



LIVE



WORK



PLAY



City of Oakley
**STRATEGIC
PLAN**
2022–2027+

Adopted April 2022



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Mayor Randy Pope



Joshua McMurray

Oakley has a vision for its future: Action. For the 5-year Strategic Plan 2027+ (SP27+), the City engaged many diverse community voices to explore who we are, who we want to be, and where we want to go. This process resulted in a clear mission, inspiring vision, redefined values, and a path forward. Now, more than ever, we recognize and celebrate the history, uniqueness, and future potential of our Delta city.

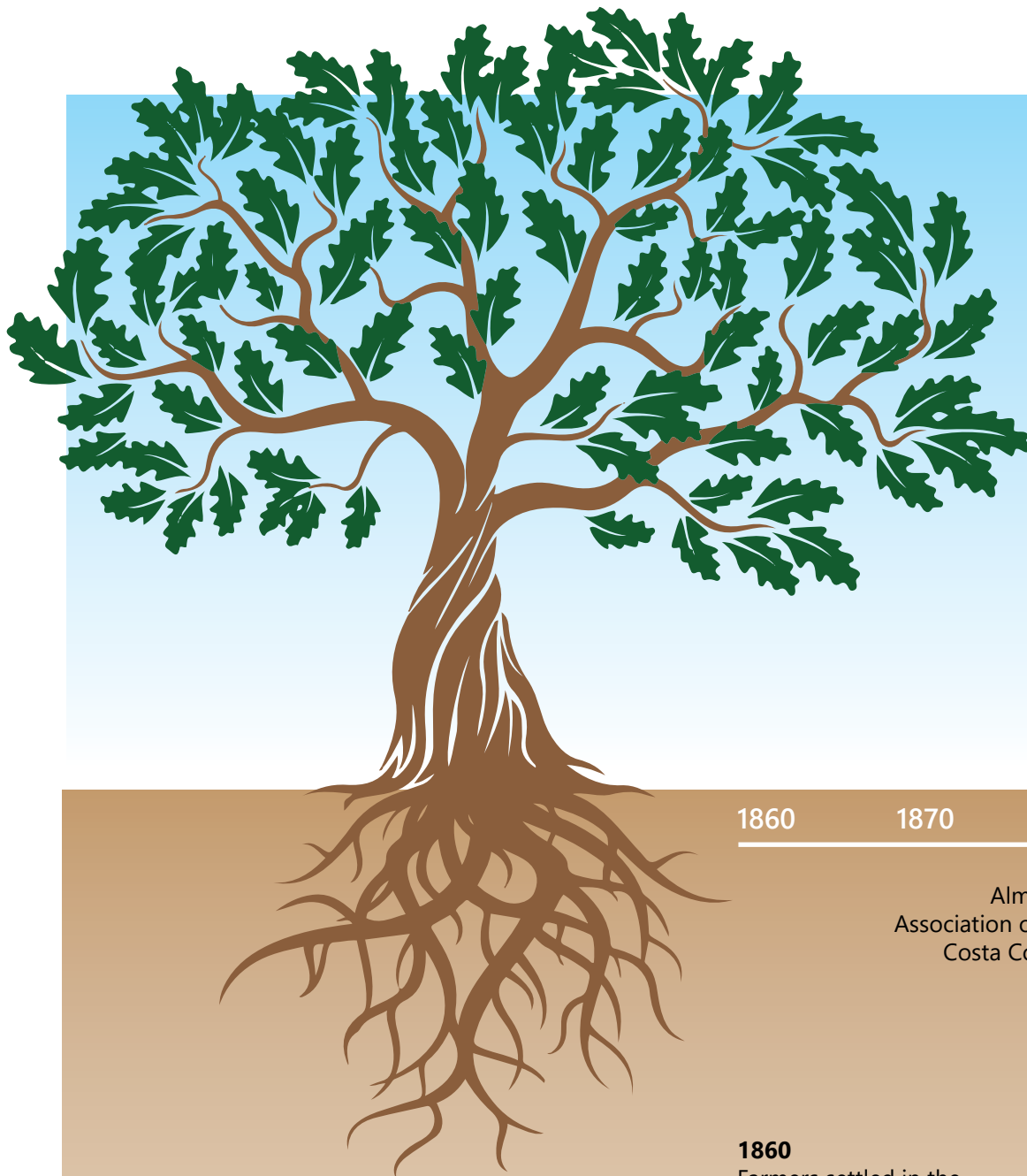
This time in the City's history is filled with excitement, growth, and so much possibility. SP27+ provides us with a long-term framework to provide exceptional service to residents and businesses while capitalizing on the shoreline to enhance the overall quality of the area for both visitors and businesses, investing in people and technological advances for organizational sustainability, and leveraging recent successes, like the Logistics Center, that can provide regional jobs and associated economic activity and investment. The SP27+ gives us focus and keeps our priorities centered around what matters most to our engaged residents, businesses, and partners.

