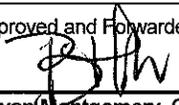




Agenda Date: 05/10/2016  
Agenda Item: 7.1

## STAFF REPORT

Approved and Forwarded to City Council:

  
Bryan Montgomery, City Manager

**Date:** May 2, 2016  
**To:** Bryan Montgomery, City Manager  
**From:** Nancy Marquez, Assistant to the City Manager  
**SUBJECT:** **WORK SESSION regarding 2014-2016 Strategic Plan**

### Background and Analysis

The City of Oakley held a community-wide Strategic Planning Meeting at the Freedom High School multi-purpose room on Tuesday, April 19<sup>th</sup>. The purpose of the Meeting was to allow residents the opportunity to provide input that would help with the development of the 2016-18 Strategic Plan.

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

During the meeting attendees were invited to attend three group discussions of their choice among the following six options (Areas of Focus):

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

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

During the work session we hope to review the input received.

**Fiscal Impact**

Not applicable to this work session; however, the action items within the Strategic Plan each have their own budgetary impact.

**Recommendation**

Staff recommends that the Council review the draft 2016-2018 Strategic Plan, provide input and direction to Staff regarding goals and action items to be pursued. The final Strategic Plan could then be brought back for final adoption at the May 24th Council Meeting.

**Attachments**

1. Draft 2016-2018 Strategic Plan
2. Summaries of Input Received by Area of Focus

**Fiscal Impact**

Not applicable to this work session; however, the action items within the Strategic Plan each have their own budgetary impact.

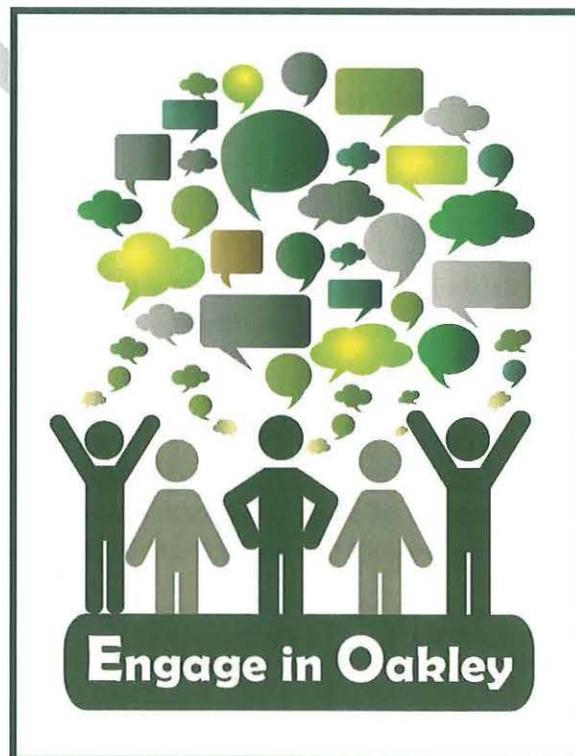
# OAKLEY



CALIFORNIA

## STRATEGIC PLAN

2016-18 - *DRAFT*





# 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, STREETSAPES AND RECREATIONAL OPPORTUNITIES**

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

## **FINANCIAL STABILITY & SUSTAINABILITY**

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

## **COMMUNITY OUTREACH, COMMUNICATION AND PARTICIPATION**

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

## **POLITICAL LEADERSHIP AND STABILITY**

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

## **OPERATIONAL EXCELLENCE**

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



# STRATEGIC PLAN ACTION ITEMS

## Area of Focus #1: **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.* *EMERSON*

### Action items:

- 1.a. Complete action items in the Economic Development Work plan **(Dwayne Dalman)**
- 1.b. Continue to work with Chemours (formerly DuPont) 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)**
- 1.c. Create an action plan that prioritizes and identifies ways to facilitate the disposition or development of City-owned property and former redevelopment property identified in the Long Range Property Management Plan, in order to maximize value and encourage beneficial development **(Dwayne Dalman)**
- 1.d. Emphasize “Shop Oakley” year round, increase participation by at least 10%, and ensure visibility of “Shop Oakley” at City sponsored community events **(Cindy Coelho and Dwayne Dalman)**
- 1.e. Prepare the City of Oakley to be a competitive location for the attraction of new businesses and new investment **(Dwayne Dalman):**
  - Meet with all property owners and/or broker representatives of potential commercial development property
  - Prepare and maintain an inventory of potential commercial development sites on OppSites web page
  - Prepare and maintain an inventory of vacant commercial spaces on the Economic Development web page
  - Rank properties that have the most development potential based on:
    - Owner willingness & expectations
    - Property size and location
  - Develop an Action Plan that identifies ways to facilitate development of commercial sites that have the most development potential
- 1.f. Outreach to the broker & development community regarding potential Oakley development sites and vacant commercial spaces through semi-annual luncheons **(Dwayne Dalman)**
- 1.g. Identify business incentives that can be offered to new and existing businesses **(Dwayne Dalman)**
- 1.h. Educate regarding the limitations & factors involved in attracting businesses through regular updates, the Economic Development webpage, social media and Engage in Oakley postings. **(Dwayne Dalman)**

