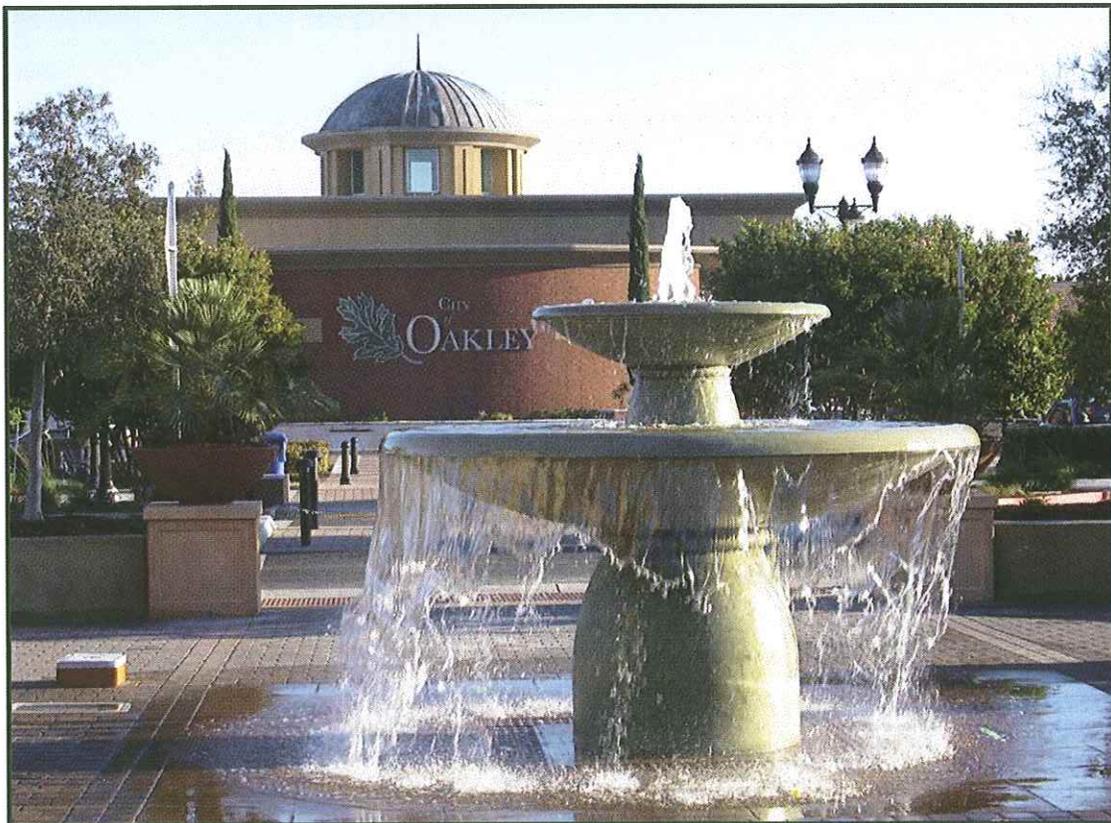




MARCH 2015 UPDATE

STRATEGIC PLAN

2014-16





STRATEGIC PLAN CONCEPT

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

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

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

Vision

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

Mission

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

Ethics

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

Core Values

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



STRATEGIC AREAS OF FOCUS & GOALS

BUSINESS AND JOB GROWTH

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

PLANNED, QUALITY GROWTH

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

COMMUNITY INFRASTRUCTURE & TRAFFIC SAFETY

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

DOWNTOWN & MAIN STREET REVITALIZATION & ENHANCEMENT

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

PUBLIC SAFETY

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



PARKS, STREETSCAPES AND RECREATIONAL OPPORTUNITIES

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

FINANCIAL STABILITY & SUSTAINABILITY

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

COMMUNITY OUTREACH, COMMUNICATION AND PARTICIPATION

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

POLITICAL LEADERSHIP AND STABILITY

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

OPERATIONAL EXCELLENCE

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



STRATEGIC PLAN ACTION ITEMS

KEY:	
<input checked="" type="checkbox"/>	Completed
<input type="checkbox"/>	Ongoing and/or well underway
<input type="checkbox"/>	Not yet started

Area of Focus #1: BUSINESS AND JOB GROWTH

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

Action items:

- 1.a. Complete action items in the Economic Development Work plan (Dwayne Dalman)

Workplan is being fully implemented.

- 1.b. Continue to work with DuPont Staff and the Planning Division to coordinate the entitlements and CEQA work for DuPont site and facilitate the return of the property as an asset to the community (Dwayne Dalman & Josh McMurray)

Continuing to monitor progress of site remediation work through interaction with DuPont staff. City involvement in the redevelopment of the site is limited by the amount of information provided by DuPont on the details of the redevelopment process. An on-site meeting is set for next month.

- 1.c. Assist with the disposition of former Redevelopment Agency properties including the former PG&E property & others, to maximize value and encourage beneficial development (Dwayne Dalman)

Continuing to have discussions with adjacent property owners to determine the level of interest and capability to combine private property with former Redevelopment Agency property. The Successor Agency's Property Management Plan was submitted to the State late last year, but the State still has not completed its review, though that is expected soon.

- 1.d. Facilitate the development of the City-owned property located at Empire Road and Neroly Road (Dwayne Dalman)

Completed solicitation and acceptance of bid from EastBay Work Wear to purchase of portion of the property. Company anticipates breaking ground on their 6,000sf building by summer, 2015.

