

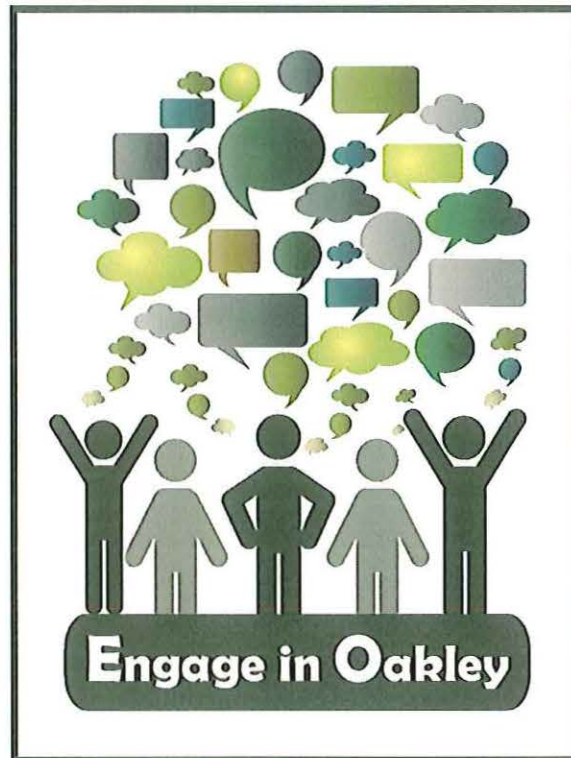
OAKLEY



CALIFORNIA

STRATEGIC PLAN 2016-18

December 2016 PROGRESS UPDATE





STRATEGIC PLAN CONCEPT

Key for Progress Updates:

- Completed
- Ongoing and/or well underway
- Not yet started

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 retail development and by facilitating the location of job/career 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: 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:

- 1.a. Conduct annual training and table-top exercise for Emergency Operations Plan (Troy Edgell) *This training is contemplated after the Plan is updated*
- 1.b. Explore feasibility of implementing a CERT Program (Chris Thorsen & Troy Edgell) *Discussions with the existing East County program continue and Oakley residents have participated. Further evaluation is needed to determine if an Oakley-only program is feasible.*
- 1.c. Complete re-write/update to Emergency Operations Plan (Troy Edgell) *A preliminary review of the existing Plan has been conducted. The County continues to discuss a County-wide model/template that could be used, or we may end up just updating the version we have.*
- 1.e. Evaluate the placement of motion lights and more cameras at City parks - *Security cameras are operating in strategic locations at the following parks: Laurel Ballfields, Civic Center, Holly Creek, Creekside, Nunn-Wilson, Marsh Creek Glenn, Briarwood, Shady Oak, Summer Lake, Novarina, Cypress Grove and Magnolia. Playground motion sensor lights are installed at Crockett, Marsh Creek Glenn, Briarwood, Cypress Grove, Shady Oak, Magnolia, Heartwood, and Novarina parks. Catamaran and Emerson Ranch parks are pre-wired for security cameras and motion sensor lights will be installed in 2017. Other parks and playgrounds are continually evaluated for potential placement of cameras and/or motion sensor lights, and are based on need, utility access, and availability of funds for install and on-going service charges. (Leonard Morrow/Kevin Rohani, Rob Roberts)*
- 1.f. Encourage and educate community regarding Neighborhood Watch - *To date we have held two neighborhood watch programs. All N/W material has been updated to reflect the stand alone Oakley PD. Neighborhood watch programing has been assigned to PSA Dave Jurkicwitz (Chris Thorsen)*
- 1.g. Commence regular statistics-driven public education messages. *Discussions continue on how to best implement, but has not been a priority at this stage in the transition (Chris Thorsen)*
- 1.h. Conduct strategic enforcement of problem areas – *Initial phases of operation “Slow Down Oakley” was implemented in October. We are waiting to see the impacts on traffic accident statistics (Chris Thorsen)*
- 1.i. Increase community outreach/communication via social media. *More Police-related posts have been made and this will continue. (Chris Thorsen and Nancy Marquez)*
- 1.j. Add a fourth Detective - *Fourth detective was added in May of 2016. (Chris Thorsen)*
- 1.k. Hire Sergeant for Detective Unit - *Hiring of personnel is in process that will provide for this new Sgt and three Police Officers. The first of the four new positions completed the background process and started training in late December. Two additional officers are nearing the completion of the background process and should start before the end of January. (Chris Thorsen)*

- ☒ **1.l.** Re-implement K-9 unit, who can also serve as Problem Oriented Policing (POP) officer - *Hiring of personnel is in process. The new positions mentioned in 1.k will be used to add the referenced programs.* **(Chris Thorsen)**
- ☒ **1.m.** Add one more Motor Officer *Hiring of personnel is in process. The new positions mentioned in 1.k will be used to add the referenced programs.* **(Chris Thorsen)**
- 1.n.** Implement Volunteers In Policing (VIP) program **(Jeff Billeci)**
- ☒ **1.o.** Institute a formal Police Chaplin Program - *Chaplin Dave Hansen has moved to the Oakley Police Department from the Sheriffs Office. One additional Chaplin has been identified and interviewed. We are looking for one or two additional personnel to round out the staff.* **(Chris Thorsen)**
- ☐ **1.p.** Develop a Police Explorer Program. *This important program has not been a priority at this stage in the transition* **(Chris Thorsen and Robert Roberts)**
- ☒ **1.q.** Prepare Annual Police Department Report. *PD staff is working on this report* **(Chris Thorsen)**
- ☒ **1.r.** Install Intersection Cameras in at least 4 locations *Monies have been identified for the installation of cameras at Main St and Neroly. The contractor has provided a bid for the work. Expected completion on this installation in January/February of 2017.* **(Chris Thorsen)**
- ☒ **1.s.** Expand Vehicle License Plate Reader to two more vehicles *Our latest patrol vehicle is outfitted with the LPR system. Staff is discussing the viability of a fixed location camera vs adding to the next patrol vehicle.* **(Chris Thorsen)**
- ☒ **1.t.** Implement Body-Worn Camera Program - *Officers are currently participating in a demo with one vendor and a couple different camera setups. We hope to have that evaluation complete early in the year. We are also exploring grant opportunities.* **(Chris Thorsen)**
- ☒ **1.u.** Continue Neighborhood Camera Registration Program - *Our latest patrol vehicle is outfitted with the LPR system. Staff is discussing the viability of a fixed location* **(Chris Thorsen)**
- ☒ **1.v.** Extend Citizen Leadership Academy to include additional Citizens Police Academy sessions – *This will be further evaluated prior to next year’s Academy* **(Chris Thorsen and Nancy Marquez-Suarez)**
- ☒ **1.w.** Improve our investigative capability through the use of technology/new software packages. *The addition of the Detective Sgt. will help move this effort forward.* **(Chris Thorsen)**
- ☒ **1.x.** Create the Engineering Traffic Model for City of Oakley and monitor and keep it updated as new private development projects are designed and constructed - *The Oakley Traffic Model has been completed and will be presented to City Council in January 2017.* **(Kevin Rohani)**
- ☒ **1.y.** Evaluate Alert 360 and similar software programs/apps – *While there has been some evaluation of these packages presented by vendors, it has not been a priority at this stage in the transition* **(Chris Thorsen)**