- 1.i.** Continue to work to understand the needs of the business community through an annual business survey, through Peak Democracy and through a Business Visitation Program, averaging 1 business visit per week **(Dwayne Dalman)**
- 1.j.** Keep City marketing materials and Economic Development webpage updated with current information, pictures and graphics **(Dwayne Dalman)**
- 1.k.** Continue to work to strengthen the small-business entrepreneur community through: **(Dwayne Dalman):**
  - Annual Oakley Entrepreneur Training Program
  - Semi-Annual Entrepreneur Training Program business plan follow-up meetings
- 1.l.** Establish an Oakley Entrepreneur Incubator space to meet the needs of expanding Oakley small business entrepreneurs
- 1.m.** Partner with the Oakley Chamber of Commerce to promote and strengthen the Oakley business community **(Dwayne Dalman):**
  - Assist with Mayor lunches to provide insight into City activities that impact the business community
  - Assist with member lunches that provide speakers to educate and strengthen the business community

## **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.** Establish a guide to assist in updates to the Zoning Ordinance **(Ken Strelo)**
- 2.b.** Continue a proactive and progressive Code Enforcement program with performance measures and weekly reports **(Troy Edgell)**
- 2.c.** Inventory the City's major eyesores and prioritize them for Abatement **(Troy Edgell)**
- 2.d.** Proactively implement weed abatement program **(Troy Edgell)**
- 2.e.** Develop a list of Standard Conditions for both residential and commercial/industrial development projects **(Ken Strelo)**
- 2.f.** Monitor Community Choice Energy issues in Contra Costa County and within the greater Bay Area **(Josh McMurray)**
- 2.g.** Continue to work with the San Joaquin Joint Powers Authority to develop a Train Platform in the Downtown **(Josh McMurray)**
- 2.h.** Facilitate the development of the Priority Development Areas through public/private partnerships, Grant funding and public engagement. **(Josh McMurray)**
- 2.i.** Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project **(Ken Strelo)**

- 2.j.** Participate with Iron House Sanitary District discussions for the reuse of Jersey Island **(Ken Strelo)**
- 2.k.** Continue to look for Grants and other funding mechanisms to complete a Climate Action Plan **(Ken Strelo)**
- 2.l.** Facilitate development of the East Cypress Road and Sellers Avenue corridors **(Ken Strelo)**
- 2.m.** Fully implement the Planning Advisors concept **(Josh McMurray)**
- 2.n.** Continue to implement the 2015-2023 Housing Element Action Programs including Policy Action 1.1 requiring the City to accommodate the share of the Regional Housing Needs Assessment (RHNA) **(Josh McMurray)**
- 2.o.** Continue to refine, streamline and enhance the development project application process **(Planning)**
- 2.p** Continue to refine and enhance the City's AB 939 (Recycling) Programs and comply with State laws that relate to waste reduction **(Josh McMurray)**
- 2.q** Continue to work with PGE and EBEW in implementing and promoting their energy saving and greenhouse gas emission reduction incentives and programs **(Ken Strelo)** GF \$
- 2.r** Complete Phase 2 of the Agricultural Conservation and Viticulture Program for Council consideration **(Ken Strelo)**
- 2.s** Proactively implement weed abatement program with focus on complementing Oakley's Viticulture Program **(Troy Edgell)**
- 2.t.** Enhance and re-enforce Residential and Commercial Maintenance standards through specific codification of violations **(Troy Edgell)**
- 2.u** Reduce the risk of fire-related deaths and property damage through the coordinated identification of properties committing power theft **(Troy Edgell)**
- 2.v** Through identification and education, increase compliance of property maintenance standards for areas zoned Light Industrial being used for residential purposes (first impressions of Oakley) **(Troy Edgell)**
- 2.w** Increase community outreach by providing targeted neighborhoods and all HOAs educational material explaining Property Maintenance standards with emphasis on landscaping requirements and drought tolerant options **(Troy Edgell)**

### 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.** Aggressively support and monitor legislation and sales tax capture for proposed power plant (**Deborah Sultan**)
- 3.b.** Continue to budget conservatively and manage spending utilizing the 10-year plan forecasting and comply with City budget administration polices (**Deborah Sultan**)
- 3.c.** Develop a strategy to resolve funding and capital reserve concerns with various Lighting and Landscaping districts (**Leonard Morrow**)
- 3.d.** Perform a comprehensive Fee Study for City of Oakley to ensure cost recovery of City services are accounted for and fees charged by the City are in tune with other municipalities in the region (**Deborah Sultan**)
- 3.e.** Upgrade the City's phone system (**Deborah Sultan and Kevin Rohani**)
- 3.f.** Evaluate brining payroll services in-house (**Deborah Sultan**)
- 3.g.** Complete evaluation of the delivery of Information Technology services (**Deborah Sultan**)
- 3.h.** Review membership with the Municipal Pooling Authority (**Deborah Sultan**)