As one community oriented around action, we collectively set our sights on strategic and thoughtful growth, safe and healthy neighborhoods, vibrant open spaces, collaborative engaged partnerships, and a sustainable organization that will benefit current and future residents and businesses. These goals will be realized through our collective values, to set our **PATH** forward: **Promoting** fair and equitable stewardship of our community, **Advocating** for a collaborative environment, demonstrating **Transparency** for accountability, and leading with **Honesty** and integrity. Together we can cultivate an inclusive and vibrant City where we live in a safe community, work together, and play in our backyard.

We look forward to working with you as we take action toward creating a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.

Randy Pope
Mayor

Joshua McMurray
City Manager



OAKLEY'S HISTORY

Officially incorporated on July 1, 1999, Oakley is the 11th newest city in California. Oakley is one of the last pioneer communities established inland from California's great coastal centers. Located beyond the extensive San Francisco Bay, the area was historically known as a railroad town along the Santa Fe railroad line and became San Francisco's easternmost frontier for agricultural production in the 1960s.

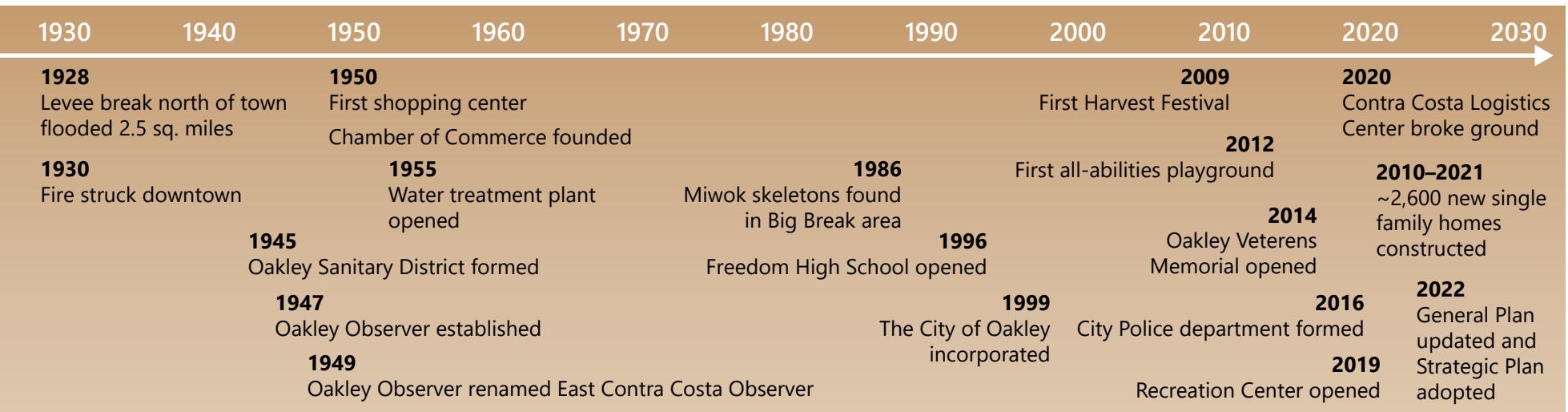
Early landholders in the 1860s, including Fred Babbe, Andrew Walker, Samuel Sellers, James O'Hara, Edward Emerson, and Benjamin F. Porter, all grew vegetables, fruits, and grains for the San Francisco Market.

1860	1870	1880	1890	1900	1910	1920
1860 Farmers settled in the Oakley area		1889 Almond Growers Association of East Contra Costa County formed			1913 First library established Oakley Women's Club founded	
			1898 First Postmaster appointed		1915 Vineyards developed	
				1900 Santa Fe Railroad first train		1924 Fire struck Oakley, burning most of the businesses in town
			1905 First annual Oakley Jack Rabbit Bar-b-que	1905 Oakley Hotel built		

In 1898, a native of Ohio and Civil War veteran Randolph Marsh bought 12 acres in the northwest quarter of Section 25 of eastern Contra Costa that became Oakley Township, and the streets, Main, Acme, Ruby, Star, and Home, so christened by Marsh, recall his name today. During the same period, Mary O'Hara, wife of Oakley pioneer James O'Hara, became the first president of the Ladies Improvement Club, which was later known as Oakley Women's Club, established one of the first free libraries in Contra Costa County.