- 1.e. Work with the commercial real estate broker community and property owner to facilitate locating a developer for the "River Oaks Crossing" property (Dwayne Dalman)

Continuing to outreach to property owner to gauge current level of interest in selling/developing property. In addition to owner willingness, site development is dependent on market conditions to dictate development potential.

- 1. f. Expand comprehensive rebranding of Oakley with a "water and wine" theme (Bryan Montgomery)

This is a combined effort with the economic development marketing activities (see also item 1.j.) and the work being done by the Agriculture Conservation and Viticulture Program (see also Item 2.b), as well as the current updating to the City website (see also item 8.b.).

Discussions are also underway to consider adjustments to the City's logo to potentially include the water and wine theme – carrying forward those elements from the new City pin.

1.g. Work with the commercial real estate broker community and property owner to facilitate the development of Laurel Plaza (Dwayne Dalman)

Discussions with the property owner indicate an unwillingness to move forward until market conditions improve. Will continue to update owner on the progress of residential development in town.

1.h. Hire an Economic Development Manager (Bryan Montgomery)

Hired in 2014.

1.i. Identify business incentives that can be offered to new and existing businesses (Dwayne Dalman)

Completed Downtown Revitalization Loan Program to provide funds to facilitate the rehabilitation of downtown buildings in order to increase the viability of properties for either existing businesses or for the attraction of new businesses. Additional business incentives can be explored based on the availability of program funding.

1.j. Utilize the outcome of a branding strategy to attract new businesses (Dwayne Dalman)

Completed updated City marketing material which emphasizes the positive attributes of the Oakley community. Will research the costs and viability of implementing a full community branding strategy.

1.k. Implement façade and signage improvement program and planning (Dwayne Dalman & Josh McMurray)

Completed Downtown Revitalization Loan Program to provide funds to facilitate the rehabilitation of façades in the downtown corridor. Continuing to outreach to property owners to gauge interest in participating in the program.

1.l. Attract “anchor stores” quality and sustainable new businesses that create “need” to come to Oakley and allow for residents to remain in Oakley to shop (Dwayne Dalman)

Completing outreach to property owners of commercial development opportunity sites. Business attraction efforts will include outreach to potential stores and businesses that will increase local choices for Oakley residents. Attraction efforts primarily dependent on market conditions and influences regarding Oakley as a business location.

1.m. Educate regarding the limitations & factors involved in attracting businesses (Dwayne Dalman)

Completed Economic Development update to Council for first quarter of 2015. Quarterly updates designed to update the Council and the public on challenges and opportunities in Economic Development regarding Oakley as an investment/development location.

1.n. Emphasize “Shop Oakley First” year round (Dwayne Dalman)

“Shop Oakley” coupon books have been prepared for most City events. Gathering in the coupons from businesses has been time intensive. Exploring options and the ability to more

separately fund a Shop Oakley First campaign that would be supported by the business community and engage the resident community.

1.o. Focus on attracting schools and vocational programs, including coordination with the Community College District (Dwayne Dalman)

Completing outreach to property owners of commercial development opportunity sites. Business attraction efforts will include outreach all potential commercial users, including schools and vocational programs. Will explore a formalized recruitment effort.

1.p. Provide “courtesy” inspections for potential businesses (Dean Hurney)

Building Department Staff regularly schedules on site “courtesy” meetings with prospective business owners to discuss permit and plan requirements and to determine any accessibility upgrades that might be needed to provide full disabled access. In recent months, staff has worked with the owners of “Bay Area Distillery” at the La Grande Event Center, the tenants for the “Senior Center” at 215 Second St., “Sabrina’s Pizzeria” in the Lucky’s shopping center, and with the owner of the building at 3900 Main St. to discuss his future upgrade plans. In addition, staff met with the owner of “Mr. Pickles” on 3/2/15 regarding his intentions to move into the retail space formerly occupied by “Republic of Cake”. In the near future, staff members from the Building and Economic Development Departments will evaluate the City-controlled Pompei Building, located at 3330 Main St., and make recommendations for upgrades that will make the spaces more attractive to future tenants.

1.q. Ensure marketing materials highlight quality of life issues including Oakley’s small town feel, quality schools, low crime, and our proximity to the Delta. (Dwayne Dalman)

Completed set of marketing materials that showcase Oakley’s strengths and small town feel. Materials included main City marketing piece, demographics and traffic counts.

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

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

Action items:

2.a. Process Burroughs entitlements in Dutch Slough Development Area (Ken Strello)

Development Agreement approved by City Council; however, owner/developer has been non-responsive regarding execution of the DA or moving forward with any entitlements on the Burroughs property. City has taken the stance that even without a subdivision map on the Burroughs Property, the criteria needed in order to receive the “Third Cash Payment” and dedication of 55-acre parkland, as written in the “Memorandum of Understanding between the City of Oakley and the Emerson, Burroughs, and Gilberts Families Regarding the Dutch Slough Restoration Project” has been satisfied.

2.b. Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project (Ken Strelo)

The Final Supplemental EIR, including the Response to Comments and Oakley's letter regarding preservation of the 14-acre old growth vineyard, was released and certified in September 2014. Oakley's efforts to preserve the vineyard proved successful, as the area has been removed from the future tidal marsh boundary. Staff continues to communicate with DWR staff as the restoration project nears kick-off.

2.c. Participate with Iron House Sanitary District for the reuse of Jersey Island (Ken Strelo)

Contact with ISD staff confirms no new plans are in place for the Island at this time. Oakley is on the mailing list for any updates to the "re-use plan."