### **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**)
- 4.b.** Continue to use Downtown Specific Plan (DSP) to guide high quality development while preserving Oakley's small town feel (**Josh McMurray**)
- 4.c.** Develop an updated program for improved and consistent façade and building signage improvements for Downtown corridor consistent with DSP (**Dwayne Dalman & Josh McMurray**)
- 4.d.** Encourage development of Downtown parking as adopted in DSP (**Josh McMurray**)
- 4.e.** Improve pedestrian safety using the Civic Center/Oakley Plaza as a model (**Kevin Rohani**)
- 4.f.** Expand the Heart of Oakley event (**Lindsey Bruno**)
- 4.g.** Construct Library & Community Learning Center in the Downtown (**Nancy Marquez-Suarez**)
- 4.h.** Identify and outreach to possible entities that could create events in the Downtown that engage and meet the needs of the community and promote local businesses, including concerts, food trucks and/or Farmers Markets (**Dwayne Dalman**)

- 4.i. Continue to promote the Downtown Revitalization Loan Program to facilitate building renovations **(Dwayne Dalman)**
- 4.j. Identify development potential for City-owned downtown land and outreach to brokerage and development community to facilitate disposition/development **(Dwayne Dalman)**
- 4.k. Partner with Planning Department to identify and capitalize on opportunities realized from the anticipated transit station in Downtown **(Dwayne Dalman)**
- 4.l. Upgrade the year-round Main Street banner program, and include specific banners in the Downtown **(Lindsey Bruno)**
- 4.m. Construct the Main Street Streetscape Improvement project with full public outreach and engagement during the construction phase to minimize any public inconveniences **(Kevin Rohani)**
- 4.n. Facilitate in bringing an upscale coffee shop to Downtown **(Dwayne Dalman)**

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

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

**Action items:**

- 5.a. Conduct proactive community engagement regarding sensitive traffic concerns and facilitate discussion with Police Department on traffic related issues **(Kevin Rohani)**
- 5.b. Highlight and publicize varied traffic calming improvements **(Jason Kabalin)**
- 5.c. Implement a series of annual capital projects that will have their own funding allocations and would provide a source to supplement maintenance of the new infrastructure constructed in Oakley **(Kevin Rohani)**
- 5.d. Investigate the opportunities to work with neighboring municipalities on bidding Capital projects in coordination to take advantage of economy of scale for every City **(Kevin Rohani)**
- 5.e. Include all Capital Improvement Project (CIP) items' work within 2-year period (design, ROW acquisition, bid, completion) **(Kevin Rohani)**
- 5.f. Evaluate the placement of more solar-powered speed limit notification signs **(Kevin Rohani)**
- 5.g. Design intersection improvement and signalization at Laurel Road/Rose Avenue and initiate right of way acquisition for the project **(Kevin Rohani)**
- 5.h. Maintain street inventory with annual Pavement Condition Index for all City streets **(Jason Kabalin)**
- 5.i. Complete Laurel Road Widening from Rose Avenue to Mellowood Drive **(Kevin Rohani)**
- 5.j. Develop a formal ADA Evaluation and Transition Plan for City of Oakley **(Dean Hurney)**

- 5.k.** Create the Engineering Traffic Model for City of Oakley and keep it updated as new private development projects are designed and constructed **(Kevin Rohani)**
- 5.l.** Implement ADA Evaluation and Transition Plan for City of Oakley **(Dean Hurney)**

**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 **(Troy Edgell)**
- 6.b.** Explore feasibility of implementing a CERT Program **(Chris Thorsen & Troy Edgell)**
- 6.c.** Complete re-write/update to Emergency Operations Plan **(Troy Edgell)**
- 6.e.** Evaluate the placement of motion lights and more cameras at City parks **(Leonard Morrow/Kevin Rohani, Rob Roberts)**
- 6.f.** Encourage and educate community regarding Neighborhood Watch **(Chris Thorsen)**
- 6.g.** Commence regular statistics driven public education messages **(Chris Thorsen)**
- 6.h.** Conduct strategic enforcement of problem areas **(Chris Thorsen)**
- 6.i.** Increase community outreach/communication via social media **(Chris Thorsen and Nancy Marquez)**
- 6.j.** Add a fourth Detective to our staffing **(Chris Thorsen)**
- 6.k.** Hire Sergeant for Detective Unit **(Chris Thorsen)**
- 6.l.** Re-implement K-9 unit, who can also serve as Problem Oriented Policing (POP) officer **(Chris Thorsen)**
- 6.m.** Add one more Motor Officer **(Chris Thorsen)**
- 6.n.** Implement Volunteers In Policing (VIP) program **(Jeff Billeci)**
- 6.o.** Institute a formal Police Chaplin Program **(Chris Thorsen)**
- 6.p.** Develop a Police Explorer Program **(Chris Thorsen and Robert Roberts)**
- 6.q.** Prepare Annual Police Department Report **(Chris Thorsen)**
- 6.r.** Install Intersection Cameras in at least 4 locations **(Chris Thorsen)**
- 6.s.** Expand Vehicle License Plate Reader to two more vehicles **(Chris Thorsen)**
- 6.t.** Implement Body-Worn Camera Program **(Chris Thorsen)**
- 6.u.** Continue Neighborhood Camera Registration Program **(Chris Thorsen)**

