



Strategic Plan

July 1, 2008 – June 30, 2010



City of Oakley, California
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Strategic Management Plan Concept

In an effort to ensure the continued success for the City of Oakley, this Strategic Plan serves as a map, or action plan, to the future by:

- 1) Describing a **VISION** of what we want Oakley to become,
- 2) Establishing a **MISSION STATEMENT** that describes our purpose,
- 3) Committing to **VALUES AND ETHICS** that describe our character,
- 4) Outlining of 10 **STRATEGIC AREAS OF FOCUS**, and
- 5) Setting forth specific **GOALS** and **ACTIONS**.

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. The City will regularly review and at least annually update the Plan.

Vision

Statement - *a description of what we want to become*

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

Statement - *a description of our purpose and direction*

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

Values & Ethics

Ethics is a code of values which guide our choices and actions and determine the purpose and course of our lives endeavors as public officials. We must preserve and protect the public trust in all of our activities.

The City of Oakley 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

Economic Development – We will aggressively promote economic development by working to attract and retain business by attracting quality, sales tax generating retail development and by facilitating the location of primary job producing industries to Oakley.

Planned, Quality Growth- We will improve our ability to plan and manage growth in our community. We will play a leadership role in preserving a high quality of life through wise land-use planning and compliance with zoning, building and related codes.

Traffic Safety and Capacity – We will continue to focus on constructing and maintaining the necessary streets, traffic signals, drainage systems, and other related infrastructure to meet the needs of our growing community.

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

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

Parks, Streetscapes and Recreational Opportunities – We will continue to implement the Parks, Recreation & Trails Master Plan by developing and maintaining parks, streetscapes and recreation and trails of the highest quality. We will also endeavor to capitalize on the recreational opportunities of our location in the Delta.

Financial Stability- We will endeavor to obtain the revenues necessary to support the municipal services and capital projects that are required to preserve a high quality of life, and refine our processes to best protect City assets.

Community Outreach, Communication and Participation – We will improve our relationships with other community organizations, enhance our public information and customer service efforts, and we will work to increase public input and participation.

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

Operational Excellence- We will provide responsive and exceptional public services with the least number of employees and consultants possible, and always be POLITE, PROFESSIONAL and PROGRESSIVE in our efforts.

Strategic Goals and Actions

This section lists 10 **STRATEGIC AREAS OF FOCUS** and breaks them down into specific goals with corresponding actions to help accomplish each goal. Included with each Action item is an estimated date for completion or specified milestone. Some items are “ongoing” and will be monitored throughout and at the conclusion of the Strategic Plan’s projected two-year window. Each Action item will involve the activities of various people; however, the lead person accountable for the item is also included with each item.

While the **STRATEGIC AREAS OF FOCUS** may be prioritized at a later date, they are listed below in no specific order:

Area of Focus #1: **ECONOMIC DEVELOPMENT**

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

Actions:

- 1.a. Complete Specific Plan and EIR for River Oaks Crossing. **(Rebecca Willis)**
- 1.b. Develop City Policy regarding expediting of applications for non-residential development. **(Barbara Mason)**
- 1.c. Develop map and other collaterals to show sites available for commercial, light industrial and small business development and also place on City’s website. **(Barbara Mason)**
- 1.d. Develop a Strategic Plan for Economic Development. **(Bryan Montgomery)**
- 1.e. Coordinate the Specific Plan and EIR for DuPont site. **(Ken Strelo)**
- 1.f. Complete acquisition of PG&E property on Main and Neroly **(Bryan Montgomery)**
- 1.g. Develop a plan for “Franchiser-Franchisee Match Making” **(Barbara Mason)**

- 1.h. Conduct outreach visits to existing and potential new businesses. **(Barbara Mason)**
- 1.i. Promote the establishment of quality, licensed childcare programs to serve the needs of Oakley area workers and families, including disposition of Laurel/Main site. **(Barbara Mason)**
- 1.j. Improve Economic Development components of website. **(Bryan Montgomery)**
- 1.k. Sandy Lane Sewer Line, CIP #99 **(Jason Kabalin)**
- 1.l. Live Oak Storm Water Outfall CIP #100 **(Reggie Decker)**
- 1.m. Research and pursue annexation of commercial areas along Bethel Island Road **(Bryan Montgomery/Rebecca Willis)**

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

Goal: *We will wisely plan and facilitate quality growth throughout the community, focusing on high-quality development and compliance with zoning, building and related codes.*

Actions:

