



STRATEGIC PLAN

2014-16





STRATEGIC PLAN CONCEPT

To ensure the continued success for the City of Oakley, this Strategic Plan serves as an action plan for our future by:

- Describing a **Vision** of what we want Oakley to become
- Establishing a **Mission Statement** that describes our purpose
- Committing to **Values and Ethics** that describe our character
- Outlining of **Strategic Areas of Focus**
- Setting forth specific **Goals and Action Items**

This Plan will provide the principal guidance for the preparation of the City budget, program objectives and performance measures. It also provides direction on how we, as a municipality, allocate resources, establish policy and progressively guide the affairs of the City organization. Practically, the Plan is a tool for the City Council and City Staff to effectively meet the needs of our growing and dynamic community. This Plan is created through the hard work and contributions of the City Council and City Staff and with input from the community. City Staff will provide regular progress updates as the Plan is implemented.

Vision

The City of Oakley will be recognized as a model of civic participation and a vibrant Delta community where families live, work, play, shop and visit.

Mission

*The City of Oakley exists to build and enhance a quality community and
To serve the public in a friendly, efficient, responsive manner*

Ethics

*City employees and officials are expected to demonstrate the highest standards of personal integrity, honesty and conduct in all activities in order to inspire public confidence.
We must preserve and protect the public trust in all of our activities.*

Core Values

☘ Quality Customer Service ☘ Teamwork ☘ Professionalism ☘
☘ Community Input and a Proactive Approach to Solving Community Issues ☘
☘ Honesty and Integrity ☘ A Positive and Encouraging Environment ☘ Fiscal Responsibility ☘



STRATEGIC AREAS OF FOCUS & GOALS

BUSINESS AND JOB GROWTH

We will aggressively work to attract and retain business by encouraging quality, sales tax generating retail development and by facilitating the location of primary job producing industries to Oakley.

PLANNED, QUALITY GROWTH

We will wisely plan and facilitate quality growth throughout the community, focusing on high-quality development and compliance with zoning, building and related codes – all while respecting our rural heritage and preserving our small town feel.

COMMUNITY INFRASTRUCTURE & TRAFFIC SAFETY

We will continue to focus on both the financial and operational aspects of the City's Capital Improvement Program, constructing and maintaining streets, traffic signals, drainage systems, and other related infrastructure to meet the needs of our growing community.

DOWNTOWN & MAIN STREET REVITALIZATION & ENHANCEMENT

We will facilitate the continued development and redevelopment of the Downtown; and beautify and preserve the Main Street commercial corridor.

PUBLIC SAFETY

We will take all possible and prudent steps to provide for continued effective and efficient police service, emergency planning; and coordinate with others that provide fire and emergency medical services.



PARKS, STREETSCAPES AND RECREATIONAL OPPORTUNITIES

We will enrich the lives of Oakley residents by continuing to plan, develop and maintain safe and attractive parks and facilities and offer high quality recreation programs of diverse interests to all age groups, that meet community needs. Staff will endeavor to capitalize on innovation and opportunities for partnerships.

FINANCIAL STABILITY & SUSTAINABILITY

We will endeavor to obtain the revenues necessary to support the municipal services and capital projects that are required to provide a high quality of life, and continuously evaluate our processes to maintain cost effective service sustainability and to conserve City assets.

COMMUNITY OUTREACH, COMMUNICATION AND PARTICIPATION

We will improve our relationships with other community organizations, our public information and customer service efforts, and we will work to increase public input and participation.

POLITICAL LEADERSHIP AND STABILITY

Provide proactive, forward-thinking, civil and long-term focused leadership to guide Oakley forward and become a more effective player in the county, state and federal political environments.

OPERATIONAL EXCELLENCE

Provide responsive and exceptional public service with a lean yet effective staff, limit the use of consultants and always be POLITE, PROFESSIONAL and PROGRESSIVE in our efforts.