- 6.v.** Improve our investigative capability through the use of technology/new software packages **(Chris Thorsen)**
- 6.w.** Create the Engineering Traffic Model for City of Oakley and monitor and keep it updated as new private development projects are designed and constructed **(Kevin Rohani)**

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

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

**Action items:**

- 7.a.** Produce and distribute the Community Recreation Guide three times per year **(Lindsey Bruno)**
- 7.b.** Complete Annual Thoroughfare Tree Planting, CIP #50 **(Kevin Rohani)**
- 7.c.** Design Phase 2 for Nunn-Wilson Park (possibly dog park) **(Leonard Morrow/Kevin Rohani)**
- 7.d.** Track and increase Recreation program participation by 10% each year **(Lindsey Bruno)**
- 7.e.** Prepare financing plan for the Oakley Community Park **(Deborah Sultan/Kevin Rohani)**
- 7.f.** Survey community to better offer classes that meet their needs in terms of days and times, and for all ages **(Lindsey Bruno)**
- 7.g.** Explore alternative financing opportunities to ensure quality long-term maintenance for City parks, streetscapes and trails **(Leonard Morrow/Kevin Rohani)**
- 7.h.** Evaluate the addition of needed facilities to parks **(Leonard Morrow/Kevin Rohani)**
- 7.i.** Evaluate improvement options for the reservation process and fees for park recreation and community facilities **(Lindsey Bruno)**
- 7.j.** Continue to implement the Urban Forestry Program **(Leonard Morrow)**
- 7.k.** Research, and implement a Recreation registration, reservation and online payment software by the December 2016 **(Lindsey Bruno)**
- 7.l.** Implement a phased plan to construct a new Community Recreation Center at the Moura Property **(Lindsey Bruno)**
- 7.m.** Evaluate facility rental policies and procedures and update policy as needed, in conjunction with the new online software **(Lindsey Bruno)**
- 7.n.** Integrate Recreation Internship availability for college students by Spring 2017 **(Lindsey Bruno)**
- 7.o.** Increase marketing efforts for classes, programs and events by 25% **(Lindsey Bruno)**
- 7.p.** Add a historical art exhibit to the Heart of Oakley Festival **(Lindsey Bruno)**
- 7.q.** Evaluate a miscellaneous fee schedule for supply requests received by the public (tables, chairs, sound system rental) **(Lindsey Bruno)**

- 7.r.** Develop a fee waiver policy and or sponsorship/agreement for waivers of special event related fees (temporary use permit, street closure permit, park permits, etc) **(Lindsey Bruno)**
- 7.s.** Develop a streamlined special event permitting process, ensuring all applicable applications are completed, and routed to contributing departments effectively **(Josh McMurray)**
- 7.t.** Develop Parks and Landscaping standards for City of Oakley to be used by the development community on the wide range of private development projects in Oakley **(Leonard Morrow)**
- 7.u.** Invest in providing free Wi-Fi service in City Parks where we have Comcast service available **(Leonard Morrow)**

**Area of Focus #8: COMMUNITY OUTREACH, COMMUNICATION AND EDUCATION**

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

**Action items:**

- 8.a.** Return all phone calls and emails same day or within 24 hours **(Bryan Montgomery)**
- 8.b.** Keep updated the City's website and continuously monitor content; update as necessary **(Lindsey Bruno)**
- 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)**
- 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)**
- 8.e.** Continue to build cooperative relationships with representatives of service clubs and other community groups and extend offers to have Staff and/or Councilmembers attend their meetings **(Nancy Marquez)**
- 8.f.** Evaluate the survey method for needed adjustments, as we continue to conduct a citizen satisfaction survey every other year **(Nancy Marquez)**
- 8.g.** Prepare and send out weekly press releases **(Nancy Marquez)**
- 8.h.** Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc. **(Nancy Marquez)**
- 8.i.** Promote City Hall tours **(Nancy Marquez)**

- 8.j.** Continue to facilitate Memorial Day, Veterans Day and other like events that retain Oakley's small town identity **(Nancy Marquez)**
- 8.k.** Continue Citizen/Leadership Academy **(Nancy Marquez)**
- 8.l.** Increase visibility of *Oakley OnDemand*, complete employee *OnDemand* training **(Lindsey Bruno)**
- 8.m.** Continue You, Me, We = Oakley program, with additional focus on youth participation **(Gabriela Baños-Galvan)**
- 8.n.** Advertise and prepare related vacancy and term documentation for City Council appointed positions **(Libby Vreonis)**
- 8.o.** Facilitate 2016 and 2018 General Municipal Elections **(Libby Vreonis)**
- 8.p.** Upgrade the audio/visual system in the Council Chambers to record/broadcast public meetings **(Lindsey Bruno)**
- 8.q.** Implement Virtual City Hall – “Engage in Oakley” **(Nancy Marquez-Suarez)**

**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**)
- 10.b.** Facilitate Community-Council-Staff Strategic Planning Sessions (**Nancy Marquez-Suarez**)
- 10.c.** Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive (**Bryan Montgomery**)
- 10.d.** Invest in technology to assist staff and operational efficiency (**Paul Abelson**)
- 10.e.** Maintain Records Management and Scanning Program (**Libby Vreonis**)
- 10.f.** Implement agenda management software program (**Libby Vreonis**)
- 10.g.** Hold annual employee recognition event (**Nancy Marquez-Suarez**)

## **CONCLUSION**

This document is a concise, coherent, focused plan that will serve to guide us in our efforts to improve the community. Oakley will continue to experience population growth and has a very bright future. The challenge we face is establishing projects and programs the residents' want that improve their quality of life, while "keeping pace" in maintaining and improving the critical municipal services that we already provide – all with a budget that is much smaller than most communities of our size. Our efforts will make Oakley an even better place to live, work and enjoy a great quality of life.