From the early 1900s through the 1960s, Oakley was a very self-sufficient town as it supported an automotive and farm equipment dealership, a hotel, four schools, several grocery stores, movie theaters, restaurants, and bars. The Atchison, Topeka, and Santa Fe railroad – also known as one of the larger railroads in the United States in the 1900s – stopped in Oakley morning and night, allowing easy transport to Stockton for more expanded shopping opportunities and cultural enrichment. Transformation of Oakley from an exclusively agricultural community to a bedroom community supporting an industrial waterfront caused community changes in the late 1950s.

Today, Oakley has blossomed into a growing suburban community of planned business and commercial development, landscaped parks, shopping centers, and abundant leisure opportunities, including excellent fishing and recreational boating opportunities along the Delta.





MISSION, VISION, AND VALUES

As part of the SP27+ community process, the City's Mission, Vision, and Values reflect our mission to grow with purposeful intent while embracing our diverse and vibrant communities who choose to build their lives and livelihoods in Oakley's Delta heartland. In recognition that the City is under new leadership and that our community has almost doubled in size, the City is committed to a **PATH** forward to create a better Oakley today while anticipating who Oakley is becoming. Although the City is still young we are advancing to meet the planned growth that was set almost 25 years ago. The SP27+ revisits what is important to the diverse communities and recalibrates the City's collective priorities while not losing sight of what binds us together through our core values. We encourage every citizen, business, and visitor to support our Mission, enliven our Vision, and promote our Core Values to realize a City where anyone can choose to Live, Work, and Play.



Mission

The City of Oakley will create a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.



Vision

The City of Oakley celebrates our unique Delta lifestyle and small-town feel where we Live in a safe dynamic community, Work together to build the future, and Play in our own backyard.



Core Values

Our values guide us on a **PATH** to where we want to Live, Work, and Play in the heart of the Delta.

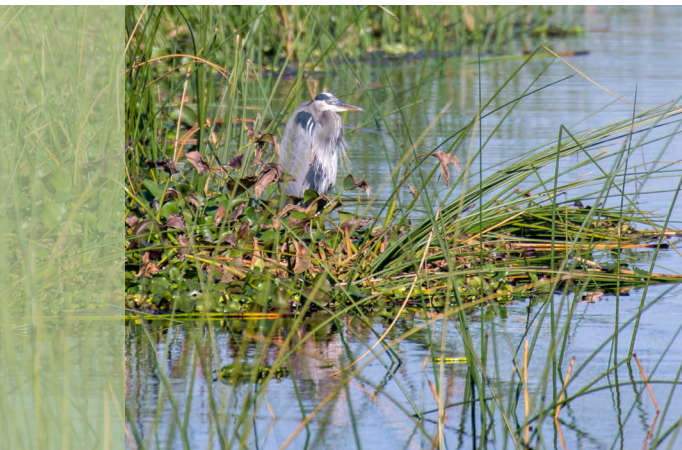
Promote fair and equitable stewardship for the welfare of our diverse individuals that comprise our inclusive community.

Advocate a professional and family-friendly environment where Council, Staff, and the Public can envision and realize the City's future together with a recognition of our shared commitments and opportunities.

Transparency is how we will create accountable partnerships to cultivate communication and collaboration to engage our thriving community.

Honesty and integrity are the foundation for building trust and fostering teamwork to live our mission and vision.

Our values
guide us on a
PATH to where
we want to
Live, Work,
and **Play** in the
heart of the
Delta.



GOALS AND PRIORITY OBJECTIVES

Throughout the SP27+ process, it was broadly acknowledged that the City is growing fast since its incorporation in 1999. With the population doubling in almost 2 decades the City is well positioned to design its future and take advantage of its home-town position on the edge of the Delta. With input from more than 400 community members, it is recognized that Oakley is converging from a rural farm town to a central location that can provide and serve local and regional jobs while providing a safe and vibrant community. More than 69 percent of the community said that Oakley was a good to excellent place to live based on its access to schools and regional jobs, its safe hometown feel, and abundant parks and active community events. But with rapid growth also comes challenges and the community participation helped to steer the SP27+ in the direction of addressing key stressors in order to keep us on the path where Oakley residents, businesses, and visitors can Live, Work, and Play in the heart of the Delta. Primarily participants asked for the City to create more access to shopping, groceries, and jobs while balancing housing with infrastructure demands to manage traffic congestion and public safety.

The SP27+ Goals and Priority Objectives were developed with no implication of hierarchy of importance and outlined in the following sections. It also should be recognized that some goals will be launched in tandem and some may not be launched for years to come based on shifting circumstances and priorities. What is critical is that the City has a vision and plan that allows Council and Staff to weigh priorities and measure them purposefully while respecting investments made for both short- and long-term gains. The joint commitment of the Council and Staff is to move the City's goals forward and achieve alignment based on purposeful communication to partner for informed decision-making to advance progress.