2.d. Implement new technological trends and advancements related to the functions of the Planning Department (Planning)

Planning Staff has been involved with recommendations for the Planning subpage of the City's website. Staff is exploring options to assist in the electronic dissemination of general plan and zoning information for specific properties (Google Earth Pro).

2.e. Initiate a program to plan for an update of the General Plan (Planning)

The City contracted with Placeworks to conduct a General Plan and Zoning Code Scoping Report. The report found that the City's current General Plan is adequate and only required one State mandated update. These findings were presented to the City Council on February 24th and Staff is currently working on the General Plan update.

2.f. Establish a guide to assist in updates to the Zoning Ordinance (Ken Strelo)

Several zoning ordinance updates and additions have taken place over the recent years, including adding "General Commercial District" and "Design Review", updating fences, yards, accessory structures, and home business permits. Future updates may focus on layout and usefulness, such as a use matrix or more illustrations. Part of the current General Plan Legal Update includes some options for zoning code updates, as well.

2.g. Establish a guide to adopt a Climate Action Plan (Ken Strelo)

No Update due to lack of interest at this time (not approved as part of "one-time expenditures approved by Council). With uptick in development, can check back with Council in Spring 2015.

2.h. Facilitate development of the East Cypress Road and Sellers Avenue corridors (Ken Strelo)

Activity includes: Breaking ground in Phase 1 and start of construction in Neighborhood 1 at Emerson; improvements, models and start of completion of Parklands on Seller; new developer interest on the Gilbert site; new applications for tentative maps on the Dal Porto South and Leshner (expected this FY) properties in the ECCSP, which will complete the maps for all major Planning Areas, and facilitating ideas to satisfy requirements of the Dutch Slough

MOU regarding City acquisition of the 55-acre park and third cash payment equal to \$1,000,000.

2.i. Establish an advisory commission to solicit public input on planning projects (Bryan Montgomery)

Attempts were made to attract residents interested in being part of a virtual review/advisory committee for planning projects. Only one resident formally expressed interest and so the committee was never formed.

2.j. Continue to implement the Housing Element Action Programs (Josh McMurray)

2015-2023 programs to be started in 2015. Several zoning code updates are needed and will be brought before the City Council by January 2016. Started the 2014 HE Annual Progress Report to be under consideration at the 3.24.15 City Council Meeting.

2.k. Continue processing and approve the 2014-2022 Housing Element Update (Josh McMurray)

City Council approved the 2015-2023 Housing Element on January 27th. Assembling a list of tasks to be completed over the 8 year planning period.

2.l. Initiate any rezoning that results from the 2014-2022 Housing Element Update (Josh McMurray)

Compiling list of interested persons to involve in the site selection to exchange the Empire and Carpenter site to an "Equal to" option that needs to be approved by HCD.

2.m. Continue to refine and streamline the development project application process (Planning)

This is an ongoing effort. The Applicant's Guides to procedures have been recently reviewed and several edits/updates are being made. Planning Staff is working in collaboration with Economic Development Staff to ensure the development process is clearly defined for potential projects.

2.n. Continue to refine and enhance the City's AB 939 (Recycling) Programs (Josh McMurray)

Continue the implementation of the City's AB 939 Programs. Continue to proactively work with ODS and the State. Meeting with State and ODS in early April. 2014 Annual Report due on August 1, 2015.

2.o. Work with PGE and EBEW in implementing and promoting their energy saving and greenhouse gas emission reduction incentives and programs (Ken Strelo)

City Council adopted resolutions related to the PACE (Property Assessed Clean Energy) programs. Three separate lenders may now work with contractors on providing home and business owners with opportunities to enhance their building with energy reduction improvements, such as solar power, energy efficient appliances, upgraded insulation, etc.

2.p. Complete the Agricultural Conservation and Viticulture Program for Council consideration (Ken Strelo)

Upon completion of Phase 1, the Council approved a one-time fund use of \$17,500 for development of Phase 2, focused on acquiring conservation easements within “clusters.” Due to lack of interest by on major land owner within one cluster, Phase 2 is being modified to include one cluster and additional improvements to Walnut Meadows Vineyard. Phase 2 contract expected to be executed in Spring 2015.

2.q. Continue a proactive and progressive Code Enforcement program with performance measures and weekly reports (Troy Edgell)

Proactive actions include the distribution of over 6,000 Educational Door Hangers to households throughout the city and recently implemented Zone Assignments for the Code Enforcement Officers.

Progressive actions include the use of an existing but previously un-tapped IT module that allows Code Enforcement to streamline the documentation and issuance of Code Violations. This IT program also generates weekly performance data that is able to provide users with violation trends and thereby facilitates Code Enforcement efforts in developing/re-fining strategies to improve compliance rates.

2.r. Hire an additional Code Enforcement officer – hours to be set to allow for site inspections on weekends to address garage sales and other issues (Bryan Montgomery)

This additional staff ended up being a Code Enforcement Manager that was hired last year and by adding 10 hours to the schedule of what was a part-time Police Services Assistant position. This additional staffing has already made a very positive impact.

2.s. Inventory the City’s major eyesores and prioritize them for Abatement (Troy Edgell)

With an emphasis on our Main Street Corridor, Code Enforcement mailed and hand-delivered Signage and Landscaping Educational letters to over 190 businesses.

Requesting voluntary compliance, only 31 businesses required formal correction notices. Of these 31, to date 30 businesses have complied.

Our next stage is the aggressive enforcement of non-residential properties containing un-permitted machinery and equipment causing an adverse impact to neighboring properties.