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

## PUBLIC SAFETY

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

### Action items:

- 1.a. Conduct annual training and table-top exercise for Emergency Operations Plan (Troy Edgell)
- 1.b. Explore feasibility of implementing a CERT Program (Chris Thorsen & Troy Edgell)
- 1.c. Complete re-write/update to Emergency Operations Plan (Troy Edgell)
- 1.e. Evaluate the placement of motion lights and more cameras at City parks (Leonard Morrow/Kevin Rohani, Rob Roberts)
- 1.f. Encourage and educate community regarding Neighborhood Watch (Chris Thorsen)
- 1.g. Commence regular statistics driven public education messages (Chris Thorsen)
- 1.h. Conduct strategic enforcement of problem areas (Chris Thorsen)
- 1.i. Increase community outreach/communication via social media (Chris Thorsen and Nancy Marquez)
- 1.j. Add a fourth Detective (Chris Thorsen)
- 1.k. Hire Sergeant for Detective Unit (Chris Thorsen)
- 1.l. Re-implement K-9 unit, who can also serve as Problem Oriented Policing (POP) officer (Chris Thorsen)
- 1.m. Add one more Motor Officer (Chris Thorsen)
- 1.n. Implement Volunteers In Policing (VIP) program (Jeff Billeci)
- 1.o. Institute a formal Police Chaplin Program (Chris Thorsen)
- 1.p. Develop a Police Explorer Program (Chris Thorsen and Robert Roberts)
- 1.q. Prepare Annual Police Department Report (Chris Thorsen)
- 1.r. Install Intersection Cameras in at least 4 locations (Chris Thorsen)
- 1.s. Expand Vehicle License Plate Reader to two more vehicles (Chris Thorsen)
- 1.t. Implement Body-Worn Camera Program (Chris Thorsen)
- 1.u. Continue Neighborhood Camera Registration Program (Chris Thorsen)
- 1.v. Extend Citizen Leadership Academy to include additional Citizens Police Academy sessions (Chris Thorsen and Nancy Marquez-Suarez)
- 1.w. Improve our investigative capability through the use of technology/new software packages (Chris Thorsen)
- 1.x. Create the Engineering Traffic Model for City of Oakley and monitor and keep it updated as new private development projects are designed and constructed (Kevin Rohani)
- 1.y. Evaluate Alert 360 and similar software programs/apps (Chris Thorsen)

Comment [NM1]: Support for 1.j

Comment [NM2]: Support for 1.k

Comment [NM3]: The community is highly supportive of returning the K-9 unit to operation

Comment [NM4]: Community was supportive of PD growth

Comment [NM5]: Residents want to be sure these are not for red light runners, but are highly supportive of the camera program

Comment [NM6]: Several noted the desire to participate in the Citizens Academy

## BUSINESS AND JOB GROWTH

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

### Action items:

- 2.a. Complete action items in the Economic Development Work plan (Dwayne Dalman)
- 2.b. Continue to work with Chemours (formerly DuPont) to coordinate the entitlements and CEQA work for the DuPont site and (to possibly include adjacent marinas) facilitate the return of the property as an asset to the community (Dwayne Dalman & Josh McMurray)
- 2.c. Create an action plan that prioritizes and identifies ways to facilitate the disposition or development of City-owned property and former redevelopment property identified in the Long Range Property Management Plan, in order to maximize value and encourage beneficial development (Dwayne Dalman)
- 2.d. Emphasize "Shop Oakley" year round, increase participation by at least 10%, and ensure visibility of "Shop Oakley" at City sponsored community events (Cindy Coelho and Dwayne Dalman)
- 2.e. Prepare the City of Oakley to be a competitive location for the attraction of new businesses and new investment (Dwayne Dalman):
  - Meet with all property owners and/or broker representatives of potential commercial development property
  - Prepare and maintain an inventory of potential commercial development sites on OppSites web page
  - Prepare and maintain an inventory of vacant commercial spaces on the Economic Development web page
  - Rank properties that have the most development potential based on:
    - Owner willingness & expectations
    - Property size and location
  - Develop an Action Plan that identifies ways to facilitate development of commercial sites that have the most development potential
- 2.f. Outreach to the broker & development community regarding potential Oakley development sites and vacant commercial spaces through semi-annual luncheons (Dwayne Dalman)
- 2.g. Identify and advertise business incentives that can be offered to new and existing businesses (Dwayne Dalman)
- 2.h. Educate regarding the limitations & factors involved in attracting businesses through regular updates, the Economic Development webpage, social media and Engage in Oakley postings. (Dwayne Dalman)
- 2.i. Continue to work to understand the needs of the business community through an annual business survey, through Peak Democracy and through a Business Visitation Program, averaging 1 business visit per week (Dwayne Dalman)
- 2.j. Keep City marketing materials and Economic Development webpage updated with current information, pictures and graphics (Dwayne Dalman)