Area of Focus #2: **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:

- ☒ **2.a.** Complete action items in the Economic Development Work plan (**Dwayne Dalman**) *we continue to implement these items and provided an update to the Council at the October 25, 2016 Council Meeting.*
- ☒ **2.b.** Continue to work with Chemours (formerly DuPont) to coordinate the entitlements and CEQA work for the DuPont site and (to possibly include adjacent marinas) facilitate the return of the property as an asset to the community (**Dwayne Dalman & Josh McMurray**) *Our focus in the near term is working with the new property owner, Claremont Homes, to ensure project entitlements and CEQA work are expedited to facilitate the ultimate redevelopment of the site. Economic Development has held an initial meeting with Claremont to initially determine an outreach strategy for possible users of the site.*
- ☒ **2.c.** Create an action plan that prioritizes and identifies ways to facilitate the disposition or development of City-owned property and former redevelopment property identified in the Long Range Property Management Plan, in order to maximize value and encourage beneficial development (**Dwayne Dalman**) *Economic Development is currently working with the owners of the Pantle property off of Laurel Road and the Conco property off of Main Street, in order to facilitate the sale of City-owned property to assist with the development of the adjacent land.*
- ☒ **2.d.** Emphasize “Shop Oakley” year round, increase participation by at least 10%, and ensure visibility of “Shop Oakley” at City sponsored community events (**Cindy Coelho and Dwayne Dalman**) *Following up on the successful Shop Oakley coupon book, we are conducting outreach to business community in January for 2017 Shop Oakley Coupon Book. Economic Development is subsidizing a six-month Shop Local ad in the Oakley Press to make it more affordable for Oakley businesses to participate.*
- ☒ **2.e.** Prepare the City of Oakley to be a competitive location for the attraction of new businesses and new investment (**Dwayne Dalman**):
 - Meet with all property owners and/or broker representatives of potential commercial development property - *Meetings are on-going. Brokers have been conducted, but not all property owners.*
 - Prepare and maintain an inventory of potential commercial development sites on OppSites web page - *We have recently updated to the OppSites Pro version to allow us to see and contact the leads that are generated from developers and others viewing our possible development sites*
 - Prepare and maintain an inventory of vacant commercial spaces on the Economic Development web page - *We have recently subscribed to a service that will list and update vacant commercial spaces in town on the Economic Development web page*
 - Rank properties that have the most development potential based on:

- Owner willingness & expectations
- Property size and location
- Develop an Action Plan that identifies ways to facilitate development of commercial sites that have the most development potential - *Ongoing*

☒ **2.f.** Outreach to the broker & development community regarding potential Oakley development sites and vacant commercial spaces through semi-annual luncheons **(Dwayne Dalman)** *Many contacts have been made with brokers and we are making plans to hold the first broker lunch in February/March, 2017*

☒ **2.g.** Identify and advertise business incentives that can be offered to new and existing businesses **(Dwayne Dalman)** *Initial ideas have been discussed to expand what is currently on our website, but more work remains to complete what might be possible/offered.*

☒ **2.h.** Educate regarding the limitations & factors involved in attracting businesses through regular updates, the Economic Development webpage, social media and Engage in Oakley postings. **(Dwayne Dalman)** *Some of this information has been discussed at public meetings, but more outreach/education will take place.*

☒ **2.i.** Continue to work to understand the needs of the business community through an annual business survey, through Peak Democracy and through a Business Visitation Program, averaging 1 business visit per week **(Dwayne Dalman)** *Many businesses have been visited, but a more aggressive to roll out of the new Business Visitation Program (Oakley Very Important Business VIB) is planned for February, 2017*

☒ **2.j.** Keep City marketing materials and Economic Development webpage updated with current information, pictures and graphics **(Dwayne Dalman)** *Currently enrolled in a group of 8 webinar classes hosted through the California Economic Development Association (CALED). The classes are put on by Digital EDU (Economic Development University) as a way to allow Economic Development professionals to create a more effective digital Economic Development presence. Will complete classes in December and work to implement changes and upgrades to Economic Development website in January/February, 2017*

☒ **2.k.** Continue to work to strengthen the small-business entrepreneur community through: **(Dwayne Dalman):**

Annual Oakley Entrepreneur Training Program *Performing outreach for next Training class that starts in January*

Semi-Annual Entrepreneur Training Program business plan follow-up meetings

☒ **2.l.** Establish an Oakley Entrepreneur Incubator space to meet the needs of expanding Oakley small business entrepreneurs **(Dwayne Dalman)** *Performing outreach to other Incubator spaces to determine best practices and layout of space prior to finalizing architectural drawings.*

☒ **2.m.** Partner with the Oakley Chamber of Commerce to promote and strengthen the Oakley business community: **(Dwayne Dalman)**

☒ Assist with Mayor lunches to provide insight into City activities that impact the business community – *Completed Mayor's Brown Bag Luncheon Program for 2016*

☒ Assist with member lunches that provide speakers to educate and strengthen the business community – *More discussions will be held with the Chamber in early 2017 regarding this concept*

Area of Focus #3: **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:

- ☒ **3.a.** Establish a guide to assist in updates to the Zoning Ordinance (**Ken Strelor**) *Updates have occurred as needed (e.g. storage containers) reducing the need for a comprehensive update guide.*
- ☒ **3.b.** Continue a proactive and progressive Code Enforcement program with performance measures and [weekly-bi-weekly](#) reports (**Troy Edgell**) *Performance measurements are provided to the City Manager on a bi-weekly basis*
- ☒ **3.c.** Inventory the City's major eyesores and prioritize them for Abatement (**Troy Edgell**) *In-process. Targeted nuisance property cases are opened and monitored on a 10 day to 30 day basis*
- ☒ **3.d.** Proactively implement weed abatement program (**Troy Edgell**) *Code Enforcement staff is aggressively using OMC to gain compliance from out-of-town owners of vacant properties not maintaining minimum property standards and when necessary performing City-abatements of nuisance properties and gaining Council confirmation for reimbursement of actual costs.*
- ☒ **3.e.** Develop a list of Standard Conditions for both residential and commercial/industrial development projects (**Ken Strelor**) *The goal is to complete during the summer of 2017.*
- ☒ **3.f.** Monitor Community Choice Energy issues in Contra Costa County and within the greater Bay Area (**Josh McMurray**) *The County is in the process of completing Technical Study which will analyze three options: 1) create a Contra Costa County Community Choice Aggregator (CCA), 2) join Alameda County's CCA, or join Marin Clean Energy (MCE). MCE has also informed the City that the MCE Board has approved a six-month "inclusion period" that would allow no-cost membership consideration for jurisdictions which complete their membership application between December 1, 2016 and May 31, 2017*
- ☒ **3.g.** Continue to work with the San Joaquin Joint Powers Authority to develop a Train Platform in the Downtown (**Josh McMurray**) *The City is actively engaged with the San Joaquin Joint Powers Authority (SJJPA). The SJJPA is still trying to facilitate the early morning start for the San Joaquin Amtrak service and the City is actively looking for grant monies to assist in the design and construction of the train platform and parking lot.*
- ☒ **3.h.** Facilitate the development of the Priority Development Areas through public/private partnerships, Grant funding and public engagement. (**Josh McMurray**) *The City is continually looking for grant funding to facilitate the Development of the PDA's. The most recent grant opportunity funded the Downtown PDA Study which explained the benefits of a train platform in the Downtown. Also, with the recent announcement that Claremont Homes is purchasing the Chemours property, the Oakley Employment PDA will become a priority as that [property is entitled and developed.*
- ☒ **3.i.** Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project (**Ken Strelor**) *Semi-annual reports have been given to the City Council by DWR staff and will continue through project planning and implementation phases.*

- ☒ **3.j.** Participate in Iron House Sanitary District discussions for the reuse of Jersey Island (**Ken Strelo**) *Staff has communicated with ISD interest in participating in discussions and ISD has agreed to include the City in future meetings and discussions. Dates of those meetings remain unknown at this time.*
- ☒ **3.k.** Continue to look for Grants and other funding mechanisms to complete a Climate Action Plan (**Ken Strelo**) *While Staff continues to keep eyes and ears open for potential grants, the City's grant consultant has added this item to their search.*
- ☒ **3.l.** Facilitate development of the East Cypress Road and Sellers Avenue corridors (**Ken Strelo**) **Long term continuation.** Staff continues to be involved in meetings and updates on this project. As of late Fall 2016, the "Cypress Preserve" project is close to obtaining HCP approval. The City is to be a signatory to a Land in Lieu Agreement between the developer and wildlife agencies, which will be tied to the wetland preservation mitigation. Onsite activities could begin mid-2017.
- ☒ **3.m.** Fully implement the Planning Advisors concept along with the ongoing analysis of the most financially prudent time to establish a separate planning commission (**Josh McMurray**) *The Citizen Planning Advisors program has been fully implemented and several projects have been routed to them for comment. We will continue to monitor the workload and the timing of establishing a separate Planning Commission.*
- ☒ **3.n.** Continue to implement the 2015-2023 Housing Element Action Programs including Policy Action 1.1 requiring the City to accommodate the share of the Regional Housing Needs Assessment (RHNA) (**Josh McMurray**) *All Policy Action Programs that needed action have been completed. Several require monitoring throughout the 8-Year Planning Period of the Housing Element.*
- ☒ **3.o.** Continue to refine, streamline and enhance the development project application process (**Planning**) *This is an ongoing effort.*
- ☒ **3.p** Continue to refine and enhance the City's AB 939 (Recycling) Programs and comply with State laws that relate to waste reduction (**Josh McMurray**) *This is an ongoing effort. CalRecycle certified the 2015 AB 939 Annual Report a few months ago meaning the City is in compliance with all applicable State Laws.*
- ☒ **3.q** Continue to work with PGE and EBEW in implementing and promoting their energy saving and greenhouse gas emission reduction incentives and programs (**Ken Strelo**) *Staff expects to bring another PACE program to the Council for consideration in early 2017.*
- ☒ **3.r** Complete Phase 2 of the Agricultural Conservation and Viticulture Program for Council consideration (**Ken Strelo**) *Early 2017. Phase two is being wrapped up and the results should provide important feedback for the Council to consider the future direction of this program.*
- ☒ **3.s** Proactively implement weed abatement program with focus on complementing Oakley's Viticulture Program (**Troy Edgell**) *Code Enforcement staff met with local Vintner and developed semi-annual notification of applicable vacant lots adjacent to grape fields.*
- ☒ **3.t.** Enhance and re-enforce Residential and Commercial Maintenance standards through specific codification of violations (**Troy Edgell**) *On-going. Working with Planning to review code applications specific to residential and business and possible standardization.*

- ☒ **3.u** Reduce the risk of fire-related deaths and property damage through the coordinated identification of properties committing power theft **(Troy Edgell)** *Recommend Deletion of this action item. Contact with PG&E revealed they will not offer training in detection of power theft and will not (due to privacy concerns) pro-actively inform us of power disconnects.*
- ☒ **3.v** Through identification and education, increase compliance of property maintenance standards for areas zoned Light Industrial being used for residential purposes (first impressions of Oakley) **(Troy Edgell)** *On-going. Staff proactively notifies violators via education and enforcement of the requirements for meeting residential maintenance standards despite living in light-industrial zoned areas*
- ☒ **3.w** Increase community outreach by providing targeted neighborhoods and all HOAs educational material explaining Property Maintenance standards with emphasis on landscaping requirements and drought tolerant options **(Troy Edgell)** *Staff has developed standardized correction notices that include drought-tolerant landscaping options with each Notice of Violation for landscaping.*
- ☒ **3.x.** Fully implement the plan to encourage more public input and involvement in the planning process **(Josh McMurray)** *The plan to gain more public input through the Planning/Zoning process has been fully implemented. This includes a larger 500' radius for Public Hearing Notice mailings, updates to the City Website and including new projects in weekly e-mail blasts and using the Citizen Planning Advisor group to gain comments about Design Review applications.*
- ☒ **3.y.** Evaluate the possibility of a feasibility of implementing a public art program through imposing a development impact fee **(Josh McMurray)** *The City is currently conducting studies to review the Park and Traffic Impact Fees. These are expected to be completed in early 2017. Staff will then bring a work session to the City Council regarding a Public Art Program and what that could entail.*

