



Agenda Date: 05/13/2014
Agenda Item: 3.11

STAFF REPORT

Approved and Forwarded to City Council:


Bryan Montgomery, City Manager

Date: May 13, 2014
To: Bryan Montgomery, City Manager
From: Nancy Marquez, Assistant to the City Manager
SUBJECT: Adoption of the 2014-2016 Strategic Plan

Background and Analysis

On March 10, 2014 the City of Oakley held a community-wide Strategic Planning Meeting at the Freedom High School multi-purpose room. The purpose of the Meeting was to allow residents the opportunity to provide input that would help with the development of the 2014-16 Strategic Plan.

In effort to encourage participation, the City's outreach efforts were extensive including personal letter invitations by the Mayor to local PTA's, churches, service clubs and community groups requesting they in turn invite their membership. Additionally, all of the City's information outlets including the website, e-newsletter, marquee, social media, Nextdoor platform, and roadside message trailer aimed to encourage residents to participate.

Over 100 residents turned out and they had the opportunity to attend three group discussions of their choice among the following six options (Areas of Focus):

- Business & Growth/Downtown & Main Street Revitalization
- Community Infrastructure & Traffic Safety
- Public Safety
- Planned Quality Growth
- Parks, Streetscapes & Recreation Opportunities
- Community Outreach, Communication & Participation

Within the breakouts sessions, residents reviewed the corresponding goal for the Strategic Plan's Area of Focus, and thereafter, made suggestions for action items that would help accomplish those goals, only to repeat the process again in their second and third sessions.

Many of the items within the draft Strategic Plan received support, as well as new items being suggested. The evening also allowed for an informal opportunity for Staff and residents to discuss more immediate questions and concerns that were addressed that night or are now receiving proper follow up.

Recognizing that not all residents would be able to attend the Meeting, we encouraged residents to continue to email their suggestions to us through the City's website. This solicitation for input has been on-going.

The Friday following the Community Wide Strategic Planning Meeting, the notes taken during that evening were transcribed and the links made available via the Oakley Outreach e-Newsletter and our website. Attendees were among those who presumably received this update, as their contact information was added in advance of the email blast.

Additionally, the minutes of the March 10th Special Meeting were available in the meeting packet and were approved by the Council at the March 25th City Council meeting. Again, these minutes were available to residents subscribed to the City Council Meeting Agenda email Distribution list.

Thereafter, a work session was held during the April 8th City Council Meeting that allowed another space for residents to provide new input or comments in reaction to the notes from the community-wide Strategic Planning Meeting and the draft Plan. The work session discussion also equipped Staff with further direction from the Council. Changes stemming from the work session are reflected in track changes. The emphasis primarily being in ensuring the document reflects the Council's desire to pursue activities that build community and preserve Oakley's identity as a community with a small town, rural feel, through events in the Downtown, implementation of consistent branding themes within our parks' play equipment, and quality planning standards.

Fiscal Impact

The action items within the Strategic Plan each have their own budgetary impact.