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

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

□ 2.l. Establish an Oakley Entrepreneur Incubator space to meet the needs of expanding Oakley small business entrepreneurs **(Dwayne Dalman)**

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

- Assist with Mayor lunches to provide insight into City activities that impact the business community
- Assist with member lunches that provide speakers to educate and strengthen the business community

Additional Suggestions:

- Focus on professional office development on City-owned near Diamond Hills Sports Club
- In coordination with property owners, establish a development plan for the waterfront
- Explore businesses that cater to the youth in the community

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### Area of Focus #3: **PLANNED, QUALITY GROWTH**

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

#### **Action items:**

- 3.a.** Establish a guide to assist in updates to the Zoning Ordinance (**Ken Strelo**)
- 3.b.** Continue a proactive and progressive Code Enforcement program with performance measures and weekly reports (**Troy Edgell**)
- 3.c.** Inventory the City's major eyesores and prioritize them for Abatement (**Troy Edgell**)
- 3.d.** Proactively implement weed abatement program (**Troy Edgell**)
- 3.e.** Develop a list of Standard Conditions for both residential and commercial/industrial development projects (**Ken Strelo**)
- 3.f.** Monitor Community Choice Energy issues in Contra Costa County and within the greater Bay Area (**Josh McMurray**)
- 3.g.** Continue to work with the San Joaquin Joint Powers Authority to develop a Train Platform in the Downtown (**Josh McMurray**)
- 3.h.** Facilitate the development of the Priority Development Areas through public/private partnerships, Grant funding and public engagement. (**Josh McMurray**)
- 3.i.** Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project (**Ken Strelo**)
- 3.j.** Participate in Iron House Sanitary District discussions for the reuse of Jersey Island (**Ken Strelo**)
- 3.k.** Continue to look for Grants and other funding mechanisms to complete a Climate Action Plan (**Ken Strelo**)
- 3.l.** Facilitate development of the East Cypress Road and Sellers Avenue corridors (**Ken Strelo**)
- 3.m.** Fully implement the Planning Advisors concept along with the ongoing analysis of the most financially prudent time to establish a separate planning commission (**Josh McMurray**)
- 3.n.** Continue to implement the 2015-2023 Housing Element Action Programs including Policy Action 1.1 requiring the City to accommodate the share of the Regional Housing Needs Assessment (RHNA) (**Josh McMurray**)
- 3.o.** Continue to refine, streamline and enhance the development project application process (**Planning**)

- 3.p** Continue to refine and enhance the City's AB 939 (Recycling) Programs and comply with State laws that relate to waste reduction (**Josh McMurray**)
- 3.q** Continue to work with PGE and EBEW in implementing and promoting their energy saving and greenhouse gas emission reduction incentives and programs (**Ken Strelo**)
- 3.r** Complete Phase 2 of the Agricultural Conservation and Viticulture Program for Council consideration (**Ken Strelo**)
- 3.s** Proactively implement weed abatement program with focus on complementing Oakley's Viticulture Program (**Troy Edgell**)
- 3.t.** Enhance and re-enforce Residential and Commercial Maintenance standards through specific codification of violations (**Troy Edgell**)
- 3.u** Reduce the risk of fire-related deaths and property damage through the coordinated identification of properties committing power theft (**Troy Edgell**)
- 3.v** Through identification and education, increase compliance of property maintenance standards for areas zoned Light Industrial being used for residential purposes (first impressions of Oakley) (**Troy Edgell**)
- 3.w** Increase community outreach by providing targeted neighborhoods and all HOAs educational material explaining Property Maintenance standards with emphasis on landscaping requirements and drought tolerant options (**Troy Edgell**)
- 3.x.** Fully implement the plan to encourage more public input and involvement in the planning process (**Josh McMurray**)

**Additional Suggestions:**

- Install sidewalk down Empire Avenue between the Railroad tracks and J.C. Penny (within the City of Brentwood and Antioch)
- Widen Laurel Road from O'Hara Avenue to Main Street/Consider traffic impacts on residential collectors during the construction of the main arterials
- Provide bike lanes on Main Street
- Partner with Ironhouse Sanitary District to work on a plan to provide recycled water to Oakley residents and business along with new development
- Implement a Public Art Program
- Preserve the old part of Oakley
- Work with developers and property owners to develop more commercial uses (gas stations) along Laurel Road
- Stay involved in the Bay Delta Conservation Plan
- Develop a plan to deal with the growing number of homeless people in Oakley
- Educate residents about the future of the Downtown and the traffic patterns in Oakley