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 - *Improvements continue on Main Street, both in and near the downtown corridor. Planters along Main Street on the north and south side between, approximately Miguel Drive and Teakwood Drive, were renovated. The triangular area at the northeast corner of Main and Big Break was landscaped along with the installation of a direction sign for EBRPD Big Break Shoreline. Plans are ready for landscape enhancements from Norcross to Fourth Street. The three center median renovations between Empire and Big Break on Main will be renovated in the coming months. (Leonard Morrow)*
- ☒ **4.b.** Continue to use Downtown Specific Plan (DSP) to guide high quality development while preserving Oakley's small town feel **(Josh McMurray)** *This is ongoing and the DSP is used to guide the development of all projects within the plans boundary.*

- ☒ **4.c.** Develop an updated program for improved and consistent façade and building signage improvements for Downtown corridor consistent with DSP (**Dwayne Dalman & Josh McMurray**)
- ☒ **4.d.** Encourage development of Downtown parking as adopted in DSP (**Josh McMurray**) *This is ongoing and the DSP is used to guide the development of all projects within the plans boundary.*
- ☒ **4.e.** Continue addressing mechanisms to improve traffic flow in the Downtown, while improving the pedestrian and business-friendly walkability *Traffic signal synchronization project in the Downtown corridor has been implemented, in addition to the design of a new traffic signal at Main/Norcross which collectively will help in the improved vehicular flow of traffic in Downtown. The new Downtown improvement plan includes enhanced sidewalks and crosswalks which bring a safer and higher level of visibility for pedestrians in downtown.* (**Kevin Rohani**)
- ☒ **4.f.** Expand the Heart of Oakley event (**Lindsey Bruno**) *The Heart of Oakley event expanded in 2016 to include a historical art exhibit, additional vendors and entertainment. The event for this year is planned for September 23rd, 2017 – a week later than previous to avoid other events in the area.*
- ☒ **4.g.** Construct Library & Community Learning Center in the Downtown (**Nancy Marquez-Suarez**) *A citizens committee helped support the placement of a ballot measure on the June ballot, but it was not successful. Discussions with the Contra Costa Library team and the citizens committee continue*
- ☒ **4.h.** Identify and outreach to possible entities that could create events in the Downtown that engage and meet the needs of the community and promote local businesses, including concerts, food trucks and/or Farmers Markets (**Dwayne Dalman**) *Collaboration on the Heart of Oakley and communicating that opportunity and the opportunities for Downtown businesses during other events, has been a task of the Economic Development Manager. Expanded opportunities for new events are still being evaluated.*
- ☒ **4.i.** Continue to promote the Downtown Revitalization Loan Program to facilitate building renovations (**Dwayne Dalman**) *Currently, we have two applications in process for review*
- ☒ **4.j.** Identify development potential for City-owned downtown land and outreach to brokerage and development community to facilitate disposition/development (**Dwayne Dalman**) *Guanatos has been located and a for lease/sale sign has been placed on the parcel to the immediate east of the Guanatos parking lot.*
- ☒ **4.k.** Partner with Planning Department to identify and capitalize on opportunities realized from the anticipated transit station in Downtown, as well as mitigate for any possible negative impacts (**Dwayne Dalman**) *Continued coordination with the Joint Powers Authority is taking place and more grant opportunities are being evaluated for the actual station. The impending train station is discussed with potential businesses in the area of the station.*
- ☒ **4.l.** Upgrade the year-round Main Street banner program, and include specific banners in the Downtown (**Lindsey Bruno**) *This program was not approved into the budget. The program will continue to include year round banners and holiday seasonal banners. Staff intends on preparing a proposal to replace the aging banners in the upcoming mid-year budget.*
- ☒ **4.m.** Construct the Main Street Streetscape Improvement project with full public outreach and engagement during the construction phase to minimize any public inconveniences as well as educate regarding downtown traffic *Staff has been engaged with the property owners and merchants during the design and construction of the storm drain construction phase of the downtown project. This*

engagement and outreach was very successful and productive in not only constructing the improvements with minimum inconveniences, but also in building relationships which will be used as the City undertakes construction of Main Street Streetscape improvements in spring 2017. (Kevin Rohani)

☒ 4.n. Facilitate in bringing an upscale coffee and other “mom and pop” type of shops to Downtown (Dwayne Dalman) *Discussions with brokers have included the specific coffee shop, but also facilitating other small businesses, like Guanatos, is an on—going effort.*

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. Conduct proactive community engagement regarding sensitive traffic concerns and facilitate discussion with Police Department on traffic related issues, especially in the downtown area and all streets connected to downtown *Public Works team works collaboratively with Police Department in addressing various traffic safety issues citywide. This effort also includes public outreach to the community and especially with downtown area residents and merchants to ensure lines of communication are open and concerns are addressed timely. (Kevin Rohani)*

☒ 5.b. Highlight and publicize varied traffic calming improvements *Addressing traffic calming and management is a priority for Public Works Department and staff work on wide range of traffic calming project citywide and will continue to inform and communicate with the residents about all traffic calming projects and initiatives, such as “Slow Down Oakley”. (Kevin Rohani)*

☒ 5.c. 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 *The annual CIP projects for street resurfacing and concrete repair and replacement utilize gas tax a funding source on an on-going bases to ensure the city’s public infrastructure is maintained on sustainable way. (Kevin Rohani)*

☒ 5.d. Investigate the opportunities to work with neighboring municipalities on bidding Capital projects in coordination to take advantage of economy of scale for every City. In addition to coordination of City projects with DWD and ISD for long-term planning and construction. *Public Works staff have collaborated with DWD and ISD on several CIP projects, including the Main Street improvements in downtown. Staff continues to reach out to the neighboring cities of Brentwood and Antioch to explore opportunities for joint projects which would benefit all 3 communities. (Kevin Rohani)*

☒ 5.e. Include all Capital Improvement Project (CIP) items’ work within 2-year period (design, ROW acquisition, bid, completion) *This task is on-going for a range of projects especially the ones that require right of way acquisition. (Kevin Rohani)*