Recommendation

Approve the resolution formally adopting the 2014-2016 Strategic Plan

Attachments

1. Summary of Citizen Input with Corresponding Action Items
2. Proposed 2014-2016 Strategic Plan
3. Resolution

STRATEGIC PLANNING MEETING

Attachment 1

March 10, 2014

BUSINESS & JOB GROWTH/ DOWNTOWN & MAIN STREET

Public Comments	Status Pertaining to Strategic Plan
Availability & location of space for businesses	Has been incorporated into 1.a. Economic Development Workplan
Status of former CentroMart Building	Answered at meeting. Building will be torn down to make way for newly constructed grocery store
Landscaping on Laurel Rd provides a nice welcome to the City & could be a model for other entry points	7.l., 4.c., 4.a.
Vacant land needs to look more available for business	1.a., 1.b., 1.c., 1.d., 1.e., 1.g.
Desire for an entertainment center/movie theater in Downtown	4.k.
Support for a library in Downtown as a community gathering location	Added as 4.j.
Desire for a major sporting good retailer at River Oaks Crossing	1.e.
Desire for winery with entertainment/concerts; provide more focus on existing vineyards & Oakley's heritage	1.f., 4.h., 4.k.
Dupont property is a future job producing site	1.b.
Hiring of Economic Development Manager	1.h.
Opportunities to benefit from power plant, recycled water, if constructed	Staff has relayed this to the Ironhouse Sanitary District
Private funding is needed now due to loss of RDA funds	Incorporated in 1.a., 1.b., 1.c., 1.e., 1.o., 1.k., 1.l., 4.e., 4.f.
Zoning laws in relation to types of businesses allowed	2.e., 2.f., 4.d.
Commercial opportunities at East Cypress corridor	1.a., 2.h.
Incentives for businesses to come to Oakley	1.i., 1.k., 1.l., 1.m., 1.n., 1.p., 4.e., 2.m., 4.a., 4.f.
Continuing improvements on Main St	5.n., 5.s., 5.v., 4.a., 4.b., 4.c., 4.e., 4.f.,
Façade improvement program to help businesses improve their facilities	1.i., 1.k., 4.e.
Shop Oakley First & benefits of supporting local businesses	1.a., 1.l., 1.n.
Desire for more variety of businesses (too many fast food establishments)	1.a.
Status of businesses at Laurel Rd & O'Hara Ave	1.g.
Main St MPH & parallel parking	4.g., 4.f.
Chamber of Commerce events- discontinuation of Almond Festival & Citizen of the Year events; implementation of new Spring into Oakley event	4.h., 4.i.
Partnering with LMC for job training & vocational programs	1.o.
Availability & location of space for businesses	Area of Focus 2
Amusement park	1.b. & 1.e.

PLANNED, QUALITY GROWTH

Public Comment	Status Pertaining to Strategic Plan
Developer requirements	Area of Focus 2
Lot sizes	Area of Focus 2
Use of local labor	Local labor is encouraged in public works contracts, but State law does not allow it to be required
Existing land uses	Area of Focus 2
Land preservation	2.p. (partly)
Opportunities & challenges in next 3-5 years	Area of Focus 2
Remaining number of homes to be built	2.e., 2.j., 2.k, 2.l.
Flooding issues on Sellers Ave	To be evaluated as part of the work in Area of Focus 5
Larger side yards to park vehicles, RVs, boats	added as 2.u.
Maintaining high standards for zoning	2.f.
Sidewalks on Live Oak	Awaits adjacent development, but 5.a., 5.b. are related
Noise ordinance (barking dogs, etc.)	2.q.,2.r., & Area of Focus 6
City of Oakley compared to neighboring cities	Development standards evaluated as part of Area of Focus 2
Housing requirements	2.e., 2.f., 2.j., 2.k., 2.l.
Providing services (schools, police & fire protection, recycled water, etc.) in relation to new homes being built	Regularly evaluated as part of Focus Areas 2 & 6
ABAG/Housing element numbers	2.j., 2.k., 2.l.
Desire for community center	To be evaluated within Focus Areas 4 & 7
City's General Plan (when it is updated & how it relates to neighboring cities)	2.e.
Storm drain systems at Brownstone	Evaluated as part of Focus Area 5
Support for extending Downtown development east & west	Focus Area 4
Safety of minors near railroads	Public information will be coordinated with the railroads, Focus Area 6 & 8
Burroughs property	2.a.
ABAG/Housing element numbers	2.j., 2.k., 2.l.
Add more Code Enforcement Officers	2.r.
No Walmart	1.n.- The City does not designate which business, just the types of businesses. This retailer would be allowed to exist in a properly zoned area.