## 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**)
- 4.b. Continue to use Downtown Specific Plan (DSP) to guide high quality development while preserving Oakley's small town feel (**Josh McMurray**)
- 4.c. Develop an updated program for improved and consistent façade and building signage improvements for Downtown corridor consistent with DSP (**Dwayne Dalman & Josh McMurray**)
- 4.d. Encourage development of Downtown parking as adopted in DSP (**Josh McMurray**)
- 4.e. ~~Continue addressing mechanisms to improve traffic flow in the Downtown, while improving the pedestrian and business-friendly walkability~~ ~~Improve pedestrian safety using the Civic Center/Oakley Plaza area as a model~~ (**Kevin Rohani**)
- 4.f. Expand the Heart of Oakley event (**Lindsey Bruno**)
- 4.g. Construct Library & Community Learning Center in the Downtown (**Nancy Marquez-Suarez**)
- 4.h. Identify and outreach to possible entities that could create events in the Downtown that engage and meet the needs of the community and promote local businesses, including concerts, food trucks and/or Farmers Markets (**Dwayne Dalman**)
- 4.i. Continue to promote the Downtown Revitalization Loan Program to facilitate building renovations (**Dwayne Dalman**)
- 4.j. Identify development potential for City-owned downtown land and outreach to brokerage and development community to facilitate disposition/development (**Dwayne Dalman**)
- 4.k. Partner with Planning Department to identify and capitalize on opportunities realized from the anticipated transit station in Downtown, as well as mitigate for any possible negative impacts (**Dwayne Dalman**)
- 4.l. Upgrade the year-round Main Street banner program, and include specific banners in the Downtown (**Lindsey Bruno**)
- 4.m. Construct the Main Street Streetscape Improvement project with full public outreach and engagement during the construction phase to minimize any public inconveniences and to educate regarding downtown traffic (**Kevin Rohani**).
- 4.n. Facilitate in bringing an upscale coffee and other "mom and pop" type shops to Downtown (**Dwayne Dalman**)

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### Additional Suggestions:

- Identify funding mechanisms to assist in the development of a Park & Ride/Downtown parking lot on the City-owned property located to the north of Main Street and the east of Oakley Plaza.
- Identify ways for our Downtown to be unique from Brentwood and Antioch

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

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

**Action items:**

- 5.a. Conduct proactive community engagement regarding sensitive traffic concerns and facilitate discussion with Police Department on traffic related issues ~~(Kevin Rohani)~~ especially in downtown area and all streets connected to downtown
- 5.b. Highlight and publicize varied traffic calming improvements **(Jason Kabalin)**
- 5.c. Implement a series of annual capital projects that will have their own funding allocations and would provide a source to supplement maintenance of the new infrastructure constructed in Oakley **(Kevin Rohani)**
- 5.d. Investigate the opportunities to work with neighboring municipalities on bidding Capital projects in coordination to take advantage of economy of scale for every City ~~(Kevin Rohani)~~ in addition to Coordination of City projects with DWD and ISD for long term planning and construction
- 5.e. Include all Capital Improvement Project (CIP) items' work within 2-year period (design, ROW acquisition, bid, completion) **(Kevin Rohani)**
- 5.f. Evaluate the placement of more solar-powered speed limit notification signs and evaluate the potential, ~~install~~ installation of new electronic pedestrian crosswalk systems near school sites ~~(Kevin Rohani)~~
- 5.g. Design intersection improvement and signalization at Laurel Road/Rose Avenue and initiate right of way acquisition for the project **(Kevin Rohani)**
- 5.h. Maintain street inventory with annual Pavement Condition Index for all City streets **(Jason Kabalin)**
- 5.i. Complete Laurel Road Widening from Rose Avenue to Mellowood Drive **(Kevin Rohani)**
- 5.j. Develop a formal ADA Evaluation and Transition Plan for City of Oakley **(Dean Hurney)**
- 5.k. Create the Engineering Traffic Model for City of Oakley and keep it updated as new private development projects are designed and constructed, provide traffic related information to the community, evaluate traffic patterns based on commercial site development and community needs ~~(Kevin Rohani)~~
- ~~5.l. Implement ADA Evaluation and Transition Plan for City of Oakley (Dean Hurney)~~
- 5.m. Continue implementation of "Complete Streets" requirements and consider compliant alternative street cross sections **(Kevin Rohani)**
- Additional suggestions:
  - Widen Empire Road and build sidewalks from Diamond Hills Club to past RR tracks into Antioch
  - Construct Laurel Road from Teton Drive to Sellers Road

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Evaluate the traffic impacts for redevelopment of DuPont site

Develop a public art program in Oakley *(WRONG SECTIONS, THIS MIGHT BE IN PARK & REC?)*