STRATEGIC PLAN ACTION ITEMS

Area of Focus #1: **BUSINESS AND JOB GROWTH**

Goal: *We will aggressively work to attract and retain business by encouraging quality, sales tax generating development and by facilitating the location of primary job producing industries to Oakley.*

Action items:

- 1.a.** Complete action items in the Economic Development Work plan
- 1.b.** Continue to work with DuPont Staff and the Planning Division to coordinate the entitlements and CEQA work for DuPont site and facilitate the return of the property as an asset to the community
- 1.c.** Assist with the disposition of former Redevelopment Agency properties including the former PG&E property & others, to maximize value and encourage beneficial development
- 1.d.** Facilitate the development of the City-owned property located at Empire Road and Neroly Road
- 1.e.** Work with the commercial real estate broker community and property owner to facilitate locating a developer for the “River Oaks Crossing” property
- 1.f.** Expand comprehensive rebranding of Oakley with a “water and wine” theme
- 1.g.** Work with the commercial real estate broker community and property owner to facilitate the development of Laurel Plaza
- 1.h.** Hire an Economic Development Manager
- 1.i.** Identify business incentives that can be offered to new and existing businesses
- 1.j.** Utilize the outcome of a branding strategy to attract new businesses
- 1.k.** Implement façade and signage improvement program and planning
- 1.l.** Attract “anchor stores” quality and sustainable new businesses that create “need” to come to Oakley and allow for residents to remain in Oakley to shop
- 1.m.** Educate regarding the limitations & factors involved in attracting businesses
- 1.n.** Emphasize “Shop Oakley First” year round
- 1.o.** Focus on attracting schools and vocational programs, including coordination with the Community College District
- 1.p.** Provide “courtesy” inspections for potential businesses
- 1.q.** Ensure marketing materials highlight quality of life issues including Oakley’s small town feel, quality schools, low crime, and our proximity to the Delta.

Area of Focus #2: **PLANNED, QUALITY GROWTH**

Goal: *We will wisely plan and facilitate quality growth throughout the community, focusing on high-quality development and compliance with zoning, building and related codes – all while respecting our rural heritage and preserving our small town feel.*

Action items:

- 2.a.** Process Burroughs entitlements in Dutch Slough Development Area
- 2.b.** Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project
- 2.c.** Participate with Iron House Sanitary District for the reuse of Jersey Island
- 2.d.** Implement new technological trends and advancements related to the functions of the Planning Department
- 2.e.** Initiate a program to plan for an update of the General Plan
- 2.f.** Establish a guide to assist in updates to the Zoning Ordinance
- 2.g.** Establish a guide to adopt a Climate Action Plan
- 2.h.** Facilitate development of the East Cypress Road and Sellers Avenue corridors
- 2.i.** Establish an advisory commission to solicit public input on planning projects
- 2.j.** Continue to implement the Housing Element Action Programs
- 2.k.** Continue processing and approve the 2014-2022 Housing Element Update
- 2.l.** Initiate any rezoning that results from the 2014-2022 Housing Element Update
- 2.m.** Continue to refine and streamline the development project application process
- 2.n.** Continue to refine and enhance the City's AB 939 (Recycling) Programs
- 2.o.** Work with PGE and EBEW in implementing and promoting their energy saving and greenhouse gas emission reduction incentives and programs
- 2.p.** Complete the Agricultural Conservation and Viticulture Program for Council consideration
- 2.q.** Continue a proactive and progressive Code Enforcement program with performance measures and weekly reports
- 2.r.** Hire an additional Code Enforcement officer – hours to be set to allow for site inspections on weekends to address garage sales and other issues
- 2.s.** Inventory the City's major eyesores and prioritize them for Abatement
- 2.t.** Proactively implement weed abatement program
- 2.u.** Consider a zoning code amendment to established side yard access to RV/boats

Area of Focus #3: **FINANCIAL STABILITY & SUSTAINABILITY**

Goal: *We will endeavor to obtain the revenues necessary to support the municipal services and capital projects that are required to provide a high quality of life, and continuously evaluate our processes to maintain cost effective service sustainability and to conserve City assets.*

Action items:

- 3.a.** Complete all project related obligations pertaining to the winding down of the Redevelopment Agency's affairs, and begin property sales
- 3.b.** Aggressively support and monitor legislation and sales tax capture for proposed power plant
- 3.c.** Continue to budget conservatively and manage spending utilizing the 10-year plan forecasting and comply with City budget administration polices
- 3.d.** Develop a strategy to resolve funding and capital reserve concerns with various Lighting and Landscaping districts
- 3.e.** Evaluate all user fees and make adjustments, as appropriate
- 3.f.** Hold annual meeting with area developers to discuss the update and expiration of the Impact Fee Incentive Program

Area of Focus #4: **DOWNTOWN & MAIN STREET REVITALIZATION & ENHANCEMENT**

Goal: *We will facilitate the continued development and redevelopment of the Downtown; and beautify and preserve the Main Street commercial corridor.*

Action items:

- 4.a.** Improve and enhance landscaping along Main Street
- 4.b.** Develop Downtown "Miscellaneous" Improvements Plan that could include holiday lighting, decorative lighting, benches, and trash receptacles
- 4.c.** Install City gateway signs and beautify gateways
- 4.d.** Use Downtown Specific Plan (DSP) to guide development
- 4.e.** Develop an updated program for improved and consistent façade and building signage improvements for Downtown corridor consistent with DSP
- 4.f.** Encourage development of Downtown parking as adopted in DSP
- 4.g.** Improve pedestrian safety using the Civic Center/Oakley Plaza as a model

- 4.h.** Actively engage stakeholders to bring events (i.e. Farmers Market, Heart of Oakley Festival, etc) to the Downtown that 1) bring locals and visitors to Downtown 2) create a synergy amongst the City, merchants, residents and community groups and 3) create and preserve Oakley's small town feel
- 4.i.** Expand the Heart of Oakley event
- 4.j.** Evaluate opportunities for a new Library in the Downtown
- 4.k.** Explore possible sites for an entertainment/theater venue in the Downtown

Area of Focus #5: COMMUNITY INFRASTRUCTURE AND TRAFFIC SAFETY

Goal: We will continue to focus on both the financial and operational aspects of the City's Capital Improvement Program, constructing and maintaining streets, traffic signals, drainage systems, and other related infrastructure to meet the needs of our growing community.

Action items:

- 5.a.** Continue to work with the Antioch School District & Oakley Police Department to increase the safety of Live Oak Avenue in front of Orchard Park School
- 5.b.** Conduct proactive staff engagement regarding sensitive traffic concerns
- 5.c.** Highlight and publicize varied traffic calming improvements
- 5.d.** Review the process and make improvements to the Neighborhood Traffic Management Program
- 5.e.** Improve in-house traffic engineering resources to better serve the community especially around school sites and neighborhoods
- 5.f.** Explore the implementation of a Residential Neighborhood Permit Parking program
- 5.g.** Improve the in-house engineering expertise and skills to better design and construct public infrastructure projects for the community
- 5.h.** Implement a series of annual capital projects that will have their own funding allocations and would provide a source to supplement maintenance of the new infrastructure constructed in Oakley
- 5.i.** Implement a CADD & GIS program that can be used across Public Works and Planning departments not only for capital projects, but also for day-to-day operational uses
- 5.j.** Create a City parcel map and aerial photography map that will be used not only by Public Works staff in design applications, but also by Police department staff and is updated as the City grows and develops into future
- 5.k.** Investigate the opportunities to work with neighboring municipalities on bidding Capital projects in coordination to take advantage of economy of scale for every City

- 5.i.** Include all CIP items' work within 2-year period (which is design, ROW acquisition, bid, completion)
- 5.m.** Evaluate the placement of more solar-powered speed limit notification signs
- 5.n.** Install signal at Main & Rose
- 5.o.** Maintain street inventory with annual Pavement Condition Index for all City streets
- 5.p.** Complete design and construction to repair and resurface Main Street from Bridgehead Rd to Big Break Rd, CIP #69
- 5.q.** Complete Annual Gap Closure, CIP #13
- 5.r.** Complete Annual Pavement Management, CIP #14
- 5.s.** Complete frontage improvements on Main St by Raley's Shopping Center, CIP #101
- 5.t.** Complete annual phases of City-wide Street Sign Replacement, CIP #77
- 5.u.** Complete Laurel Road Widening to Rose, CIP #124
- 5.v.** Add landscaped medians on Main going east from Bridgehead/Neroly, CIP #23

Area of Focus #6: PUBLIC SAFETY

Goal: We will take all possible and prudent steps to provide for continued effective and efficient police service, emergency planning; and coordinate with others that provide fire and emergency medical services.