☒ 5.f. Evaluate the placement of more solar-powered speed limit notification signs and evaluate the potential installation of new electronic pedestrian crosswalk systems near school sites *This task is*

being reviewed as part of the on-going traffic safety improvements citywide and in coordination with school officials. (Kevin Rohani)

☒ **5.g.** Design intersection improvement and signalization at Laurel Road/Rose Avenue and initiate right of way acquisition for the project *This project currently is under design with construction planned for early 2018. The project involves major utility line relocation which takes months to accomplish as the City works with utility service companies on this task. (Kevin Rohani)*

☒ **5.h.** Maintain street inventory with annual Pavement Condition Index for all City streets *This work is on track and the City has secured grant for preparation on 2017 Pavement Condition Index for City of Oakley. (Jason Kabalin)*

☒ **5.i.** Complete Laurel Road Widening from Rose Avenue to Mellowood Drive *This project has been delayed some with right-of-way negotiations, but those are near completion. The project is currently under design with construction planned for fall 2017 (Kevin Rohani)*

☒ **5.j.** Develop a formal ADA Evaluation and Transition Plan for City of Oakley **(Dean Hurney)** *A draft has been prepared and is currently being reviewed by Staff.*

☒ **5.k.** Maintain a Engineering Traffic Model for new private development, to provide traffic related information to the community to evaluate traffic patterns based on community needs *The Traffic Model has been completed and will be discussed at the second Council Meeting in January. The Model can be used in new development projects to have a real time status of traffic Levels of Service in City of Oakley. (Kevin Rohani)*

☒ **5.l.** Continue implementation of “Complete Streets” requirements and consider compliant alternative street cross sections *The “Complete Streets” requirement is implemented in the new Laurel Road design and construction project. In addition, all new roadways that are designed will incorporate various components of the “Complete Streets” requirement (Kevin Rohani)*

☒ **5.m.** Research potential options that would allow for installation (and reimbursement) of sidewalk where a gap exists along Empire Avenue north of Carpenter Road to Neroly Road *The missing section of sidewalk is north of Carpenter Road on Empire Avenue towards Pine Street. Staff has been in conversation with the private developer of the parcel to reach a mutual agreement for construction of the missing section of sidewalk. The developer is in principal agreeing to construct this sidewalk in 2017 as part of its Carpenter Road extension project. (Kevin Rohani)*

☒ **5.n.** Explore the continuation of bicycle paths from the south side of E. Cypress Road to Downtown (possibly along the railroad tracks), as well as a path from Bridgehead Road along the River across the Dupont Property to Big Break Road *A concept for this bicycle path has been developed and it will be a long term project as it requires right of way acquisition and regulatory agency permitting. (Kevin Rohani)*

☒ **5.o.** In collaboration with East Bay Regional Parks District, assess the feasibility of an overpass or underpass connection to the multi-use trail near E. Cypress Road and Main Street *This concept was evaluated and determined to be not feasible for construction, due to geometry of the existing roadway and its vicinity to the creek and also the engineering and hydraulic limitations that exist at this site. (Kevin Rohani)*

☒ **5.p.** Research the continuation of Laurel Road from Teton Drive to Sellers Avenue *A number of alternative alignments had been considered for extension of Laurel Road over the BNSF railroad tracks*

to Sellers Avenue and the best and most practical alignment was selected which will cost approximately \$20M to construct. The funding of this project because of its magnitude is challenging and this project will be included in the City's TIF program to collect funding overtime as new private development projects take place in Oakley. This will be supplemented with any Federal and State grants that the City would acquire in the coming years. (Kevin Rohani)

5.q. Research opportunities for eastern access in and out of the Vintage Parkway Subdivision *The task to explore easterly access from Vintage Parkway Subdivision is being done as a joint effort between City of Oakley and Ironhouse Sanitary District. This is due to the fact that such access out of Vintage Parkway Subdivision will go through the property of Ironhouse Sanitary District and would benefit some developable properties owned by the District. Staff from both agencies are currently working with consultant to review alignment and alternative access route and develop cost estimate for consideration. (Kevin Rohani)*

Area of Focus #6: 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:

6.a. Aggressively support and monitor legislation and sales tax capture for proposed power plant *This is an ongoing action item. There has been no updates on the proposed power plant. (Deborah Sultan)*

6.b. Continue to budget conservatively and manage spending utilizing the 10-year plan forecasting and comply with City budget administration polices *This is an ongoing action item. A new debt management policy was approved by the City Council in October and the remaining policies will be reviewed as part of the new fiscal year budget in the Spring of 2017 (Deborah Sultan)*

6.c. Develop a strategy to resolve funding and capital reserve concerns with various Lighting and Landscaping districts - *The City continues to implement its policy for all new (development related) parks and streetscape to be maintained by the City, to require the developer to form a Landscape and Lighting Maintenance District or Community Facilities District. This is to provide a funding mechanism to pay for the on-going maintenance and set aside reserve funds for repair and replacement. Though the City of Oakley desires to maintain a uniform level of maintenance throughout the landscaped areas and parks, by law, the City can only use funds collected from property owners within a benefit zone or CFD for the costs associated directly and specifically with that zone/district. In some older zone areas within the City, the assessments collected are not sufficient to pay for the maintenance costs, repairs, or improvements, and are "underfunded", and several are in debt. Unfortunately, the assessment revenues in the "underfunded" benefit zones have not kept pace with expenses, and are insufficient to adequately maintain their neighborhood landscape areas and have little or no reserve monies. All of these "underfunded" zones were created by Contra Costa County with no built-in annual inflators, where homeowners are still paying the same assessment created 15 to 30 years ago.*

In the benefit zones with assessments that are not sufficient to cover the maintenance and replacement costs, the only real option to resolving the funding concerns is to attempt to increase the

assessment via a ballot procedure. When residents in a particular underfunded zone can generally agree on a long-term solution, and have garnered neighborhood support, there is a process and ballot procedure. The City Council requests that an engineer's report be prepared and adopts a Resolution declaring its intention to levy and collect a new assessment. A public hearing is set and ballots are mailed to the property owners. If the majority of the voting property owners do not oppose the action, then the new assessments would pass. Depending on the financial status of a zone, consideration could include a one-time assessment, along with a new annual assessment with a built-in annual adjustment (i.e. tied to the CPI) with a cap, possibly of it being no greater than 3% per year. A shorter term solution can involve volunteer efforts to address some of their landscape needs. One example is the residents of Vintage Parkway. Their proactive actions a couple of years ago resulted in some nice improvements for which they can take pride in, but even they would agree much more needs to be done. (Leonard Morrow)