Construct sidewalks on Rose Avenue southnorth of Laurel Road

Construct sidewalk on Main Street from Gardenia Drive to Vintage Pkwy

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

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

**Action items:**

- 7.a.** Produce and distribute the Community Recreation Guide three times per year (Lindsey Bruno)
- 7.b.** Complete Annual Thoroughfare Tree Planting, CIP #50 (Kevin Rohani)
- 7.c.** Design Phase 2 for Nunn-Wilson Park (possibly dog park) (Leonard Morrow/Kevin Rohani)
- 7.d.** Track and increase Recreation program participation by 10% each year (Lindsey Bruno)
- 7.e.** Prepare financing plan for the Oakley Community Park (Deborah Sultan/Kevin Rohani)
- 7.f.** Survey community to better offer classes that meet their needs in terms of days and times, and for all ages (Lindsey Bruno)
- 7.g.** Explore alternative financing opportunities to ensure quality long-term maintenance for City parks, streetscapes and trails (Leonard Morrow/Kevin Rohani)
- 7.h.** Evaluate the addition of needed facilities to parks (Leonard Morrow/Kevin Rohani)
- 7.i.** Evaluate improvement options for the reservation process and fees for park recreation and community facilities (Lindsey Bruno)
- 7.j.** Continue to implement the Urban Forestry Program (Leonard Morrow)
- 7.k.** Research, and implement a Recreation registration, reservation and online payment software by the December 2016 (Lindsey Bruno)
- 7.l.** Implement a phased plan to construct a new Community Recreation Center at the Moura Property (Lindsey Bruno)
- 7.m.** Evaluate facility rental policies and procedures and update policy as needed, in conjunction with the new online software (Lindsey Bruno)
- 7.n.** Integrate Recreation Internship availability for college students by Spring 2017 (Lindsey Bruno)
- 7.o.** Increase marketing efforts for classes, programs and events by 25% (Lindsey Bruno)
- 7.p.** Add a historical art exhibit to the Heart of Oakley Festival (Lindsey Bruno)
- 7.q.** Evaluate a miscellaneous fee schedule for supply requests received by the public (tables, chairs, sound system rental) (Lindsey Bruno)

Comment [LB1]: Support for 7.c

Comment [LB2]: Support for 7.e

Comment [LB3]: Support for 7.l

- 7.r. Develop a fee waiver policy and or sponsorship/agreement for waivers of special event related fees (temporary use permit, street closure permit, park permits, etc) **(Lindsey Bruno)**
- 7.s. Develop a streamlined special event permitting process, ensuring all applicable applications are completed, and routed to contributing departments effectively **(Josh McMurray)**
- 7.t. Develop Parks and Landscaping standards for City of Oakley to be used by the development community on the wide range of private development projects in Oakley **(Leonard Morrow)**
- 7.u. Invest in providing free Wi-Fi service in City Parks where we have internet service available **(Leonard Morrow)**
- 7.v. Develop a plan to complete trail linkages throughout the City **(Len Morrow)**
- 7.w. Continue working with leagues for the development and participation in the development of more playing fields **(Lindsey Bruno)**

**Comment [LB4]:** Changed from Comcast to internet

**Additional Suggestions:**

- Identify trails (and trail connections) in Oakley
- Character (ex: integrity, discipline) banners downtown
- Partner with Senior Center to use the future classroom for the Recreation Division to offer senior class in.
- Need job/ temp agency resources in Oakley
- Keep the recreational feel to Oakley through athletic fields
- Have a community pool
- Encourage agricultural tourism in Oakley
- Enforcement of no smoking ordinance in Parks/ Trails
- Support for 4.h farmers market down town (locally grown foods)
- Waterfront development with recreational opportunities, possibly a water park
- Associate a craft fair with Movies in the Plaza

**Comment [LB5]:** Municipal Code 4.19.204 prohibits smoking on City owned walking paths, hiking trails etc.. (excluding sidewalks).

## 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) Comment [NM1]: Support for 8.a
- 8.b.** Keep updated the City's website and continuously monitor content; update as necessary (Lindsey Bruno) Comment [NM2]: Support for 8.b
- 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)
- 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)
- 8.e.** Continue to build cooperative relationships with representatives of service clubs and other community groups and extend offers to have Staff and/or Councilmembers attend their meetings (Nancy Marquez)
- 8.f.** Evaluate the survey method for needed adjustments, as we continue to conduct a citizen satisfaction survey every other year (Nancy Marquez)
- 8.g.** Prepare and send out weekly press releases (Nancy Marquez)
- 8.h.** Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc. (Nancy Marquez)
- 8.i.** Promote City Hall tours (Nancy Marquez)
- 8.j.** Continue to facilitate Memorial Day, Veterans Day and other like events that retain Oakley's small town identity (Nancy Marquez)
- 8.k.** Continue Citizen/Leadership Academy (Nancy Marquez)
- 8.l.** Increase visibility of *Oakley OnDemand*, complete employee *OnDemand* training (Lindsey Bruno)
- 8.m.** Continue You, Me, We = Oakley program, with additional focus on youth participation (Gabriela Baños-Galvan)
- 8.n.** Advertise and prepare related vacancy and term documentation for City Council appointed positions (Libby Vreonis)
- 8.o.** Facilitate 2016 and 2018 General Municipal Elections (Libby Vreonis)
- 8.p.** Upgrade the audio/visual system in the Council Chambers to record/broadcast public meetings (Lindsey Bruno)
- 8.q.** Implement Virtual City Hall – "Engage in Oakley" (Nancy Marquez-Suarez)

### Additional Comments/Suggestions:

- Using the message trailer to get announcements out works & folks were signed up for e-news
- Mailing inserts through DWD or ODS
- Have developers provide the Oak Leaf newsletter to those who purchase homes
- Welcome Basket provided by YMWO should be continued
- Explore making City information available through churches/congregations (on a quarterly basis)