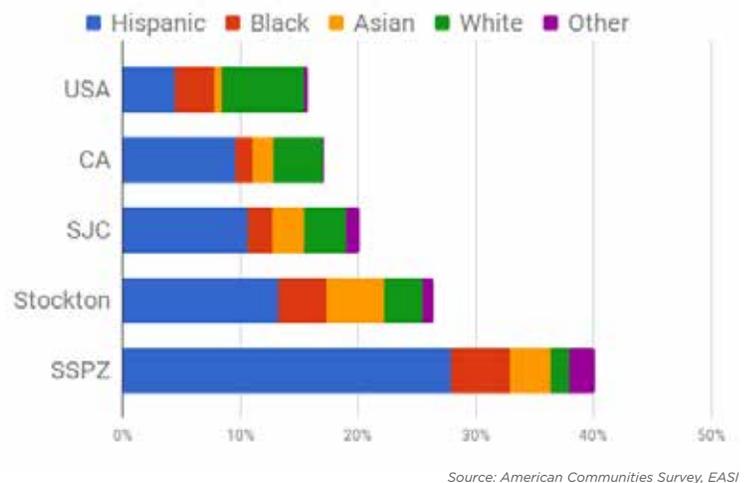
% Mental Health Not Good for ≥14 Days Among Adults Aged ≥18 Years, 2015



OPPORTUNITIES FOR INVESTMENT

- Increased funding for culturally-informed and non-traditional behavioral health services offered in community-based locations and school settings, which will cost approximately \$420,000 annually.
- Regular trauma, equity, and poverty trainings, resource sharing, and trust-building opportunities between organizations for case managers, care coordinators, community outreach workers, and home visitation workers at a cost of \$300,000 annually.
- Development of a shared data system for community, city, and county cross-sector partners to streamline communications and visits while coordinating services for families. This work requires years of planning and has cost other cities tens of millions of dollars.
- Modeled after San Francisco's Center for Youth Wellness, the Stockton Adverse Childhood Experiences (ACE) Center will provide comprehensive trauma-informed services to referred patients. Services will include but are not limited to: dyadic therapy, child-parent psychotherapy, cognitive behavioral therapy, psychotropic medication management, and nutritional counseling for families. The ACE Center will also serve as a training center for professionals, establish targeted education programs in schools and in homes to help families better understand the implications of ACEs, and conduct a series of public information campaigns. An ACE Center will cost approximately \$6,800,000 annually.

% in Poverty by Race/Ethnicity, 2017





ECONOMIC EMPOWERMENT

Stockton's recent challenges and promising future make it an ideal place to push the needle on innovative policies to disrupt poverty, and prepare residents for the changing nature of work. We're focused on identifying current pressing needs and future opportunities that will advance our workforce and promote a more fair economy here in Stockton, and across San Joaquin County.

To guide our vision for economic empowerment and development, we are building off of the collective impact model already in place, but deepening it - by bringing together a diverse coalition of community stakeholders who are using a common framework in pursuit of our shared economic empowerment goals. Some of the stakeholders include the K-12 system, career technical educators, higher education, workforce service providers and key to all of it - employers, and the business community. These efforts contribute to a broader portfolio of economic empowerment work happening in the city - including introducing the country's first-ever city-led guaranteed income program (Stockton Economic Empowerment Demonstration), and laying the groundwork to drive private investment dollars into distressed communities across the city through the opportunity zone designation.

WORKFORCE ASKS

- With its existing funds, SEED can support one hundred families for 18 months. Expanding both the recipient pool and the length of pilot to elicit more robust results will require an additional \$5,000,000.
- SEED hopes to challenge prevailing narratives and stereotypes around poverty through storytelling, which will cost \$100,000.
- To address issues of housing affordability and homelessness, we seek to launch a series of access and anti-displacement efforts, including McKinsey Global Institute's design work for the Mayor's Task Force on Affordable and Workforce Housing and the creation of a Tenant Legal Aid Fund to help low-income tenants in eviction cases. The cost to support this design work and launch the fund is \$250,000.
- Critical to the success of our economic empowerment efforts is building a team comprised of a Director of Workforce and Economic Innovation, a Project Lead for Pilot Implementation, and two Community Managers. Establishing these positions will cost \$400,000 annually.
- To put Stockton on a different economic trajectory all together, we will launch a number of small-scale pilots to experiment with new ideas. These pilots, including learning platform LRNG and digital

RESULT 4 WORKFORCE ACCESS

ANY PERSON IN THE SSPZ WHO WANTS TO WORK CAN ACCESS EMPLOYMENT

Backbone: Office of Mayor Tubbs

- Indicator 4A:** Individuals employed in the SSPZ
- Indicator 4B:** Individuals in the SSPZ receiving employment services (apprenticeship, workforce skill development)
- Indicator 4C:** Small business/entrepreneur rates

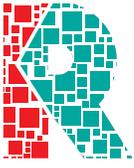
RESULT 8 INCREASE ECONOMIC ACTIVITY & QUALITY OF LIFE

INCREASED ECONOMIC ACTIVITY PROVIDES THE NEEDED AMENITIES FOR THE SSPZ COMMUNITY.

