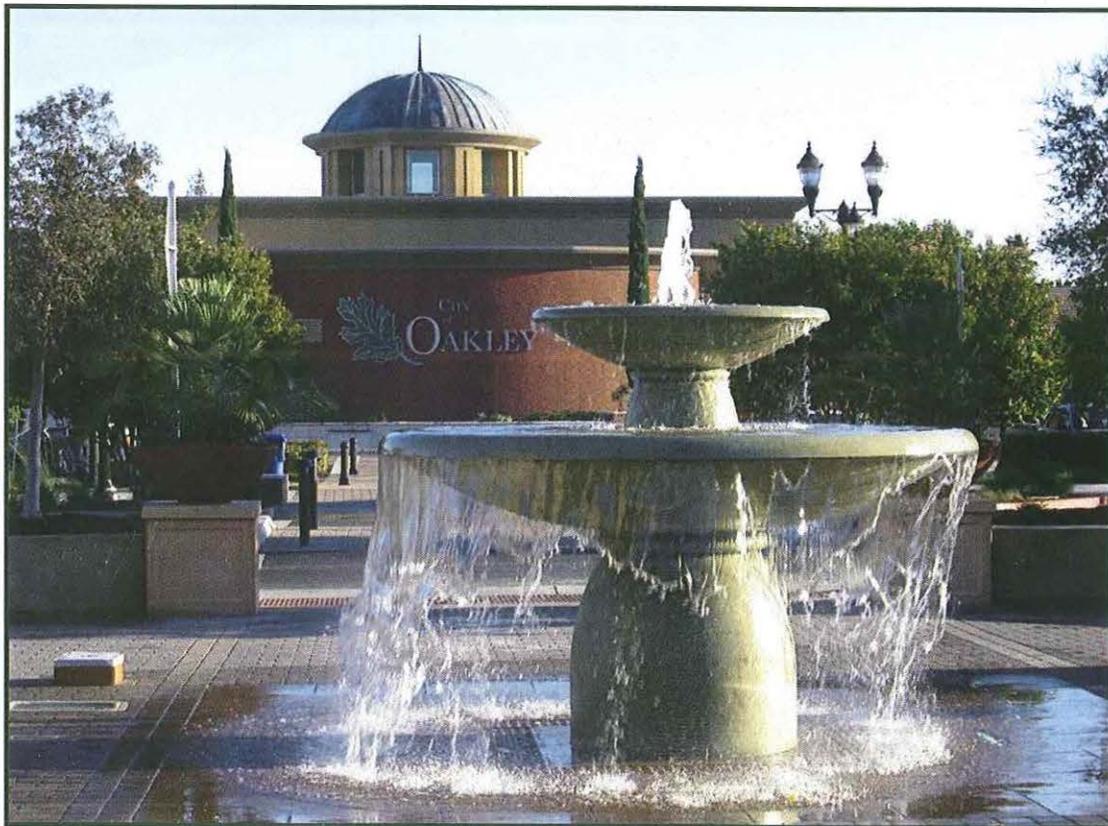


STRATEGIC PLAN

2014-16

December 2015 PROGRESS UPDATE





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

Key for Progress Updates:

- Completed
- Ongoing and/or well underway
- 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)**

Work plan 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 staff receives semi-annual updates on redevelopment activities for the site. However, City involvement in the redevelopment of the site is limited by the confidentiality process employed by DuPont for the site redevelopment.

- 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. Though the State still has not completed its review, it is expected in the next few months.

- 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 a portion of Parcel 2 on the property. Company anticipates breaking ground on their 6,000 sf building by early 2016. Also completed solicitation and acceptance of bid from Cemo Commercial for the purchase of Parcel 3 on the property, for a child care facility and potential professional/medical office building.

- 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. Potential retail tenants unwilling to commit to Oakley until the Oakley market is able to sustain a new store without taking away business from existing stores in adjacent locations. Continuing to identify potential tenants for the center and update the owner on the progress of new 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)

Completing Economic Development updates to Council on a semi-annual basis. Updates designed to educate 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)

Initiated “Shop Oakley” print marketing campaign promoting the benefits of shopping locally as well as cross-promotion between Oakley Plaza tenants during City events. Produced Oakley Plaza tenant coupons to distribute during Heart of Oakley festival. Exploring options and the ability to fund an ongoing Shop Oakley First coupon book to promote Oakley businesses during City events. Anticipate starting promotion again in spring of 2016.