COMMUNITY INFRASTRUCTURE & TRAFFIC SAFETY

Public Comment Items	Status Pertaining to Strategic Plan
Brownstone Road (various concerns)	Not a Strategic Plan action item, Staff has begun meeting with the residents to develop an action plan to address concerns 5.b., 5.c., 6.i.
Speeding on W. Cypress near Sunshine House Pre-School	5.b., 5.c., 5.d., 6.i.
Widen Cypress Rd	Project is under design to improve W. Cypress Rd, E. Cypress will continue to be widened & improved as development proceeds
Widen Laurel Rd to Sellers Ave	5.u. includes up to Rose Ave, the remaining part of Laurel Rd widening is a future project
Traffic from Bethel Island into Oakley; Neroly pass through to Main St	5.b., 5.c., 5.d.
Follow up meeting on Brownstone Rd concerns on Monday, March 24	Staff is developing an action plan in coordination with the residents
Safety of minors in E. Cypress corridor (more crossing guards needed, sidewalks needed so children do not have to walk in bike lane, railroad crossing arms needed, crosswalk lights need to be repaired at intersection of Main St & E. Cypress Rd & vehicles need to slow down- speeding & running lights)	Crossing guards are handled by the school district, railroad crossing arms are maintained by the railroad, improvement including sidewalks on E. Cypress will be installed by developers as development proceeds along the corridor, 5.b. & Focus Area 6
Possibility of staggering intersection lights at E. Cypress & Main St	Focus Area 5
Residential parking permit program to be implemented	5.b., 5.c., 5.d., 5.f.
Install medians on Main St from Bridgehead Rd heading west	5.v.
Effect on residents of Sellers Ave with regard to frontage improvements	Frontage improvements will be installed by developers as development occurs, city is not planning to condemn properties
Laurel Rd & Main St speed radar sign before Creekside Park- blinking 25MPH when speed limit is 35MPH	Staff will work with maintenance contractor to adjust & repair this radar sign
Desire to slow traffic on Vintage Parkway, install speed bumps	5.b., 5.c., 5.d., 5.e.
Desire for relief of traffic congestion at Vintage Parkway & Big Break due to passing trains	5.b., 5.c., 5.d., 5.e.
Desire for sidewalks on Empire Ave opposite Diamond Hills Sports Club	Sidewalks will be installed by developers as development occurs at that location, this future work will require new right of way acquisition
Updating the community about project start & finish dates, who is responsible for sidewalks & sidewalk programs	Focus Area 5, 5.q.
Alternate routes for traffic during events & festivals in Downtown	Focus Area 5 & 6
Landscape projects to co-exist with farming equipment (farming community)	Focus Area 5 & 7
Add bike lanes along Main St & Laurel Rd (from O'Hara to Main St)	Will be evaluated as part of 7.o.

PUBLIC SAFETY

Public Comment Items	Status Pertaining to Strategic Plan
Desire for updates via social media & City website, weekly log	8.b., 8.g., 8.h., 6.k.
Public assistance to keep watch & report crimes	6.f.
Mail thefts	6.i.
Animal poisoning	Focus Area 6
Speeding near Freedom High School	5.b., 6.i.
Parties in Vintage Parkway neighborhood & community parks	6.i.
Police contract services	6.d.
Parking issues at O'Hara Avenue & Brownstone Rd	6.i.
Desire for water hydrants on Brownstone Rd	Hydrants will be installed by developers as development occurs on Brownstone Rd
Desire for more police officers	6.d.
Schools & Police Department working together	6.i., 9.b.
Request to research & implement Volunteers in Police Service (VIPS) Program	6.b., 6.f., 8.m.

PARKS, STREETSCAPES & RECREATIONAL OPPORTUNITIES

Public Comments	Status Pertaining to Strategic Plan
Laurel Ball Fields (desire for sidewalks along Laurel Rd, expanded parking lot, add more fields, portable restroom near farthest field from parking lot)	sidewalks- 5.u; parking lot- 5.u; add more fields-7.r.
Desire for fishing derby in Oakley (not Antioch)	Staff organizes fishing derby in Oakley on an annual basis at the Oakley/Antioch Pier
Desire for City-wide bike lanes & trails	7.r.,7.o.
Desire for dog parks (with 6 foot fence)	7.f., 7.o.
Desire for more youth programs	7.n.
Desire for adult swings at parks	7.o., 7.a.
Vintage Parkway park in need of repairs (access to basketball area, triangle structures, lighting)	Park is maintained by school district
Vandalism at skate parks & other areas (increase patrol efforts, offer mural projects instead of graffiti)	Focus Area 6 & 7, mural project to be evaluated in future years
Desire for more fishing opportunities from land	7.o., 7.r.
Positive feedback on City landscaping	7.l.
Plans for Dutch Slough Redevelopment to include walking & horse trails	7.k.
Provide community information through social media for neighborhood	6.k., 8.h.
Desire to increase recreation programs offered	7.j., 7.b., 7.n.
Evaluate horse trail opportunities	Evaluated in previous Strategic Plan, to be further evaluated as part of 7.o. & 7.r.
Laurel landscaping end to end	5.u. will include landscaping from O'Hara Ave to Rose Ave, east of Rose will be a future project