☒ 6.d. Perform a comprehensive Fee Study for City of Oakley to ensure cost recovery of City services are accounted for and fees charged by the City are in tune with other municipalities in the region *The Fee schedule has been updated for the new police fees and code enforcement fees. A full comprehensive Fee study will begin in January 2017 and presented to the City Council in the Spring of 2017* (Deborah Sultan)

☒ 6.e. Upgrade the City's phone system *The City implemented a Hosted PBX system in September.* (Deborah Sultan and Kevin Rohani)

☒ 6.f. Evaluate bringing payroll services in-house *The implementation of the new payroll and Human Resources modules in Tyler Technologies (Eden) is in process. The Team expects to "go live" in January 2017* (Deborah Sultan)

☒ 6.g. Complete evaluation of the delivery of Information Technology services *Service was adjusted by increasing staff, and the number of hours to accommodate the City's needs. A complete evaluation will take place in spring of 2017 when the contract is scheduled to be renewed.* (Deborah Sultan)

6.h. Review membership with the Municipal Pooling Authority *The Authority was experiencing some turbulence due to the many personnel changes. Things have settled down, and Staff is now much more confident in maintaining the City's membership.* (Deborah Sultan)

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. Produce and distribute the Community Recreation Guide three times per year (Lindsey Bruno) *The Recreation Guide has been transitioned to three guides per year, the first went out in*

September, the next Guide is in the development stage and will be distributed in January, the final guide will be distributed in May. The Guides are now distributed directly via mail.

7.b. Complete Annual Thoroughfare Tree Planting, CIP #50 *This project is being deferred at this time due to funding constraints. In the meanwhile, Public Works Department as part of the on-going operations rehabilitate landscaping and trees citywide. (Kevin Rohani)*

7.c. Design Phase 2 for Nunn-Wilson Park (possibly dog park) – *Staff submitted a grant application for improvements at Nunn-Wilson Family Park, Phase II, and more specifically a Community Dog Park. The California Department of Park and Recreation announced recommendations to the National Park Service for funding of California park projects under the Land and Water Conservation Fund (LWCF) program for which the City of Oakley was one of the recommended projects. The National Park Service just recently approved the grant. The total cost for the project is estimated at \$970,000. The LWCF grant provides a 50% match, with the other 50% coming from Parks Development Impact Fees, not the General Fund. The proposed Oakley Community Dog Park at Nunn-Wilson Family Park will encompass approximately 2.5 acres of the existing park site and include a parking lot, restroom, picnic area, fenced areas for both small and large dogs, tables, benches, turf, dog water play area, drinking fountains, agility equipment, dog waste stations, and more. (Leonard Morrow/Kevin Rohani)*

7.d. Track and increase Recreation program participation by 10% each year (Lindsey Bruno) *The Recreation Division has continued to increase program participation, with over 30,000 participants last fiscal year. There was a dip in rental participation as one rental facility was closed.*

7.e. Prepare financing plan for the Oakley Community Park (Deborah Sultan/Kevin Rohani) *A price quote has been received to demo the site, but one property is still yet to sign the documents that will transfer the property to the City. Not much detail has been prepared, but indications are that roughly \$1M per acre will be needed to develop the Park. This will require new monies, including grants, partnerships and additional revenue measures to be considered by the voters.*

7.f. Survey community to better offer classes that meet their needs in terms of days and times, and for all ages (Lindsey Bruno) *The Recreation Division has a survey box at all of our events to gain feedback from residents and participants, it is also kept in the City Hall office where we accept surveys. In addition staff have worked to post to Facebook to gain community input as well.*

7.g. Explore alternative financing opportunities to ensure quality long-term maintenance for City parks, streetscapes and trails - *See answer provided in 6.c. Staff also continues to explore other revenue sources, such as grants, user fees, private foundation grants, donations, etc. (Leonard Morrow/Kevin Rohani)*

7.h. Evaluate the addition of needed facilities to parks - *Sport fields for soccer, baseball, softball, and flag football are in high demand. A comprehensive needs assessment would be a component of an Updated Park, Recreation, and Trails Master Plan process. In the interim, and until an updated Plan is authorized, staff communicates and meets constantly with users/shareholders, community surveys are taken sporadically, and comments are logged from public strategic planning sessions. It should be noted, Nearly 30 City parks have been constructed since the existing Master Plan was drafted and accepted in June 2007. An updated Master Plan would evaluate the needed facilities and provide a guide/road map to future development of parks and facilities. (Leonard Morrow/Kevin Rohani)*

7.i. Evaluate improvement options for the reservation process and fees for park recreation and community facilities (Lindsey Bruno) *Staff reviewed multiple registration and reservation software*

companies and has narrowed down the providers to two. The next step is to review the software companies with IT and Finance to ensure compatibility.

☒ **7.j.** Continue to implement the Urban Forestry Program - *The Parks and Landscape Division is tasked with managing almost 11,000 trees in the City of Oakley. The Division has a comprehensive database management system to monitor and maintain the trees. The ArborPro program utilizes the latest in GIS (Geographic Information System) technology to provide us with an immediate visual representation of any tree in our urban forest. The program allows the City to run queries, run reports, create work orders, create bids for tree maintenance, maintain past work history, schedule tree maintenance, and propose appropriate budget figures for the urban forest. The Division has an on-going tree pruning program. The City has primarily a young forest. The most important time to prune a tree is within the first five years following planting. By properly pruning these young trees the City will save money in future maintenance costs.* **(Leonard Morrow)**

☒ **7.k.** Research, and implement a Recreation registration, reservation and online payment software by the December 2016 **(Lindsey Bruno)** *Staff reviewed multiple registration and reservation software companies and has narrowed down the providers to two. The next step is to review the software companies with IT and Finance to ensure compatibility.*

☒ **7.l.** Implement a phased plan to construct a new Community Recreation Center at the Moura Property **(Lindsey Bruno)** *A contract with Gates and Associates was approved and staff is working on the first phase of the project. To gain public input a survey is currently available on Engage in Oakley. Staff anticipates that in Spring we will be able to go out to bid for the first phase of the project.*

☒ **7.m.** Evaluate facility rental policies and procedures and update policy as needed, in conjunction with the new online software **(Lindsey Bruno)** *Staff has begun to implement various changes included deposit changes for facility rentals in anticipation of a rental and registration software.*