2.t. Proactively implement weed abatement program (Troy Edgell)

Weed abatement requests are completed on a complaint/as-needed basis. Since 1 July 2014 Code Enforcement has issued 128 Correction Notices specifically for Weed Abatement.

2.u. Consider a zoning code amendment to established side yard access to RV/boats (Josh McMurray)

Researched what other City’s have done to approach this subject. Planning on an Ordinance to the City Council in the summer of 2015.

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

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

Action items:

- 3.a. Complete all project related obligations pertaining to the winding down of the Redevelopment Agency's affairs, and begin property sales (Paul Abelson)**

All obligations possible have been eliminated. Those that remain and can be eliminated in the near-term will be, following the State's approval of the Property Management Plan (currently under review by the Department of Finance), disposition of the Agency's remaining properties, and refunding of the Agency's 2003 Tax Allocation Bonds currently in process. All performance related obligations are being met.

- 3.b. Aggressively support and monitor legislation and sales tax capture for proposed power plant (Paul Abelson).**

Legislation was approved and signed by the Governor. Monitoring the sales tax capture is on hold pending the project's final approval.

- 3.c. Continue to budget conservatively and manage spending utilizing the 10-year plan forecasting and comply with City budget administration polices (Paul Abelson)**

Done and continuing.

- 3.d. Develop a strategy to resolve funding and capital reserve concerns with various Lighting and Landscaping districts (Leonard Morrow)**

The City continues to implement its plan 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 to pay for the on-going maintenance and set aside funds repair/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 for the costs associated directly and specifically with that zone. In some zone areas, the assessments are not sufficient to pay for the maintenance costs and are currently "Underfunded."

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 no reserve monies. Most of these "underfunded" zones were created by Contra Costa County with no built-in annual inflators, with homeowners still paying the same assessment created 15 to 30 years ago. (Poor foresight by Contra Costa County officials).

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

increase the assessment via a ballot procedure, but it is not felt that during these current economic times, property owners in the underfunded would be supportive of an increase.

3.e. Evaluate all user fees and make adjustments, as appropriate (Paul Abelson)

The bi-annual update is in process and will be presented to the City Council in April 2015 so that updated fees can become effective with the new Fiscal Year.

3.f. Hold annual meeting with area developers to discuss the update and expiration of the Impact Fee Incentive Program (Bryan Montgomery)

This year's meeting will take place prior to June 1st and the City Council will once again consider continuing, modifying or discontinuing the Incentive Program prior to its expiration in late June.

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 (Leonard Morrow)

Significant work has already been completed in the Downtown corridor. Main Street repaving east of Bridgehead will also include a landscaped median up to Sandy Lane. Other improvements are needed and being contemplated for medians west of Empire.

4.b. Develop Downtown "Miscellaneous" Improvements Plan that could include holiday lighting, decorative lighting, benches, and trash receptacles (Bryan Montgomery)

Additional holiday decorations were included this past year as well as decorative tree lighting in the Downtown core. Additional benches and trash receptacles have been installed. Of course, the Veteran's Memorial has also been a great add of decorative lighting, seating and public art.

4.c. Install City gateway signs and beautify gateways (Bryan Montgomery)

Gateway signs and wayfinding signs have been installed in various medians. An additional sign will be added with the new median going in on Main Street east of Bridgehead. The Hwy 160 sign has been designed and received all required approvals. Funding from the powerplant project was targeted for this project, but now other funds will need to be identified to complete the full project beyond the \$150,000 that was allocated as part of the one-time projects using Fund Balance.

4.d. Use Downtown Specific Plan (DSP) to guide development (Josh McMurray)

The Planning Division's goal is to provide consistent information to existing business owners and potential property owners/developers within the DSP.

- ☑ **4.e. Develop an updated program for improved and consistent façade and building signage improvements for Downtown corridor consistent with DSP (Dwayne Dalman & Josh McMurray)**

Downtown Revitalization Loan Program approved. This in conjunction with the Main Street Visioning Program and the CCTA PDA Planning Grant will assist Staff in the marketing of the downtown and the overall development of the Downtown corridor within the DSP.

- ☑ **4.f. Encourage development of Downtown parking as adopted in DSP (Josh McMurray)**

Continually working with potential project applicants in applying the parking requirements to future projects in the DSP. Potential work session on the applicability of the in-lieu fee parking program mentioned in the DSP.

- ☑ **4.g. Improve pedestrian safety using the Civic Center/Oakley Plaza as a model (Kevin Rohani)**

This concept has been incorporated in the Downtown visioning and concept plans for Main Street improvements from Civic Center/Oakley Plaza eastward.

- ☑ **4.h. Actively engage stakeholders to bring events (i.e. Farmers Market, Heart of Oakley Festival, etc) to the Downtown that 1) bring locals and visitors to Downtown 2) create a synergy amongst the City, merchants, residents and community groups and 3) create and preserve Oakley's small town feel (Dwayne Dalman)**

Working in conjunction with the Recreation Division to identify new events that would be viable for the downtown. In addition, continuing to engage and market Oakley businesses for existing and upcoming events.

- ☑ **4.i. Expand the Heart of Oakley event (Lindsey Bruno)**

The 2014 Heart of Oakley event was expanded with great success to include a microbrew component through a partnership with Friends of Oakley. The event also saw an increase in the number of vendor spaces by approximately 40%. The hope is to continue to expand the 2015 event.