The City's goals, illustrated below, will be accomplished through priority objectives that will be measured, evaluated, and prioritized through the annual budgeting process to realize and advance the City's potential.

Oakley's Goals





COMMUNITY AND ECONOMIC DEVELOPMENT GOAL

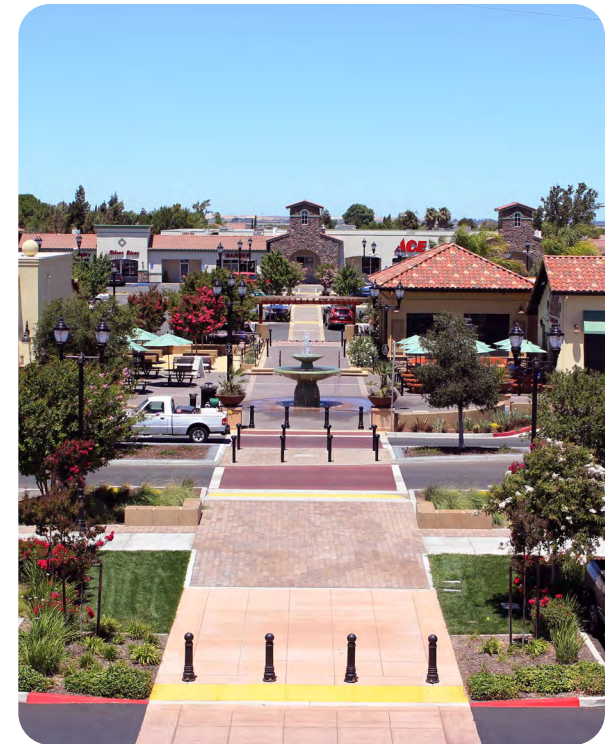
The City of Oakley will inspire and encourage Community & Economic Development through strategic and thoughtful growth, a business-friendly environment, and local employment opportunities.

Strategic and Thoughtful Growth Sub-goal

We will strategically plan and thoughtfully align our residential, commercial, and industrial growth to meet our short- and long-term vision.

Strategic and Thoughtful Growth Objectives

- Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).
 - Attract businesses that create alternative revenue sources to property tax through sales and business taxes and employ our residents.
 - Seek, in conjunction with the community, sustainable economic opportunities to attract businesses and create jobs, while being sensitive to the types of businesses the community needs and wants.
 - Prioritize planning by targeting new businesses that align with Oakley's vision.
- Provide affordable housing sites that meet our legislated Regional Housing Needs Allocation (RHNA).
- Update Oakley's Downtown Specific Plan to reflect and envision the City's future.
 - Encourage quality, sustainable growth--housing with business and requisite road infrastructure and sidewalks to support pedestrian and bicyclist movement.
 - Leverage the train platform that will offer better access for Downtown programming.
 - Create better streetscapes that can promote traffic calming.



The City of Oakley will strategically plan and thoughtfully align the town's residential, commercial, and industrial growth to meet both its short- and long-term goals.

- Consider funding elements of the Downtown Specific Plan with American Rescue Plan Act (ARPA) monies.
- Revitalize and draw people downtown to live, work, and play.
 - Develop an expanded downtown with additional buildings and mixed use.*
 - Consider a park, including programming specific to Economic Development, from north 2nd Street to Rose Ave.*
 - Develop or sell City-owned properties based on community benefit.*
 - Consider relocating the co-hosted City/ High School Library to a downtown location that can be a unifying location for Seniors, Youth, Veterans, and possible satellite location for County services.*
 - Research rezoning of River Oaks Crossing*
- Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.
 - Expand marina zoning: restaurants, recreational access, fishing tournaments, 55-acre park.
 - Determine viable economic uses of the Oakley shoreline and visit other cities to see how they attracted visitors as a destination (e.g., new Science Center).

- Plan and develop Cypress Corridor holistically with improvements and commerce to service new development to ease downtown traffic (e.g., grocery, restaurants).
- Reinforce Planning Commission to understand Oakley’s vision and encourage public engagement:
 - Update zoning to promote single and multi-family housing, mixed use, light industry, and commercial opportunities and remaining residential opportunities. Ensure that zoning considers potential conflicts with adjacent properties that are not compatible.
 - Enforce codes consistently in all districts to create consistent standard to code enforcement by using a combination of reactive and proactive code enforcement.
 - Maintain code enforcement officers and provide proper training.*
 - Encourage objective decision-making versus subjective decision-making for application approvals to meet Oakley’s vision and economic goals by focusing on formal plan and study outcomes.
 - Require developer fees for proper infrastructure (e.g., roads and parks) to support development and growth.
 - Communicate and build consensus through the results of the special studies that are

commissioned to provide for the feasibility of projects and engage the public at the beginning of all projects to ensure project delivery is not stunted or stopped without defining success from all stakeholders.