Action items:

- 6.a.** Conduct annual training and table-top exercise for Emergency Operations Plan
- 6.b.** Explore feasibility of implementing a CERT Program
- 6.c.** Complete re-write/update to Emergency Operations Plan
- 6.d.** Develop long-term police services delivery plan with options and cost estimates
- 6.e.** Evaluate the placement of motion lights and more cameras at City parks
- 6.f.** Encourage and educate community regarding Neighborhood Watch
- 6.g.** Conduct more frequent K-9 demonstrations
- 6.h.** Commence regular statistics driven public education messages
- 6.i.** Conduct strategic enforcement of problem areas
- 6.j.** Install automated external defibrillators (AED) in patrol cars
- 6.k.** Increase community outreach/communication via social media

Area of Focus #7:

**PARKS, STREETScape AND
RECREATION OPPORTUNITIES**

Goal: We will enrich the lives of Oakley residents by continuing to plan, develop and maintain safe and attractive parks and facilities and offer high quality recreation programs of diverse interests to all age groups, that meet community needs. Staff will endeavor to capitalize on innovation and opportunities for partnerships

Action items:

- 7.a.** Conduct Neighborhood Park Improvements to include: playground renovations, irrigation repairs and equipment updates, as outlined in the annual budget
- 7.b.** Produce and distribute the Community Recreation Guide twice per year and prepare a monthly eRecreation Newsletter.
- 7.c.** Implement the Youth Master Plan in conjunction with the Vesper Society Grant, including Boyz Time, It's A Girl Thing and various Youth Council led events as the funding comes to a close
- 7.d.** Participate in planning and activities at the East Bay Regional Park District's Big Break Regional Shoreline
- 7.e.** Complete Annual Thoroughfare Tree Planting, CIP #50
- 7.f.** Design Phase 2 for Nunn-Wilson Park (include evaluation of possible dog park)
- 7.g.** Complete bridge for Hill Avenue Multi-Use Trail, CIP #39
- 7.h.** Promote volunteerism and the Adopt-a-Park program
- 7.i.** Complete a Facility Needs Assessment and determine the direction for longer-term use of the Moura Property as we continue to utilize the facility for classes and programs.
- 7.j.** Track and increase Recreation program participation by 10% each year
- 7.k.** Prepare financing plan for Dutch Slough Park
- 7.l.** Evaluate the condition of all street landscape areas
- 7.m.** Evaluate partnerships for sports tournaments at community ball fields.
- 7.n.** Survey community to better offer classes that meet their needs in terms of days and times, and for all ages
- 7.o.** Update the Parks, Recreation and Trails Master Plan (includes the evaluation of addition of needed facilities to parks, include bike trails/lanes, restrooms, parking, etc)
- 7.p.** Explore alternative financing opportunities to ensure quality long- term maintenance for City parks, streetscapes and trails
- 7.q.** Develop a written preventative maintenance program
- 7.r.** Evaluate the addition of needed facilities to parks
- 7.s.** Evaluate improvement options for the reservation process and fees for park recreation and community facilities
- 7.t.** Identify needed maintenance of and additional park signage
- 7.u.** Expand the availability of dog bag dispensers

- 7.v. Evaluate the need to provide online program registration and park reservations
- 7.w. Explore potential themes for future park designs and redesigns, consistent with City branding
- 7.x. Continue to implement the Urban Forestry Program

**Area of Focus #8: COMMUNITY OUTREACH, COMMUNICATION
AND EDUCATION**

Goal: We will improve our relationships with other community organizations, our public information and customer service efforts, and we will work to increase public input and participation.