- ☑ **4.j. Evaluate opportunities for a new Library in the Downtown (Bryan Montgomery)**

Conceptual renderings have been prepared and a site identified within the Civic Center Plaza property. The Citizens Leadership Academy did select the Library as its "after class" project and has been meeting to discuss ideas on how to proceed. A new City Council ad hoc subcommittee has also been established with Councilmembers Higgins and Perry as members.

- ☑ **4.k. Explore possible sites for an entertainment/theater venue in the Downtown (Dwayne Dalman)**

Completed map of potential commercial development sites in Oakley and the downtown corridor. Continuing to outreach to brokers and real estate representatives for a variety of commercial uses for these sites as dictated by market demand. Will formalize a recruitment effort to entertainment/theater operators.

Area of Focus #5: **COMMUNITY INFRASTRUCTURE AND TRAFFIC SAFETY**

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

Action items:

- 5.a. Continue to work with the Antioch School District & Oakley Police Department to increase the safety of Live Oak Avenue in front of Orchard Park School (Kevin Rohani)**
Staff has applied for and are in process of securing a grant from Metropolitan Transportation Commission to hire consultant to review traffic flows around Orchard Park School. This work is coordinated with Police Department and the School District.
- 5.b. Conduct proactive staff engagement regarding sensitive traffic concerns (Kevin Rohani)**
Staff have been actively engaged with residents on a wide range of traffic related issues and traffic calming projects.
- 5.c. Highlight and publicize varied traffic calming improvements (Jason Kabalin)**
Staff have completed the construction of 3 traffic safety and calming projects and community has been informed of the improvements.
- 5.d. Review the process and make improvements to the Neighborhood Traffic Management Program (Kevin Rohani)**
Staff updated the Neighborhood Traffic Management Program and City Council adopted the new Traffic Management and Calming policy in November 2014.
- 5.e. Improve in-house traffic engineering resources to better serve the community especially around school sites and neighborhoods (Jason Kabalin)**
The effort in increasing the in-house traffic engineering experience and expertise has resulted in better results in addressing community needs and response time.
- 5.f. Explore the implementation of a Residential Neighborhood Permit Parking program (Kevin Rohani/Rob Roberts)**
Staff from Police and Public Works Department are in process of exploring a residential neighborhood permit parking program.
- 5.g. Improve the in-house engineering expertise and skills to better design and construct public infrastructure projects for the community (Kevin Rohani)**
Staff have created new project design and bidding processes that are clear and concise protecting the interests of the City and helping in obtaining competitive bids for projects. These new processes are the standards for the public works department moving forward.

- 5.h. Implement a series of annual capital projects that will have their own funding allocations and would provide a source to supplement maintenance of the new infrastructure constructed in Oakley (Kevin Rohani)**

The CIP program for FY 2014-15 has been restructured to better align needs with resources in a sustainable way. This path will be continued in future years CIP programs.

- 5.i. Implement a CADD & GIS program that can be used across Public Works and Planning departments not only for capital projects, but also for day-to-day operational uses (Jason Kabalin)**

New CADD software program has been purchased and installed on the engineering computers and staff trained in use of the program. The implementation of a GIS program will be deferred for future years when resources become available.

- 5.j. Create a City parcel map and aerial photography map that will be used not only by Public Works staff in design applications, but also by Police department staff and is updated as the City grows and develops into future (Kevin Rohani)**

This project will be evaluated along with other priorities and budgeting allocations for future year CIP's.

- 5.k. Investigate the opportunities to work with neighboring municipalities on bidding Capital projects in coordination to take advantage of economy of scale for every City (Kevin Rohani)**

Public Works staff has held meetings with City of Brentwood and Antioch staff to explore joint projects and opportunities that could benefit each city both short and long term.

- 5.l. Include all CIP items' work within 2-year period (which is design, ROW acquisition, bid, completion) (Kevin Rohani)**

This approach is in progress and being implemented in the CIP program.

- 5.m. Evaluate the placement of more solar-powered speed limit notification signs (Kevin Rohani)**

Staff have evaluated solar powered electronic speed radar signs, selected the best product, and first phase on installation of these radar signs were completed on Brownstone Road.

- 5.n. Install signal at Main & Rose (Kevin Rohani)**

This project will be considered in future year CIP's as resources become available. In addition, staff will explore grant funding opportunities for this project.

- 5.o. Maintain street inventory with annual Pavement Condition Index for all City streets (Jason Kabalin)**

The pavement assessment for City streets has been completed and as of January 2015 and the Pavement Condition Index for City of Oakley streets is 75 which is in the Good range.

- 5.p. Complete design and construction to repair and resurface Main Street from Bridgehead Rd to Big Break Rd, CIP #69 (Jason Kabalin)**

The design of this project has been completed and construction will start in April/May 2015.

5.q. Complete Annual Gap Closure, CIP #13 (Jason Kabalin)

The project design will start in summer 2015 and construction will start in fall 2015. This project will construct curb, gutter, and sidewalks on Main Street south of West Cypress Road.

5.r. Complete Annual Pavement Management, CIP #14 (Kevin Rohani)

The construction of this project was completed in fall 2014.

5.s. Complete frontage improvements on Main St by Raley's Shopping Center, CIP #101 (Jason Kabalin)

The frontage improvements was on Main Street from Lucky's Shopping Center to Teakwood Drive and has been completed.

5.t. Complete annual phases of City-wide Street Sign Replacement, CIP #77 (Jason Kabalin)

The construction of this project was completed in summer 2014.