- 2.a. Complete East Cypress Specific Plan and EIR **(Rebecca Willis)**.
- 2.b. Process Dutch Slough Tentative Maps, CEQA and developer collaboration **(Rebecca Willis)**
- 2.c. Complete and Implement Housing Element. **(Barbara Mason)**
- 2.d. Initiate a proactive and progressive code enforcement program with performance measures and monthly log reports. **(Brent Smith)**
- 2.e. Complete all “reserved” sections of the Zoning Code (includes Commercial, Sign Ordinance,) **(Rebecca Willis)**
- 2.f. Develop suspense log and tracking system for development deadlines. **(Rebecca, Gary, Jason)**
- 2.g. Finalize Community for Better Housing (CBH) approvals. **(Rebecca Willis)**
- 2.h. Monitor and report quarterly on the progress of the Dutch Slough Restoration Project. **(Rebecca Willis)**

- 2.i. Implement Property Maintenance and Rental Inspection Ordinances. **(Brent Smith)**
- 2.j. Create Expedited Plan Review for Simple Projects. **(Brent Smith)**
- 2.k. Establish process for Fee Estimates. **(Brent Smith)**
- 2.l. Define and Refine Standardized Development Processes **(Jason Vogan)**
- 2.m. Develop and Adopt new ordinance for Adult Businesses **(Alison Barratt-Green)**
- 2.n. Develop and Adopt new ordinance for Medical Marijuana Dispensaries **(Alison Barratt-Green)**
- 2.o. Develop and Adopt new ordinance for Day Laborers Dispensaries **(Alison Barratt-Green)**
- 2.p. Develop and Adopt new ordinance for Shopping Cart regulations Dispensaries **(Alison Barratt-Green)**
- 2.q. Develop and Adopt new ordinance for Parolee Group Homes **(Alison Barratt-Green)**
- 2.r. Develop and Adopt new ordinance providing for School Site Reservation **(Alison Barratt-Green)**

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

Goal: *We will endeavor to obtain the revenues necessary to support the municipal services and capital projects that are required to preserve a high quality of life, and refine our processes to best protect City assets.*

Actions:

- 3.a. Update and make adjustments to all impact fees and assessments **(Paul Abelson)**.
- 3.b. Evaluate all user fees and make adjustments as appropriate **Paul Abelson)**.
- 3.c. Develop Capital Improvement Financing Plan. **(Paul Abelson)**
- 3.d. Prepare Revised Business Licensing Measure for November ballot. **(Paul Abelson)**
- 3.e. Refine Developer Billing process. **(Paul Abelson)**

- 3.f. Establish improved Risk Management Process & Procedure. **(Paul Abelson)**
- 3.g. Conduct an annual Contracts Analysis **(Paul Abelson)**

Area of Focus #4: **DOWNTOWN REVITALIZATION**

Goals: *We will facilitate the development and redevelopment of the Downtown and beautify and work to improve the Main Street commercial corridor.*

Actions:

- 4.a. Complete and adopt Downtown Plan and EIR **(Barbara Mason)**
- 4.b. Develop Downtown Façade Improvement Loan Program. **(Barbara Mason)**
- 4.c. Develop Downtown Parking Plan **(Barbara Mason)**
- 4.d. Develop Seismic Safety Ordinance. **(Barbara Mason)**
- 4.e. Install City Gateway Signs with capacity for event and other message signs and Beautify Gateways. **(Jason Vogan)**
- 4.f. Improve and enhance landscaping along Main Street. **(ason Vogan)**
- 4.g. Assist downtown merchants, property owners, residents and other stakeholders in the downtown area to develop and maintain an association to address downtown issues, foster communication and cooperation, and promote business and events in the downtown area. **(Barbara Mason)**
- 4.h. Prepare complete inventory of downtown properties and owners. **(Barbara Mason)**
- 4.i. Complete RDA Property Acquisitions **(Bryan Montgomery)**
- 4.j. Complete Downtown Drainage CIP #73 **(Reggie Decker)**
- 4.k. Complete Downtown Realignment Phase 1 (Miguel to Vintage) CIP #102. *Lead on Acquisition: Bryan Montgomery Lead on Construction: Jason Kabalin*
- 4.l. Complete Downtown Realignment Phase 2 (Vintage to Norcross) CIP #103. *Lead on Acquisition: Bryan Montgomery Lead on Construction: Jason Kabalin*

- 4.m.** Downtown Realignment Phase 3 (Norcross to Second) CIP #104
Lead on Acquisition: Bryan Montgomery *Lead on Construction:* **Jason Kabalin**
- 4.n.** Facilitate location of Post Office (**Barbara Mason**)

Area of Focus #5: **TRAFFIC SAFETY AND CAPACITY**

Goal: *We will continue to focus on constructing and maintaining the necessary streets, traffic signals, drainage systems, and other related infrastructure to meet the needs of our growing community.*

Actions:

- 5.a.** Develop and Implement Traffic Management program/policy. (**Allen Bourgeois**)
- 5.b.** Complete design for Main Street to Big Break street and landscaping improvements, CIP #69 (**Jason Kabalin**)
- 5.c.** Maintain street inventory with annual surface condition evaluations of all City streets. (**Jason Vogan**)
- 5.d.** Complete Annual Gap Closure, CIP #13. (**Jason Kabalin**)
- 5.e** Complete Annual 8-09 Pavement Management, CIP #14. (**Reggie Decker**)
- 5. f.** Complete O'Hara Widening Carpenter to Laurel, CIP #72. (**Jason Kabalin**)
- 5. g.** Complete 08-09 and 09-10 phases of City-wide Street Sign Replacement, CIP #77. (**Reggie Decker**)
- 5.h.** Complete design for Main Street Widening – Hill to Delta, CIP #83. (**Jason Kabalin**)
- 5.i.** Complete Empire Widening Carpenter to Gateway, CIP #87. (**Jason Kabalin**)
- 5.j.** Complete O'Hara-Cypress Signalization, CIP #91. (**Jason Kabalin**)
- 5.k.** Complete O'Hara Widening North from Laurel, CIP #96. (**Jason Vogan**)
- 5.l.** Complete Teakwood Main Frontage Improvements, CIP #101. *Lead on Acquisition:* Bryan Montgomery *Lead on Construction:* **Jason Kabalin**

- 5.m. Complete Main Street Gap Closure, CIP #105. *Lead on Acquisition:* Bryan Montgomery *Lead on Construction:* **Jason Kabalin**
- 5.i. Complete new Neroly Rd connection CIP # . **(Jason Vogan)**

Area of Focus #6: **PUBLIC SAFETY**

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

Actions:

- 6.a. Evaluate and prepare recommendations regarding the Fire District funding and operations, including possible merger with Consolidated Fire. **(Bryan Montgomery)**
- 6.b. Conduct annual training and “table –top” exercise for Emergency Operations Plan. **(Chief Thorsen)**
- 6.c. Project five-year staffing, operational and capital needs, including evaluation of officer to resident ratio. **(Chief Thorsen)**
- 6.d. Fully implement Motorcycle Program. **(Chief Thorsen)**
- 6.e. Present annual report of Sheriff’s Office contract to City Council. **(Bryan Montgomery).**
- 6.f. Hold quarterly coordination meeting with Fire Chief and EMS/Ambulance Coordinator. **(Chief Thorsen)**
- 6k. Relocate Downtown Fire Station. **(Bryan Montgomery)**
- 6.l. Fully implement People Oriented Policing Program. **(Chief Thorsen)**

Area of Focus #7: **PARKS, STREETSCAPES AND RECREATION OPPORTUNITIES**

Goal: *We will continue to implement the Parks, Recreation & Trails Master Plan by developing and maintaining parks, streetscapes and recreation and trails of the highest quality. We will also endeavor to capitalize on the recreational opportunities of our location in the Delta.*

Actions:

- 7.a. Conduct Neighborhood Park Improvements to include: playground renovations, irrigation repairs and equipment updates, as outlined in the annual budget. **(Danny Yore)**
- 7.b. Enhance park maintenance by developing maintenance standards policy document. **(Danny Yore)**
- 7.c. Produce and distribute a Community Recreation Guide at least three times a year. **(Denis Nishihara)**
- 7.d. Create financing plan for Dutch Slough Community Park. **(Paul Abelson)**
- 7.e. Create a Parks Landscape District Financing Action Plan. **(Paul Abelson)**
- 7.f. Review contract for parks and landscaping maintenance to improve efficiency and use of resources. **(Jason Vogan)**
- 7.g. Develop a City-wide Youth Master Plan in conjunction with the Vesper Society Grant Project. **(Denis Nishihara)**
- 7.h. Facilitate activities at the Delta Science Center. **(Bruce Connelley)**
- 7.i. Develop a Shoreline Vision/Plan **(Rebecca Willis)**
- 7.j. Complete upgrades to Oakley Elementary Park, CIP #95 **(Danny Yore)**
- 7.k. Complete design and construct Phase I of Legless Lizard Park, CIP #97 **(Danny Yore)**
- 7.l. Complete design and construct Phase I of Teakwood Park, CIP #98 **(Danny Yore)**
- 7.m. Complete construction of Creekside Park, CIP #43 **(Danny Yore)**
- 7.n. Complete construction of Dewey Park, CIP #40 **(Danny Yore)**
- 7.o. Complete Adjustment to Freedom Basin, CIP #41 **(Allen Bourgeois)**
- 7.q. Complete Annual Thoroughfare Tree Planting, CIP #50 **(Jason Kabalin)**
- 7.r. Complete O'Hara and Neroly Landscaped Medians, CIP#85 **(Jason Kabalin)**