☒ **7.n.** Integrate Recreation Internship availability for college students by Spring 2017 **(Lindsey Bruno)** *Staff is currently researching opportunities for internships.*

☒ **7.o.** Increase marketing efforts for classes, programs and events by 25% **(Lindsey Bruno)** *Starting with our summer programs staff has expanded marketing to include bus advertisements, SnapChat Geofilters, and expanded print advertising in the Contra Costa Times and mailers including the transition of the Recreation Guide to a mailed product.*

☒ **7.p.** Add a historical art exhibit to the Heart of Oakley Festival **(Lindsey Bruno)** *This was completed in the 2016 Heart of Oakley Festival*

☒ **7.q.** Evaluate a miscellaneous fee schedule for supply requests received by the public (tables, chairs, sound system rental) **(Lindsey Bruno)** *Staff is currently researching similar policies from other cities. It is unclear if renting this equipment is best, due to the fact that these are readily available from private businesses.*

☒ **7.r.** Develop a fee waiver policy and or sponsorship/agreement for waivers of special event related fees (temporary use permit, street closure permit, park permits, etc) **(Lindsey Bruno)** *Staff is currently researching similar policies and the costs of these types of waivers.*

☒ **7.s.** Develop a streamlined special event permitting process, ensuring all applicable applications are completed, and routed to contributing departments effectively **(Josh McMurray)**

Work has already been done to coordinate special events requiring road closures (runs/walks) with the Police Department and Public Works and Engineering. Planning already coordinates special events located in City Parks with the Recreation Division. Both of these processes will be further analyzed and combined to reduce redundancies and improve the efficiency of the process.

☒ **7.t.** Develop Parks and Landscaping standards for City of Oakley to be used by the development community on the wide range of private development projects in Oakley – *In coordination with Public Works & Engineering staff, the Parks and Recreation Division staff provided park equipment, irrigation, and planting standards to be compiled within a comprehensive Public Works Standards book. City Council approved this in June 2016, which provides general requirements to be used by developers in park and landscape construction projects that will be turned over to the City for maintenance. (Leonard Morrow)*

☒ **7.u.** Invest in providing free Wi-Fi service in City Parks where we have internet service available - *The Parks and Landscape Division installed free public Wi-Fi capability in both the Creekside and Civic Center parks to enhance the park experience by users. Users can gain Wi-Fi access when they use a wireless device within most areas of the two park locations. The access to free Wi-Fi allows patrons to be able to stay connected with their smartphones, tablets and other Wi-Fi enabled devices as they enjoy the serenity of the park, participate in activities, or watch their children play. It is hopeful that more free public Wi-Fi capability will be added to other parks in the future where it would be deemed beneficial, and internet access is available. (Leonard Morrow)*

☒ **7.v.** Identify existing trail system locations and gaps and create a map of trails that can be posted to our website. As well, as develop a plan to complete trail linkages throughout the City - *With help and cooperation from the Parks and Landscape Division, the Recreation Division was largely responsible for the layout and production of an attractive Recreation Map that identifies points of interest, trails for walking, biking, or jogging, park locations, along with park rules and bicycle safety tips. (Len Morrow)*

☒ **7.w.** Continue working with leagues for the development and participation in the development of more playing fields **(Lindsey Bruno)** *When considering the Moura Property (future home of the Oakley Recreation Center) staff surveyed all current leagues using fields to determine their needs. The primary need was a multi-purpose field that could be used for baseball, softball, football and soccer. This is being considered for the Moura Property. Staff continues to work with the leagues to determine their needs and best accommodate them.*

☒ **7.x.** Price out the costs associated with pursuing lighting of ballfields - *The purpose for pursuing lighted ballfields is to extend and enable safe play into the night-time. The cost to light a field depends on a number of factors including: size of the area to be illuminated, class level of lighting specifications required (is play for recreation, competitive, professional), product quality, electrical assess and existing infrastructure, if any, etc. Costs can range, depending on various factors, from \$200,000 to 1 million for just one ballfield. The ongoing electrical usage cost is also very significant. (Lindsey Bruno & Len Morrow)*

☒ **7.y.** Research the business model, operations, costs, compliance requirements associated with an ice rink **(Lindsey Bruno)** *Staff has researched costs and funding is does not appear that funding would be available (and not a priority) to develop an ice rink and would have to be evaluated by the Council at budget time.*

☒ **7.z** Explore potential uses for the eight-acres located at the end of Jersey Island Road - *Parks and Landscape staff has not given a lot of thought to the potential uses of the eight acres beyond the discussion of boat launch that was thought of several years ago. Staff believes the ultimate Master Plan for the eight acres located near Jersey island Road and Dutch Slough should be viewed, or thought of, in terms of potentially being a “sustainable park”. The facility may lend itself for revenue generating facilities such as a boat launch facility with parking, sail/kayak, canoe rentals, and overnight RV camping, and other amenities like a fishing pier would complement the park. The park would probably require the exploration or solicitation of private partnerships, leasing land or concessions to provide services, and possibly through a RFP process you may find an individual willing to build a nice restaurant and meeting facility overlooking the water. Unfortunately, access via Jersey Island Road and infrastructure to the area needs substantial upgrading. (Len Morrow)*

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 (or next business day) **(Bryan Montgomery)** *This is an ongoing and aggressive emphasis for the Team to meet this customer service expectation.*

☒ **8.b.** Keep updated the City’s website and continuously monitor content; update as necessary **(Lindsey Bruno)** *Staff have been working with the web designer to update the website and significant changes were made live on November 10th.*

☒ **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 **(Lindsey Bruno)** *Working with the new website design, we have been able to create separate filters for City Meetings, Events, Classes, etc. This will help the public distinguish and easily filter the dates of planned events.*

☒ **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 **(Libby Vreonis)** *Updates from the agencies listed above have been scheduled approximately every 3-6 months, including oral reports to the Council during meetings and/or by written updates via email. Staff also scheduled an update with Contra Costa County Animal Services and will continue to schedule the update on an annual basis.*

☒ **8.e.** Continue to build cooperative relationships with representatives of service clubs and other community groups and extend offers to have Staff and/or Councilmembers attend their meetings **(Nancy Marquez)** *These interactions occur throughout the year, but additional outreach will be conducted to increase the number.*

☒ **8.f.** Evaluate the survey method for needed adjustments, as we continue to conduct a citizen satisfaction survey every other year (**Nancy Marquez**) *The last survey was conducted in 2016 and the next planned for early 2018.*