5.u. Complete Laurel Road Widening to Rose, CIP #124 (Kevin Rohani)

The construction of this project was completed in fall 2014.

5.v. Add landscaped medians on Main going east from Bridgehead/Neroly, CIP #23 (Jason Kabalin)

New landscaped medians will be constructed from Bridgehead Road to Sandy Lane as part of the Main Street resurfacing project. This will be the first phase of construction of landscaped median construction on Main Street. As funding becomes available, additional sections of landscaped medians will be constructed.

Area of Focus #6: PUBLIC SAFETY

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

Action items:

6.a. Conduct annual training and table-top exercise for Emergency Operations Plan (Dan Gomez)

Complete - Annual training took place during the Great Shake Out earthquake drill in October 2014.

6.b. Explore feasibility of implementing a CERT Program (Dan Gomez)

Complete – Local members of the East Contra Costa County Community Emergency Response Team (CERT) have been organized with a training plan in development.

6.c. Complete re-write/update to Emergency Operations Plan (Dan Gomez)

Pending - Draft of a new plan is in progress.

Action items:

- 7.a. Conduct Neighborhood Park Improvements to include: playground renovations, irrigation repairs and equipment updates, as outlined in the annual budget (Leonard Morrow)**

On-going. Staff has completed numerous improvements to park facilities where funds are available to support the improvements and will continue to address deferred maintenance and improvement needs of the park system. Some examples include a new skinned ball field at Laurel Ballfields Park, a renovated Dewey Park, Civic Center park improvements (amphitheater, stage, restroom, etc.), Veterans Memorial, bleachers installed at 8 fields, ...just to name a few.

- 7.b. Produce and distribute the Community Recreation Guide twice per year and prepare a monthly eRecreation Newsletter (Lindsey Bruno)**

The Community Recreation Guide continues to be distributed on a semiannual basis. We also provide input into the weekly e-new distributed by the City Manager's office.

- 7.c. Implement the Youth Master Plan in conjunction with the Vesper Society Grant, including Boyz Time, It's A Girl Thing and various Youth Council led events as the funding comes to a close (Lindsey Bruno)**

The OYAC updated their Strategic Plan last June and has continued to implement new goals including an Anti-Bullying Video, Pilates in the Park, Movie in the Plaza, Youth Employment Workshop and volunteer at various community events. Plans are currently underway to merge Boyz Time and It's A Girl Thing so for girls and boys in middle and high school.

- 7.d. Participate in planning and activities at the East Bay Regional Park District's Big Break Regional Shoreline (Ken Strelo)**

Current phases of project are complete.

- 7.e. Complete Annual Thoroughfare Tree Planting, CIP #50 (Kevin Rohani)**

This project is deferred for future year CIP's as funding becomes available.

- 7.f. Design Phase 2 for Nunn-Wilson Park (include evaluation of possible dog park) (Leonard Morrow/Kevin Rohani)**

The City held a public meeting on Wednesday, January 14, at City Hall to hear and solicit input on the proposed Community Dog Park project (potential Nunn-Wilson Family Park Phase 2 development). Approximately twenty (22) individuals were in attendance with almost all of the attendees in support of Oakley constructing a designated dog park, with several expressing they do not want the Dog Park located at Nunn-Wilson Park. The amenities and features proposed in the conceptual plan were well-received. Good input and constructive comments made it a positive meeting.

Staff has submitted a LWCF grant application with the California State Parks and Recreation Department for improvements at Nunn-Wilson Family Park, specifically a Community Dog Park. Any development will be on hold until funding is secured.

- 7.g. Complete bridge for Hill Avenue Multi-Use Trail, CIP #39 (Kevin Rohani)**
 The design of this project is underway and construction is expected to start in fall 2015
- 7.h. Promote volunteerism and the Adopt-a-Park program (Nancy Marquez)**
 We continue to highlight via the Oakley Outreach and press releases any volunteers. While there have been inquiries regarding the Adopt-a-Park program, now new groups have signed up. Currently, we have three parks under adoption (Creekside Park, Laurel Ball Fields, and Crockett Park)
- 7.i. Complete a Facility Needs Assessment and determine the direction for longer-term use of the Moura Property as we continue to utilize the facility for classes and programs. (Bryan Montgomery)**
 Discussions have been ongoing; however, this was paused some while the community garden folks were on site and proposing to extend their lease. Now that another site has been identified, the Team can renew the brainstorming discussions. We are currently researching facility needs consultants, but want this entire topic to be discussed at this year's Strategic Planning Meeting for further direction.
- 7.j. Track and increase Recreation program participation by 10% each year (Lindsey Bruno)**
 Participation in Recreation Programs for fiscal year 13/14 increased over 30% as participation in events and programs climbed.
- 7.k. Prepare financing plan for Dutch Slough Park (Paul Abelson)**
 This objective is generally on hold, pending receipt of the property; although Staff continues to monitor for grant opportunities in anticipation of such receipt.
- 7.l. Evaluate the condition of all street landscape areas (Leonard Morrow)**
 Ongoing. Staff is keenly aware of maintenance conditions and issues of all street landscape areas. Numerous improvements have been made to streetscapes where funds are available to support the improvements. Some examples include improvements in-fill and renovations along Main Street, Empire, O'Hara, Laurel, Oakley Road median, west entry at Oakley Ranch, ...just to name some.