- 7.s. Complete design and installation of Laurel Extension Landscaping, CIP #106 (**Jason Kabalin**)
- 7.t. Complete design and construction of Hwy4/Laurel Interchange Landscaping, CIP #107 (**Jason Vogan**)
- 7.u. Complete Phase II of Holly Creek Park, CIP #61 (**Danny Yore**)
- 7.v. Complete analysis of Sports Field Destination opportunities. (**Denis Nishihara**)
- 7.w. Adopt Parks and Facility Use Policy. (**Denis Nishihara**)
- 7.x. Develop an Adopt a Park and Adopt a Median Program (**Bryan Montgomery**)
- 7.y. Identify potential areas for community gardens (**Danny Yore**)

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.*

Actions:

- 8.a. Keep City's Website current. (**Bryan Montgomery**)
- 8.b. Develop and update recipient list and send out at least every other week "Email Blast" (**Bryan Montgomery**)
- 8.c. Update "City Hall Forum" on City's website on at least weekly basis (**Bryan Montgomery**)
- 8.c. Prepare and distribute "Oak Leaf" four times per year. (**Bryan Montgomery**)
- 8.d. Coordinate regular updates from Diablo Water and Ironhouse Sanitation District, Library. (**Nancy Ortenblad**)
- 8.e. Conduct a citizen satisfaction survey every other year. (**Bryan Montgomery**)
- 8.f. Prepare and send out weekly press releases. (**Cecelia Nichols-Fritzler**)

- 8.g. Return all phone calls and emails same day or within 24 hours. **(Bryan Montgomery to monitor)**
- 8.h. Develop a speakers' circuit where City officials regularly speak at the schools and at community and other civic events. **(Bryan Montgomery)**
- 8.i. Work with the Chamber of Commerce, the School Districts and other community organizations to develop an effective master calendar of all events and activities to be on City's updated website. **(Leeann Lorono)**
- 8.j. Develop Comprehensive Public Education/Relations Plan. **(Cecelia Nichols-Fritzler)**
- 8.k. Develop organizational Style Guide **(Cecelia Nichols-Fritzler)**
- 8.l. Develop and implement "Wall of Fame/Distinguished Citizen" Program **(Cecelia Nichols-Fritzler)**
- 8.m. Develop and implement plan for 2009 10th Anniversary Celebration **(Denis Nishihara; Carol Rios and Pat Anderson Co-chairs)**
- 8.n. Community Events Coordination. **(Denis Nishihara)**

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.*

Actions:

- 9.a. Ensure City Council Meetings continue to be professional, business-like, civil and maintain good decorum. **(City Council & City Manager)**
- 9.b. City Council methodically work to develop relationships of trust and influence with county, regional agency, state and federal government officials. **(assess progress and activities at each year's Strategic Planning Meeting/Retreat – City Council)**
- 9.c. Concerns with specific departments and/or employees are addressed to the City Manager for review and possible action. **(evaluation at Retreats – City Council & Bryan Montgomery)**
- 9.d. Decisions and all planning efforts take the view of the long-term impact, not just the short-term. **(evaluation at Retreats – City Council)**

- 9.e. Elected officials and senior City staff regularly attend and support community events and organizations. (*evaluation at Retreats – City Council & Bryan Montgomery*)
- 9.f. City officials take a leadership role in seeking intergovernmental revenues that support City goals. (**discuss progress at budget preparation May 07 – City Council and Bryan Montgomery**)
- 9.g. City Councilmembers meet at least twice per year with County Supervisor and State Senator and Assemblymember. (**report of visits during Council Meetings and at Retreats – City Council**)

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

Goal: *Provide responsive and exceptional public services with the least number of employees and consultants possible, and always be POLITE, PROFESSIONAL and PROGRESSIVE in our efforts.*

Actions:

- 10.a. Hold semi-annual Department Director work session retreats. (**Bryan Montgomery**)
- 10.b. Hold semi-annual Council-Staff Planning Retreats. (**Bryan Montgomery**)
- 10.c. Continue emphasis on the 3Ps. (**Bryan Montgomery**)
- 10.d. Develop a formalized recognition/reward system, including Employee morale and recognition committee, employee/family events, employee award of excellence and annual awards. (**Cecelia Nichols-Fritzler**)
- 10.e. Continue to aggressively invest in technology to assist staff and operational efficiency. (**Paul Abelson**)
- 10.f. Establish and Maintain progressive Records Management and Scanning Program (**Nancy Ortenblad**)

Conclusion

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

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