- Enhance Environmental Stewardship
 - Collaborate with the water and sewer special districts to maximize the distribution and use of recycled water.
 - Explore and report on green energy opportunities.
 - Solar at City facilities*
 - Expansion of City’s EV Charging Program*



The City of Oakley’s business-friendly environment will attract residential, commercial, and industrial partners to revitalize Oakley where people will come to Live, Work, and Play.

- Remove the allowance for non-drought tolerant landscaping.
- Ensure new residential construction meets adopted standards for energy efficiency, including solar and power storage.
- Implement energy, air quality, and greenhouse gas emissions goals within the Oakley General Plan, including the adoption and implementation of a Climate Action Plan by 2025 that complies with State greenhouse gas reduction targets.
- Complete a comprehensive update of the City's Zoning Code.
 - Ensure consistency with current and future vision for Oakley and the recently updated Oakley General Plan.



Oakley will partner with and attract businesses that can employ our regional workforce to invest in local talent.

Business-Friendly Environment Sub-Goal

Our business-friendly environment will attract residential, commercial, and industrial partners to revitalize Oakley where people will come to Live, Work, and Play.

Business-Friendly Environment Objectives

- Research other “like cities” to develop a Strategic Business Outreach Plan.
 - Conduct a Stimulate Oakley Business analysis for Oakley and compare to adjacent cities for differentiators and opportunities.
 - Develop a Business Vision for Oakley that will attract and retain high-quality, diverse commerce through incentives for businesses including small businesses.
 - Develop a Property Utilization Plan on City-owned properties to maximize the City's potential return on investment.
- Bolster and support existing businesses through the use of financial and funding incentives such as business low-interest loans, grant funding, ARPA funding, and promote “buy local” incentives.

- Showcase businesses through active engagement and outreach (e.g., social media, storefronts images, local business newsletter with coupon book included).
- Continue to streamline business license fee/permits.
- Beautify Oakley's streetscapes, parks, and business facades to attract and retain businesses and their customers.

Local Employment Opportunities Sub-Goal

We will partner with and attract businesses that can employ our regional workforce to invest in local talent and expertise.

Local Employment Opportunities Objectives

- Capitalize on Logistics Center and strategize with developers and surrounding property owners to create job opportunities.
- Create employer-employee partnerships to reduce State's regulations on vehicle miles traveled (VMT) and complement our existing housing (Logistics Center development).



OAKLEY

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and attract businesses
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local talent and
expertise.



COMMUNITY HEALTH & SAFETY GOAL

The City of Oakley will protect our public and prioritize safe streets, healthy neighborhoods, and robust community resources to benefit our most valued assets — our people.

Safe Streets Sub-Goal

We will preserve and secure the City of Oakley with safe streets that are welcoming to motorists, cyclists, and pedestrians.



Oakley will preserve and secure safe streets that are welcoming to motorists, cyclists, and pedestrians.

Safe Streets Objectives

- Create an Emergency Disaster & Response Plan including resiliency resources.
 - Develop a Communication Plan for emergency responders, Public Works, the public, and other key stakeholders.
 - Provide and reinforce public and staff training through regular community meetings.
 - Ensure resiliency to power outages (traffic controls, cellular and broadband backup, generators).
 - Implement training, communicate broadly, and seek grants for implementation.
 - Modernize the Oakley Emergency Operations Center (EOC).
- Address streets and main arteries vulnerable to fire, flood, and traffic hazards with improving infrastructure and evacuation plans to provide for safe passage for people including emergency responders.
 - East Cypress Corridor Specific Plan Area
 - Main Street – improve areas to their full right-of-way
 - Complete Laurel Road, including widening to its full width, and the extension and over-crossing over the railroad track to Sellers Avenue
- Explore improving lighting for safety.
- Align police resources with City's growth.
 - Develop and implement a staffing plan to scale police personnel to City's growing safety needs.
 - Streamline and civilianize where appropriate (i.e., admin, budget/finance, records, property, fleet management, etc.).

- Improve and invest in technology.
 - Map accident scenes to open roads quicker.
 - Research red light cameras to supplement sworn enforcement officers.
 - Create a larger “cyber shield” over the City via a robust camera program.
- Establish strong neighborhood watch programs, including National Night Out, and maintain close communication between the neighborhoods, the City Council, Oakley Police, and City Hall.
- Collaborate with neighboring agencies to maximize efficiencies with shared resources (e.g., equipment).
- Expand the Citizen Emergency Response Training (CERT) program.
- Dedicate traffic enforcement team to improve traffic safety.
- Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.
 - Consider road improvements such as delineators for areas where speed is an issue.
 - Implement traffic-calming policy and update to new practices for increased traffic as Oakley grows.