The Division will continue efforts to make improvements throughout the City streetscape as funding allows, with many small improvement projects planned.
- 7.m. Evaluate partnerships for sports tournaments at community ball fields (Lindsey Bruno)**
 During peak season the fields are currently reserved approximately 90% of weekends. Leagues including Impact Soccer, utilized fields for tournaments. Other teams are also utilizing the facility for camps.
- 7.n. Survey community to better offer classes that meet their needs in terms of days and times, and for all ages (Lindsey Bruno)**
 Staff has developed a survey to be advertised and distributed, and help guide and shape programs and classes for the Fall/Winter 2015 Recreation Guide.

- 7.o. Update the Parks, Recreation and Trails Master Plan (includes the evaluation of addition of needed facilities to parks, include bike trails/lanes, restrooms, parking, etc) (Leonard Morrow and Lindsey Bruno)**

Proposed funding for an update of the City of Oakley Parks, Recreation and Trails Master Plan were not approved. Staff will request funding again in FY 2015/16. Twenty-four parks have been constructed since the Master Plan was drafted and accepted in early June 2007, with two more additional parks currently under development.

- 7.p. Explore alternative financing opportunities to ensure quality long- term maintenance for City parks, streetscapes and trails (Leonard Morrow/Kevin Rohani)**

See answer provided in 3d. Staff also continues to explore other revenue sources, such as grants, user fees, private foundation grants, donations, etc.

- 7.q. Develop a written preventative maintenance program (Leonard Morrow/Kevin Rohani)**

Though preventative maintenance is an important facet of park and facility maintenance, a written program does not exist at this time; however, the Parks and Landscape Division does have comprehensive maintenance standards and specifications, along with on-going preventative and safety checks.

- 7.r. Evaluate the addition of needed facilities to parks (Leonard Morrow/Kevin Rohani)**

Sport fields for soccer, baseball and softball are in high demand. A needs assessment would be a component of the Master Plan process. In the interim, community surveys are taken sporadically and comments are logged from public strategic planning sessions.

- 7.s. Evaluate improvement options for the reservation process and fees for park recreation and community facilities (Lindsey Bruno)**

Staff invited all sports leagues to a stakeholders meeting to gain input into the reservation process, we brainstormed various options for changes. Based on input at the meeting changes were formulated, brought to Council and adopted.

- 7.t. Identify needed maintenance of and additional park signage (Leonard Morrow)**

Ongoing and additional signage has been added to the Civic Center Park and to a few other park areas.

- 7.u. Expand the availability of dog bag dispensers (Leonard Morrow)**

Ongoing. Dog bag dispensers and signage are located at all of the parks where dog walking occurs.

- 7.v. Evaluate the need to provide online program registration and park reservations (Lindsey Bruno)**

Staff continues to evaluate online registration and facility management programs. In the fall staff attended a Symposium with over 10 current providers. Currently the software is not within the budget, it would be an estimated cost of \$10,000-\$30,000 initially and varies

annual fees vary. Staff requested this be considered for one time fund balance, however it was not selected.

☐ **7.w. Explore potential themes for future park designs and redesigns, consistent with City branding (Leonard Morrow)**

Emphasis is to create a recognizable identity for the Oakley park system. Over the past several years logo park monument signs have been installed at all of the parks. Other consistent signage (identification, regulatory, and interpretive) and graphics are being integrated into the parks too.

☑ **7.x. Continue to implement the Urban Forestry Program (Leonard Morrow)**

The Parks and Landscape Division is tasked with managing over 10,000 trees in the City of Oakley. The Division has a comprehensive database management system to monitor and maintain these trees. The database program, ArborPro, utilizes the latest in GIS (Geographic Information System) technology to provide the user with an immediate visual representation of any tree in the 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. This lack of this data and program only allowed for reactive urban forest management in the past, rather than management through a comprehensive, systematic approach. By preparing a comprehensive tree inventory and purchasing software, the City of Oakley took the critical first step to being able to proactively and efficiently manage the urban forest.

Most recently the Division began a 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 young trees the City will save future maintenance costs.

Last year the Division sponsored several tree lectures, including tree selection, tree pruning, and how to plant a tree.

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 (Bryan Montgomery)**

This is emphasized on a continual basis and is a standard/expectation that is well known and followed by the Team.

☐ **8.b. Update City's website and continuously monitor content; update as necessary (Lindsey Bruno)**

The website continues to have regular updates and staff embarked on an overhaul at the end of 2014. Currently the design is in the development process.

- 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)**

Currently the calendar function is supplemented by a request feature that allows outside organizations to request their information be placed on the City website. We also cross reference the marquee requests so that most marquee requests are also posted on the Community Calendar.

- 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 are scheduled approximately every 4-6 months, including oral reports to the Council during meetings and/or by written updates via email.

- 8.e. Continue to build cooperative relationships with representatives of service clubs and other community groups (Nancy Marquez)**

Created list of clubs/groups and their presidents and officers, updated regularly. Line of communication with many groups exists. We attempt to engage them in opportunities as they come up, be it YMWO or inviting them to participate in clean up efforts, Leadership Academy, or sometimes we simply email them to ensure their membership is aware of upcoming events that might be of interest.

- 8.f. Evaluate the survey method for needed adjustments, as we continue to conduct a citizen satisfaction survey every other year (Nancy Marquez)**

The Citizen Satisfaction survey is conducted in Feb – March on a biennial basis and will happen again in 2016. In 2014 in addition to mailing the hardcopy survey to 500 residents, an online survey allowed for broader participation.

- 8.g. Prepare and send out weekly press releases (Nancy Marquez)**

Between 1-2 press releases have been submitted to media every week.