COMMUNITY OUTREACH, COMMUNICATION & PARTICIPATION

Public Comments	Status Pertaining to Strategic Plan
Support for Citizens Academy	8.m.
Promote awareness of Oakley OnDemand (Advertise in newsletter)	8.n.,8.o.
Desire for more youth participation through YMWO!	8.t.
Inform public of closed session requirements (what is allowed in closed session)	As related with press releases (8.g.) & social media FYI (8.h.)
Support for community calendar (advertise in newsletter)	8.s., 8.c.
Provide information on committees (contact, meeting dates/locations, etc.) (place on website & advertise in newsletter)	8.b.
Bridge disconnect about City's money-where it comes from & where it goes	Focus Area 3, 8.g., 8.h.
Inform residents about "blight" ordinances (what is allowed & what is not)	8.n., 8.b.
Residents to take responsibility to contact City with concerns	Noted- this is an ongoing effort, not a Strategic Plan Action Item
Increase education campaigns to inform residents who they can contact for specific situations (City, County, other agencies) to provide PD some relief	As related with press releases (8.g.) & social media FYI (8.h.)
Increase & enhance Neighborhood Watch programs	8.n.
Add Community College District to action items 8.c., 8.d., & 8.e.	Done
Interest & support for local radio station (rent a radio frequency)	Council will continue to monitor the project's progress
Support for YouTube channel	8.p.
Promote Oakleyinfo.com at every opportunity (include link in newsletter, marquee etc.)	Done
Support local businesses using TV's in businesses that advertise local businesses (see Brentwood model)	Staff will evaluate, not a Strategic Plan Action Item
Organize more events to encourage City participation (youth art competitions, Cityhood Celebration)	4.h.
Consider permanent marquee at Laurel Rd off ramp (this is the location where many saw the advertisement for the Strategic Planning meeting)	Site is prepared for marquee sign, but no funding has been identified

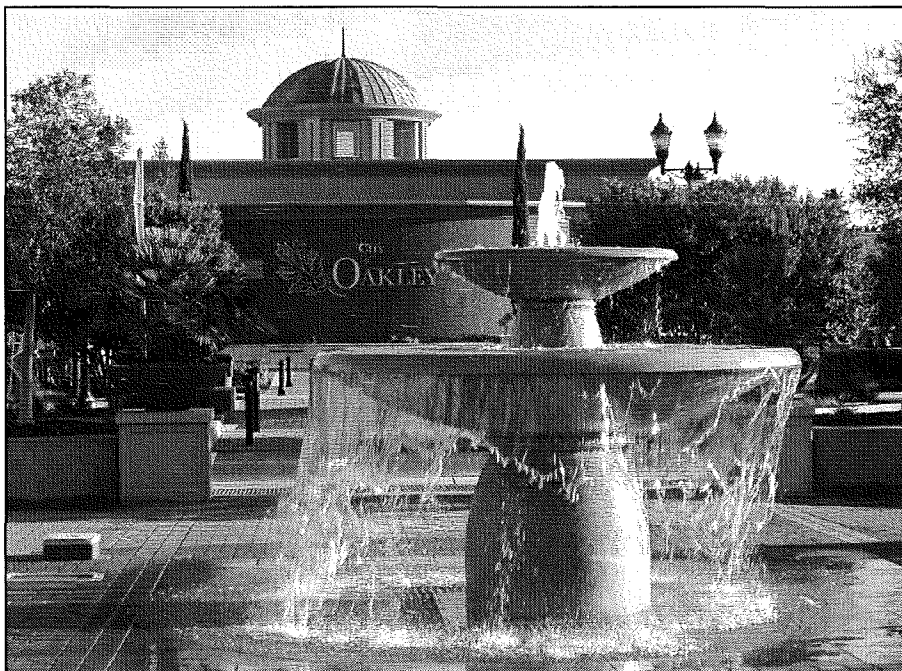


Attachment 2

STRATEGIC PLAN

2014-16

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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.

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 services, 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, enhance our public information and customer service efforts, and we will work to increase public input and participation.

POLITICAL LEADERSHIP AND STABILITY

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

OPERATIONAL EXCELLENCE

We will provide responsive and exceptional public services with the least number of employees and consultants possible, 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

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.

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 policies
- 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) and support and promote it to bring locals and visitors to Downtown 2) and 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.l. 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 Delta Science Center
- 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

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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.

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY
ADOPTING THE 2014-16 STRATEGIC PLAN**

BE IT RESOLVED by the City Council of the City of Oakley that the 2014-16 Strategic Plan is hereby adopted, a true and accurate copy of which is attached hereto as Exhibit A.

The foregoing resolution was adopted at a regular meeting of the Oakley City Council held on the 13th day of May, 2014, by Councilmember _____, who moved its adoption, which motion being duly seconded by Councilmember _____, was upon voice vote carried and the resolution adopted by the following vote:

AYES:

NOES:

ABSTENTION:

ABSENT:

APPROVED:

Randy Pope, Mayor

ATTEST:

Libby Vreonis, City Clerk

Date