- Promote Safe Pedestrian and Bike Routes.
 - Collaborate with School Districts to apply for State and Federal grants to create safer and more accessible connectivity.
 - Improve trail connectivity to provide pedestrians and cyclists safe passage.

Safe and Healthy Neighborhoods + Community Resources Sub-Goal

We will offer a high quality of life by partnering with residents and businesses to promote and maintain a safe and healthy living and work environment with community resources to serve our diverse community.

Safe and Healthy Neighborhoods + Community Resources Objectives

- Rejuvenate our downtown and residential and business developments to discourage blight through beautification and development of standards for commercial code enforcement.
- Promote community service opportunities to build the community and beautify Oakley.
- Implement Phase 2 of the Recreation Center.

- Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).
 - Educate and promote use of 211 for essential community services.
 - Initiate and partner with other agencies to create regional support to provide services to help unhoused persons.



Oakley will maintain close communication between the neighborhoods the City Council, Oakley Police, and City Hall to manage traffic.



PARKS AND OPEN SPACE GOAL

The City of Oakley will capitalize on our greatest Delta asset where our residents, businesses, and visitors can recreate and relax.

Parks and Public Areas Sub-Goal

We will upgrade and maintain our City parks and open spaces to be a focal point that encourages community use and civic pride.

Parks and Public Areas Objectives

- Upgrade and develop parks and open space for diverse interests and expanded under-served areas to reinvigorate “play” in Oakley.
 - Envision a Downtown Park to attract people downtown (e.g., new park parallel to the railroad tracks with a museum and bocce ball courts).
 - Envision, develop, and fund Oakley’s 55-Acre Regional Park and seek grant funding that will compete at the State level.
 - Envision Oakley as the front door of the Delta and one of California’s natural wonders.*

—Include trail and waterway access to attract outdoor sporting such as hiking, kayaking, boating, and recreational and sports fishing that would serve as an amenity to draw homeowners and sporting events alike.

- Create and maintain sporting fields (bocce, baseball/softball, soccer, equestrian arena) and provide shade, bathrooms, and lighting services.

Programs and Recreation Sub-Goal

We will serve our diverse people, parks, and programs by providing inclusive activities and access to engage the City’s family and friends in science, culture, sports, and creativity.

Programs and Recreation Objectives

- Upgrade parks and open space to be accessible and attract the many interests

of our diverse residents and visitors and provide access for all.

- Celebrate and promote our local history through educational and enrichment opportunities and consider work with historical society.
- Complete Phase 2 of Oakley’s Recreation Center to encourage indoor sports, Camp Room, and Teen Room for classes.
- Continue to offer special events and streamline the process for community groups to host events that create a sense of Oakley community and showcase the importance of families, youth, seniors, and Veterans.
- Promote Oakley’s events and recreation and differentiate our offerings from adjacent cities.

A low-angle photograph of a hummingbird hovering near oak leaves against a clear blue sky. The bird is in the center, facing right, with its wings spread. The oak leaves are in the foreground and right side, and the sky is a solid, bright blue. The overall scene is bright and natural.

OAKLEY

We envision Oakley as the
front door of the Delta
and one of California's
natural wonders.



COMMUNITY AND COLLABORATIVE PARTNERSHIPS GOAL

The City of Oakley will build strong community and collaborative partnerships to be mutually beneficial and co-create shared goals.

Community Outreach and Engagement Sub-Goal

We will engage and partner with our residents and businesses in meaningful and relevant dialogue to realize our shared vision and values.

Community Outreach and Engagement Objectives

- Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.
 - Encourage community neighborhood involvement, such as cleanup walks, that reinforce healthy lifestyles and shared goals with Oakley Police, Council, and City Hall.
 - Create interactive face-to-face dialog as a supplement to one-sided social media

communication where full participation cannot be facilitated due to Brown Act limitations.

—Promote City Council/Community meetings through social media to inform about agendas where public can participate in person.

- Celebrate Oakley in demonstrating and communicating our achievements in accomplishing SP27+, community events, and activities that unite us (e.g., Heart of Oakley, Harvest Festival, Christmas Tree Lighting, Summerfest Celebration, etc.).
- Actively uphold Oakley's Governance Guidelines & Protocols Policy to encourage productive partnerships, positive communication, and achievement of short- and long-term goals.