- 8.h. Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc. (Nancy Marquez)**

On average there are 3-4 Facebook and Twitter posts per week that highlight upcoming activities, new staff, job opportunities, trivia etc. On Nextdoor we make one post per week. We've also recently opened an Instagram account, which will be another platform through which we can post images. It'll be an additional tool to brand Oakley and invite the public to upcoming events.

8.i. Continue to strategically utilize the Civic Center marquee to provide information (Nancy Marquez)

We continue to use the marquee as a form of advertising posting City related information, as well as local non-profits and community group events.

8.j. Conduct a needs assessment for bilingual public information (Nancy Marquez)

We are surveying the outreach methods used by other Contra Costa Cities to reach monolingual Spanish speakers. An additional survey may be developed to determine what tools would be most effective in communicating information to this audience depending on the tools that are most highly used by them in their day to day lives (email, facebook-bilingual updates? etc).

8.k. Promote City Hall tours (Nancy Marquez)

We aim to post photos of local groups during their visits to City Hall and thereafter also do a press release to serve as reminders of this opportunity

8.l. Continue to facilitate Memorial Day, Veterans Day & National Night Out Events and other like events that retain Oakley's small town identity (Nancy Marquez)

All is on track for the 3rd Annual Memorial and Veterans Day events to take place at the Civic Center Park and amphitheater. The events have proven to be very well received by the community, as evidenced by the attendance. We continue to encourage residents to organize their own National Night out events within their neighborhoods. As we are notified of an event we coordinate to ensure Staff, Councilmember and/or Police Officers make appearances at the events.

8.m. Implement a Citizen/Leadership Academy (Nancy Marquez)

The first Citizens' Leadership Academy occurred in the Fall of 2014. 23 of the 24 participants who attended the first class graduated at the conclusion of the program. 11 of those participants are advising Staff on a real life project. Others have gotten involved with other projects including CERT, continuing the sale of Veterans Memorial bricks, as well as with other community groups.

8.n. Carry out educational campaigns on the following topics: (Nancy Marquez)

- Oakley OnDemand- articles in the August 2014 & February 2015 Oak Leaf newsletters
- City Council Meeting Closed Session requirements- to be include in future publications
- Blight prevention ordinances- articles in the August 2014 & February 2015 Oak Leaf newsletter, additionally there have been press releases resulting in an *Oakley Press* article and lastly, the code enforcement team continues to use door hangers as an educational measure
- Neighborhood Watch- to be included in future publications, as well as promoted at National Night Out events

8.o. Increase visibility of Oakley OnDemand, complete employee OnDemand training (Nancy Marquez & Lindsey Bruno)

We've featured Oakley OnDemand related articles in the August 2014 and February 2015 Oak Leaf newsletters. We've also begun distributing magnets at outreach/city events. Regular updates to the Council via the FYI report on the uptake and use by residents.

OnDemand usage has increased by 24% in the past year. The Code Enforcement team has also begun utilizing the Code Enforcement module, for citations and tracking.

8.p. Start using video, beginning with establishing a City of Oakley You Tube channel (Nancy Marquez)

We continue to explore and aspire to this goal, however the production of a video is staff intensive. Additionally, we need to further research the legal waivers. We are evaluating a proposal to determine the related costs of creating 3-5 short videos highlighting key initiatives and events, which would be posted on the channel, should we decide to proceed forward.

8.q. Develop an emergency communications outreach strategy (Nancy Marquez)

Staff has participated in emergency preparedness trainings, social media trainings, and specific training for Public Information Officers in the case of Emergency Operation Center activation, as well how to operate in a Joint Information System/Joint Information Center should a regional disaster require collaboration across multiple jurisdictions. A line of communication also exists with the Director of Communications and Media for Contra Costa County who would offer support in such events.

8.r. Continue neighborhood beautification projects and like activities which foster community and a small town feel (Nancy Marquez)

We hope to launch a volunteer/community wide clean up program that would happen on a monthly basis this fall.

8.s. Evaluate the community calendar to sync with individual's calendars and smart phones (Lindsey Bruno)

With the website redesign we have also requested the ability to have calendar items sync with your smart phone or device.

8.t. Continue You, Me, We = Oakley program, with additional focus on youth participation (Gaby Baños-Galvan)

Regular activities ranging from Citizenship Drives, cultural workshops, community wide soft ball games, literacy events etc are taking place. Youth are also leading an anti-bullying campaign that entails the production of a video and other components to be implemented through the schools.

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

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

Action items:

- 9.a. Ensure City Council meetings are professional, business-like, civil and maintain good decorum **(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 discussions take place during the regular Staff Meetings, however, a separate meeting was not held this current year.
- 10.b. Facilitate periodic Community-Council-Staff Strategic Planning Session **(Bryan Montgomery)**
Next Strategic Planning Session is set for March 30th.
- 10.c. Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive **(Bryan Montgomery)**
The 3Ps are emphasized on a continual basis and is a standard/expectation that is well known and followed by the Team.

10.d. Invest in technology to assist staff and operational efficiency (Paul Abelson)

Done. Investments have been made to ensure the City's networks remain current and efficient, and City Council approved new projects are being implemented.

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.

10.f. Implement online document retrieval system (ImageSilo) (Libby Vreonis)

Staff, IT and MuniMetrix successfully worked together to implement ImageSilo in April 2014 to provide public records on the City's website, providing the public with access to public documents 24/7 and reducing staff's response time to records requests by approximately 40% from the previous year.

10.g. Hold annual employee recognition event (Nancy Marquez)

Completed.

CONCLUSION

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

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