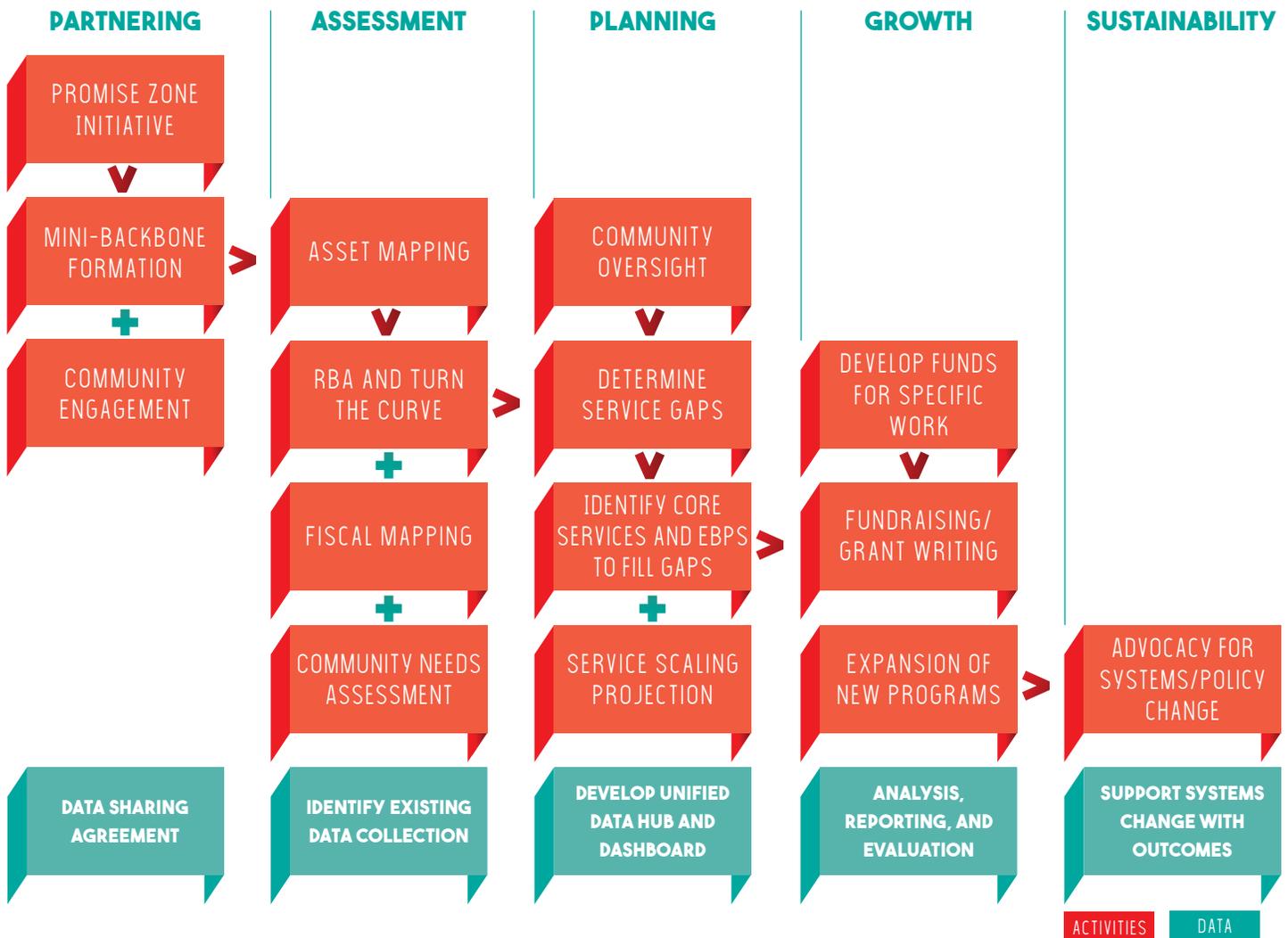
Backbone: SJ Council of Governments

- Indicator 8A:** Economic development/housing investment dollars in the SSPZ
- Indicator 8B:** Homeownership
- Indicator 8C:** Cost burden of housing
- Indicator 8D:** Substandard housing
- Indicator 8E:** Overcrowding





SUSTAINABILITY PLAN



“NONPROFIT SUSTAINABILITY OCCURS WHEN A NONPROFIT ATTRACTS AND EFFECTIVELY USES ENOUGH AND THE RIGHT KINDS OF MONEY NECESSARY TO ACHIEVE THEIR LONG-TERM OUTCOME GOALS.”

-NELL EDGINGTON, SOCIAL VELOCITY ARTICLE, "WHAT IS NONPROFIT SUSTAINABILITY?"



■ WE MUST DISSENT FROM THE INDIFFERENCE. WE MUST DISSENT FROM THE APATHY.
WE MUST DISSENT FROM THE FEAR, THE HATRED AND THE MISTRUST.
WE MUST DISSENT FROM A NATION THAT HAS BURIED ITS HEAD IN THE SAND,
WAITING IN VAIN FOR THE NEEDS OF ITS POOR, ITS ELDERLY, AND ITS SICK TO
DISAPPEAR AND JUST BLOW AWAY. WE MUST DISSENT FROM A GOVERNMENT
THAT HAS LEFT ITS YOUNG WITHOUT JOBS, EDUCATION OR HOPE.
WE MUST DISSENT FROM THE POVERTY OF VISION AND THE ABSENCE OF
MORAL LEADERSHIP. WE MUST DISSENT BECAUSE AMERICA CAN DO BETTER,
BECAUSE AMERICA HAS NO CHOICE BUT TO DO BETTER ■

THURGOOD MARSHALL

CITY OF STOCKTON, OFFICE OF THE MAYOR
Cameron Burns, Assistant to the Mayor
209.937.8499
cameron.burns@stocktonca.gov

REINVENT SOUTH STOCKTON COALITION
Nathan Werth, Sustainability Coordinator
209.406.0730
nwerth@rsscoalition.org