- Increase Oakley's communication through outward-facing media, social media platforms, and website.
 - Promote City Council agendas and decisions via social media with updates on economic activity, business growth, and community events.
 - Communicate how Oakley is living its core values and meeting its stated mission and vision (e.g., newspapers, electronic boards, website, newsletter, social media).
 - Modernize website to be user friendly, transparent, functional, and reflective of the City's vision.
- Communicate and uphold the City's information systems to reinforce transparency and access to build trust.

Collaborative Partnerships Sub-Goal

We will foster and maintain strong relationships with our public-private partnerships to mutually benefit our shared goals.

Collaborative Partnerships Objectives

- Consider creating new partnerships that will involve community participation (e.g., Park and Arts Commission).
- Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly.
 - Diablo Water District
 - Develop collaborative efficiencies to serve our shared constituents.
 - Ironhouse Sanitary District
 - Consider opportunities for water reuse (e.g., recycled and industrial water).
 - Mt. Diablo Resource and Recovery (MDRR)
 - CONFIRE
 - School District

- Explore joint-use opportunities to optimally partner with elementary and high school (e.g., satellite classrooms and recreation, library).
- Re-visit agreements with shared facilities and public access.
- County/Region/State
 - Encourage collaboration for public safety and enforcement particularly where there is multi-jurisdictional responsibility (e.g., fire, road access, school sites).
 - Discuss Regional Park interests.
 - Invite key electeds, Board representatives, and others to speak at Council meetings for outside updates and perspective.
- NGOs
 - Partner with Rotary, Friends of Oakley, Kiwanis, Oakley Delta Lions Club, Oakley Seniors Club, Veterans of Oakley, Masonic Lodge and Concordant Bodies, Friends of the Oakley Library.
 - Consider creating a Sister City.
 - Consider expanding outreach to NGOs beyond our region.



We will celebrate Oakley with community events and activities that unite us.



FINANCE AND FISCAL RESPONSIBILITY GOAL

The City of Oakley will leverage its financial resources for the long-term benefit of our residents and businesses while maintaining sufficient reserves to provide stability and ensure a successful future.

Finance and Fiscal Responsibility Objectives

- Communicate on financial updates including financial health, priorities, and unexpected expenditures.
 - Provide training related to community facility districts to educate the public regarding the various types of assessments, which are not all taxes.
 - Educate Executive Leadership and Council on annual budget through communication, reporting, and training to create better partnership on fiscal strategies.
 - Educate the community on large, planned revenue expenditures and how surplus monies will be invested or retained for long-term “rainy day” funds (budget process).
- Partner with Special Districts and agencies to realize economies of scale and efficiencies.
- Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).
 - Consider input by the community on how funds should be prioritized.
 - Implement technology upgrades to improve transparency and public access to City documents and remote transactions.
 - Make the most needed improvements to streets, utilizing development’s improvements, funds from the sale of property, and other financing sources to make improvements to the East Cypress traffic flow situation, etc.
 - Complete a feasibility study pertaining to broadband services and free Wi-Fi throughout the City.
- Provide one free session of City-run summer camp to Oakley residents.
- Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.
 - Attract more businesses (commercial and industrial) to increase Oakley’s per-capita Sales and Use Tax revenues.
 - Seek to supplement existing funding sources with State and Federal grants for special projects.
 - Consider the implementation of an EIFD (enhanced infrastructure financing district) to make infrastructure improvements that will attract businesses and generate revenue.

- Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance.
 - Create an internal services fund for facilities maintenance and improvements.
 - Establish a minimum baseline for General Fund contributions for street maintenance and improvements and include a growth factor in the recurring operating transfers budget each year.
- Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:
 - Service for public-business license applications/other applications
 - Financial modeling and finance/budget balancing
 - Public safety and roads
 - Customer-Friendly access to the City's financial reporting information and to allow easier transactions without the need for customers to come to City Hall
 - Infrastructure and asset management
- Develop a Financial Strategy and Reporting Policy
 - Continue to receive third party professional acknowledgment of our City's financial practices:
 - Continue to present, apply for, and receive the Government Finance Officers' Association Award on the City's Annual Comprehensive Financial Report.
 - Continue to apply for and receive the California Society of Municipal Financial Officers' Operating Budget Excellence Award.
 - Continue to update the Budget Strategies and Financial Policies in the City's annual budgets.
 - Consider how to include performance audits in the City's budget to provide accountability for performance and compliance.
 - Maintain 10-year budget forecast to be updated with each annual budget.
 - Establish a 30% General Fund Reserve Policy to protect the City's operations from a sudden drop in property tax and development-related revenues.
 - Establish a formal policy for the restrictions on and allowed uses of funds in the 30% General Fund Reserve Policy.
- Consider separating out the Capital Improvement Project (CIP) budget from the general operational budget.
 - Itemize individual project line items for Council consideration in addition to aggregated projects.
- Align Strategic Plan Goals and Objectives into the annual budget document, including performance measures.