Action items:

- 8.a. Return all phone calls and emails same day or within 24 hours
- 8.b. Update City's website and continuously monitor content; update as necessary
- 8.c. Partner with the Chamber of Commerce, School Districts, the Community College District and other community organizations to create a Community Calendar that lists events and activities; publish to the City's website
- 8.d. Coordinate regular updates from Diablo Water District, Ironhouse Sanitary District, Oakley Library, Contra Costa Community College District, East Contra Costa Fire Protection District Board, Contra Costa Library Commission, Contra Costa Transportation Authority Citizens Advisory Committee, Contra Costa Advisory Council on Aging, and Contra Costa Mosquito Abatement & Vector Control
- 8.e. Continue to build cooperative relationships with representatives of service clubs and other community groups
- 8.f. Evaluate the survey method for needed adjustments, as we continue to conduct a citizen satisfaction survey every other year
- 8.g. Prepare and send out weekly press releases
- 8.h. Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc.
- 8.i. Continue to strategically utilize the Civic Center marquee to provide information
- 8.j. Conduct a needs assessment for bilingual public information
- 8.k. Promote City Hall tours
- 8.l. Continue to facilitate Memorial Day, Veterans Day & National Night Out Events and other like events that retain Oakley's small town identity
- 8.m. Implement a Citizen/Leadership Academy

- 8.n.** Carry out educational campaigns on the following topics:
 - Oakley OnDemand
 - City Council Meeting Closed Session requirements
 - Blight prevention ordinances
 - Neighborhood Watch
- 8.o.** Increase visibility of *Oakley OnDemand, complete employee OnDemand training*
- 8.p.** Start using video, beginning with establishing a City of Oakley You Tube channel
- 8.q.** Develop an emergency communications outreach strategy
- 8.r.** Continue neighborhood beautification projects and like activities which foster community and a small town feel
- 8.s.** Evaluate the community calendar to sync with individual's calendars and smart phones
- 8.t.** Continue You, Me, We = Oakley program, with additional focus on youth participation

Area of Focus #9: **POLITICAL LEADERSHIP AND STABILITY**

Goal: Provide proactive, forward-thinking, civil and long-term focused leadership to guide Oakley forward and become a more effective player in the county, state and federal political environments.

Action items:

- 9.a.** Ensure City Council meetings are professional, business-like, civil and maintain good decorum
- 9.b.** Develop relationships of trust and influence with county, regional agency, state and federal government officials
- 9.c.** Address with City Manager issues or areas of concern with City departments and/or employees for review and possible action
- 9.d.** View the long-term impact not just the short-term, of all decisions and planning efforts
- 9.e.** Attend and support community organizations and events
- 9.f.** Seek intergovernmental revenues that support City goals
- 9.g.** Meet with County Supervisor, State Assemblymember and Senator at least twice per year

Area of Focus #10: **OPERATIONAL EXCELLENCE**

Goal: *Provide responsive and exceptional public service with a lean yet effective staff, limit the use of consultants and always be **POLITE, PROFESSIONAL and PROGRESSIVE** in our efforts.*

Action items:

- 10.a.** Conduct semi-annual Department Division strategic planning sessions
- 10.b.** Facilitate periodic Community-Council-Staff Strategic Planning Session
- 10.c.** Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive
- 10.d.** Invest in technology to assist staff and operational efficiency
- 10.e.** Maintain Records Management and Scanning Program
- 10.f.** Implement online document retrieval system (ImageSilo)
- 10.g.** Hold annual employee recognition event

CONCLUSION

This document is a concise, coherent, focused plan that will serve to guide us in our efforts to improve our community. Oakley will continue to experience population growth and has a very bright future. The challenge we face is establishing projects and programs the residents' want that improve their quality of life, while "keeping pace" in maintaining and improving the critical municipal services that we already provide. Our efforts will make Oakley an even better place to live, work and enjoy a great quality of life. It may be an over-utilized term, but we are "pursuing excellence."

Simply put, to achieve the goals and objectives of this Plan and the overall vision of even a better Oakley, we will need the tireless efforts and professional expertise of City staff, the support and participation of the community, and the political courage and leadership of the City Council.