☒ **8.g.** Prepare and send out weekly press releases (**Nancy Marquez**) *This is done each week with the help of the departments/divisions who sign up for each week.*

☒ **8.h.** Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc. (**Nancy Marquez**) *This is a very regular and on-going effort. We have been complimented has one of the cities that conducts the most outreach and over the most platforms of any other city in the County.*

☒ **8.i.** Promote City Hall tours (**Nancy Marquez**) *These are held throughout the year, upon request. More social media posts are planned in 2017 to remind schools and other groups of the availability.*

☒ **8.j.** Continue to facilitate Memorial Day, Veterans Day and other like events that retain Oakley's small town identity (**Nancy Marquez**) *This events continue to be a community success.*

☒ **8.k.** Continue Citizen/Leadership Academy (**Nancy Marquez**) *We just completed our third session.*

☒ **8.l.** Increase visibility of Oakley OnDemand, complete employee OnDemand training (**Lindsey Bruno**) *Staff have been retrained for Oakley OnDemand, OnDemand usage has seen an increase of 129% in the usage of the Frequently Asked Questions, and an increase of 190% in the usage of Service Requests based on placing OnDemand on the front of the website with a button labeled Make a Service Request.*

☒ **8.m.** Continue You, Me, We = Oakley program, with additional focus on youth participation (**Gabriela Baños-Galvan**) *The Program continues its good work and has involved a number of youth volunteers with many of those becoming formal Ambassadors of the Program.*

☒ **8.n.** Advertise and prepare related vacancy and term documentation for City Council appointed positions (**Libby Vreonis**) *City Clerk staff advertises for any vacancies or new terms for City Council appointed positions, prepares related documentation, presents to the City Council for selection, and coordinates with agencies for such positions.*

The Contra Costa County Library Commission term (2-year) will expire June 30, 2017. Staff will accept applications in May 2017 and present to the City Council in June 2017.

The Contra Costa Transportation Authority Citizens' Advisory Committee term (4-year) will expire August 12, 2017. Staff will accept applications in July 2017 and present to the Council in August 2017.

☒ **8.o.** Facilitate 2016 and 2018 General Municipal Elections (**Libby Vreonis**) *Preparation for the 2016 and 2018 General Municipal Elections begins in May of each election year. The Contra Costa County Elections Division holds a meeting with municipal clerks from each city and provides a candidate information packet and candidate forms. The City Clerk's Office prepares a staff report and resolution calling the election, a staff report and resolution appointing an Elections Official (in addition to the City Clerk), a press release, a Notice of Election for publication, candidate binders and voter brochure pamphlets. The nomination period for candidates to file to run for the election typically occurs mid-July through mid-August. During the nomination period, the City Clerk and designated Elections Official meet with candidates to issue candidate binders and issue and receive*

candidate forms. Once candidates have qualified for the election, the City Clerk's Office publishes a Notice of Nominees, accepts campaign filings, and works with the County Elections Division to provide voter outreach. The aforementioned items have been completed for the 2016 General Municipal Election. After the election, the official canvass will be presented to the City Council to accept in December and winning candidates will be sworn into office.

Voter outreach began expanding in the 2014 General Municipal Election and continues in the current election. The City offers a drop box for vote by mail ballots in its lobby and frequent press releases are distributed through social media.

- 8.p.** Upgrade the audio/visual system in the Council Chambers to record/broadcast public meetings **(Lindsey Bruno)** *The transition to a new audio visual system has begun, including a wired HD system, and improved video capabilities including streaming meetings. This work should be complete by mid January.*
- 8.q.** Implement Virtual City Hall – “Engage in Oakley” **(Nancy Marquez-Suarez)** *This additional platform has been used now four or five times to solicit citizen input on various items brought before the Council.*
- 8.r.** Continue the YMWO Welcome Basket in collaboration with developers who can extend the offer to new Oakley homeowners **(Gabriela Baños-Galvan)** *This is an ongoing effort.*
- 8.s.** Identify possible partners and locations for scrolling marquees at highly visible locations along Laurel Rd **(Lindsey Bruno)** *Discussions have centered around locations at Laurel and Neroly and/or Laurel and O’Hara. The timing of these is most likely as development at these locations is announced.*

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. Progress on these items is best determined by the City Council.*

Action items:

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

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 **(Bryan Montgomery)** *These are held each spring prior to the Council-Staff session and a follow up each summer..*
- ☒ **10.b.** Facilitate Community-Council-Staff Strategic Planning Sessions **(Nancy Marquez-Suarez)** *These are held as part of the development of each two-year Strategic Plan. Also, a Council-Staff session is held each spring as part of the upcoming fiscal year budget preparation.*
- ☒ **10.c.** Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive **(Bryan Montgomery)** *This is a frequent item of discussion and a commitment is received from each new member of the Team to comply with the 3P's expectation.*
- ☒ **10.d.** Invest in technology to assist staff and operational efficiency *The City's servers have been updated and a new Voice-Over-IP phone system has been implemented. VM Horizons has been installed to replace the Citrix system which allows remote access to the Team's desktop. The Finance Team and IT Team continue to work with other departments have the equipment and technology to operate efficiently.* **(Deborah Sultan)**
- ☒ **10.e.** Maintain Records Management and Scanning Program **(Libby Vreonis)** *City Clerk staff tracks City agreements on a monthly basis to ensure full execution and recording when applicable. The Records Management Clerk scans documents for departments on a daily basis and maintains such documents for public record. An ongoing project for internal, non-public records is to scan 110 City Attorney file boxes: boxes 1-40 were scanned in Fiscal Year 2015-2016, boxes 41-80 are scheduled to be scanned in Fiscal Year 2016-2017 and boxes 81-110 are scheduled to be scanned in Fiscal Year 2017-2018. The City Clerk's Office also continues to work with other departments to minimize the amount of paper files stored.*
- ☒ **10.f.** Implement agenda management software program **(Libby Vreonis)** *An agenda management system was implemented; however, it did not meet staff need for improved efficiency; therefore, staff is researching other potential systems.*
- ☒ **10.g.** Hold annual employee recognition event **(Nancy Marquez-Suarez)** *A smaller summer event was held, with the main event held at year-end with a holiday lunch and the presentation of the 3P's awards.*

CONCLUSION

This document is a concise, coherent, focused plan that will serve to guide us in our efforts to improve the 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 – all with a budget that is much smaller than most

communities of our size. Our efforts will make Oakley an even better place to live, work and enjoy a great quality of life.

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.