Oakley will leverage financial resources for the long-term benefit of our residents and businesses.



SUSTAINABLE ORGANIZATION GOAL

The City of Oakley will create a vibrant municipal workforce that reflects our commitment to an inclusive and equitable community and can meet our mission today while striving for our envisioned future tomorrow.

Sustainable Organization Objectives

- Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.
 - Create a competitive compensation package that is sustainable to attract and retain our greatest assets – our people.
 - Provide appropriate training and professional development to keep up with regulatory requirements and skill sets to maintain the City.
 - Properly staff our Police Department to best protect and serve Oakley.
- Address staffing limitations by hiring, contracting, or prioritizing programs, projects, and initiatives to scale appropriately.
- Base the City's performance on execution of SP27+ and other major initiatives.
- Encourage employee wellness by creating a safe and healthy work environment, an Employee Assistance Program (EAP), regular employee appreciation events and team building, and the employee wellness program.
- Rebuild and re-energize staff by surveying all employees to understand what would make Oakley a great place to work (e.g., work life balance, work from home schedule).



Oakley will encourage employee wellness by creating a safe and healthy work environment.

- Identify and invest in resources to execute the City’s responsibilities.
 - Invest in Electric Vehicle fleet, which would require downtown charging stations.
 - Upgrade IT services to include new computer systems and more efficient IT response to computer and technical issues to ensure projects can be delivered efficiently.
 - Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.
 - Grant writer to identify State and Federal grants to support Oakley.
 - Parks & Recreation staff to keep up with demands of new parks and recreational programming.
 - Public Works staff to keep up with demands of new housing, parks and infrastructure development and maintenance.
 - Police to keep up with growing safety needs.
 - Other needs as determined.
- Create a City-wide Succession Plan that anticipates retirement, attrition, and promotions, and provides opportunity for development and growth, to build a well-rounded team that is prepared to serve the City now and well into its future.
- Reinforce a safe and healthy work environment to protect our employees and minimize compensation claims.
- Establish trust in City Hall.
 - Reinforce the investment of our revitalized staff and Council and create measurable partnerships among the trio of Council, staff, and the community to deliver on Oakley’s co-created SP27+.
 - In order to recruit and retain staff, Oakley must improve its public-private partnership and live its established values to attract residents, businesses, and employees alike.
- Reinforce Team Oakley: Council, staff, and the public by celebrating successes and communicating obstacles for full transparency to create a learning environment.
- Inspire and encourage Oakley staff to be visible and work with the community at large.
- Acknowledge roles and responsibilities per the City’s Governance Guidelines & Protocols Policy Framework to guide the execution of the Strategic Plan.



Oakley will create accountable partnerships among the trio of City Council, staff, and the community to deliver on this co-created Strategic Plan.

TEAM OAKLEY: PARTNERING FOR SUCCESS

The City of Oakley recognizes that the implementation of the SP27+ is incumbent on the strength of our partnership with the Council and community of residents, businesses, and stakeholders that benefit from the City's success. Our strategic planning process included outreach to more than 400 community members and stakeholders that actively responded to a survey of questions and attendance at 4 public meetings to co-create the City's new mission, vision, values, and priority objectives. With our unique new leadership of both Council and staff alike, along with a new community that has doubled since our City's incorporation less than 25 years ago, together we re-envisioned who Oakley is becoming. **We are thankful to all of those who participated to help co-design our shared future as we implement key goals that will meet our desires for today and for future generations to come.**

City Council Members

Randy Pope, Mayor

Aaron Meadows, Vice Mayor

Anissa Williams

George Fuller

Sue Higgins

Stakeholders-Partners

Jeff Quimby, Contra Costa Water District

Tyson Zimmerman, Angela Lowrey, Dawn Morrow, Ironhouse Sanitary District

Jeffrey Palmquist, Oakley Union Elementary School District Superintendent

City Staff

Joshua McMurray, City Manager

Tim Przybyla, Finance Director

Kevin Rohani, Public Works Director

Paul Beard, Police Chief

Jeri Tejada, Human Resources Director

Brent Smith, Community Development Director

Libby Vreonis, City Clerk

Lindsey Bruno, Recreation Director

Felicia Escover, Assistant to the City Manager

Strategic Planning Consultants

Ellen Cross, Strategy Driver, Inc.

Maria Pascoal, GEI Consultants

OAKLEY

Thank you for helping Oakley co-create
a resilient future and a vibrant and
evolving community that welcomes and
values all people.





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