☒ 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 to 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)

The Building Department staff continues to schedule 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. Previous projects at Sabrina’s Pizza and at Mr. Pickles are now complete and work continues at the Senior Center at 215 Second St. and with the owner at 3900 Main St. to provide an accessible path of travel to the building entrances. Building Staff has performed site surveys at Burger King and at the Seven Eleven located at the corner of Empire and Main St; these are remodel projects which include upgrades to provide accessible restrooms and paths of travel to the building entrances. The Building Department has been working with the Economic Development Department to evaluate the City controlled Pompei Building (3330 Main St.) which resulted in the replacement of the accessible parking ramp and the concrete walkways at the building entrances. The tenant improvements at the Pompei Building will also include an accessible exterior dining patio and improvements to the existing public restrooms.

☒ 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 in fall of 2014. Materials included main City marketing piece, demographics and traffic counts. Anticipate updating materials by spring 2016 to include updated pictures and current information.

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 Strelo)

Development Agreement with Burroughs property owners has been executed. As of November 2015, City Attorney has been working to finalize the last steps to have escrow released with will include the dedication of the 55-acre parkland, 27-acre parcel along E. Cypress, an 8-acre parcel on the water, and \$1M cash payment for construction – all 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.”

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

Staff held meetings with DWR staff and project engineers in October and November of 2015. As a reminder, Oakley’s efforts to preserve the 14-acre old growth vineyard proved successful, as the area has been removed from the future tidal marsh boundary. The latest update for project timing anticipates construction of the tidal marsh wetland to begin on the Emerson property in 2016, the Gilbert property in 2017, and the Burroughs property in 2020. 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). General Plan and Zoning Maps have been prepared in both GIS and pdf format.

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 related to flood protection. This update will be presented to the City Council in early 2016.

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

Zoning code updates and clean ups continue to be implemented. Planning is still looking to amend the Zoning Ordinance in a manner that will focus on layout and more graphic

illustrations, such as a use matrix or more illustrations. The desired result is to have a Zoning Ordinance that will function better with today's technology, such as smart phones and tablets. The 2015 General Plan Legal Update budget was unable to fund this amendment.

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

In November of 2015, the City Council accepted the City of Oakley's Strategic Energy Plan, a document created at no direct costs to the City due to Oakley agreeing to act as a pilot program for other cities and counties in the Bay Area. This plan is a step toward and can be a referenced document in a future Climate Action Plan. Seeking funding and technical assistance to develop a Climate Action Plan is an integral part of the programs and projects within the Strategic Energy Plan.

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

Emerson Ranch is off to a very positive start. As of November of 2015 two neighborhoods have broken ground and constructed model homes (Merritt – Brookfield Homes, and Aspen – DeNova Homes). Two other neighborhoods have approved design review (Laurel and Orchard), and one is currently being processed (Willow). One additional neighborhood (Citrus) has not yet been submitted for design review approval. Also, the City has a current application for a General Plan Amendment to add an additional residential neighborhood and reduce the commercial acreage.

DeNova Homes has now taken over as developer of Gilbert Ranch and they are in the process of pulling together outside agency approvals to begin activity on the site.

Richmond American Homes has been successfully constructing the remaining portion of Parklands (or Reserve at Parklands) subdivision just west of Sellers Avenue and adjacent to Marsh Creek.

All major Planning Areas of the East Cypress Corridor Specific Plan have now been entitled with tentative maps, and the project manager is seeking a single developer to take control of the entire entitled area, minus Summer Lake North (still controlled by Shea Homes).

☒ 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. Staff believes there may be more residents interested now in participating and this approach would be far more productive and cost effective than other options.

☒ 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. 2014 HE Annual Progress Report presented to the City Council on 3.24.15 and subsequently accepted by HCD. Staff is currently working on the requirement to apply the Affordable Housing overlay zone to several sites within the City to be compliant with Policy Action Program 1.1.

☒ 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)

Staff is currently working on the requirement to apply the Affordable Housing overlay zone to several sites within the City to be compliant with Policy Action Program 1.1.

☒ 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. City Staff met with the State and ODS in April. The 2014 Annual Report due on August 1, 2015, was accepted by the State.

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

The PACE program ("Property Assessed Clean Energy"), which the City Council initiated, but does not require City staffing or oversight after implementation, kicked off in early 2015 and has been successful in its first year. Also, as mentioned in item 2.g, the Council accepted the City's Strategic Energy Plan in late 2015, which was made possible by an EBEW grant, which provided technical consultants and oversight to assist the City in developing a plan with the purpose of identifying programs and projects to assist the City in working toward reduced energy consumption and as a result, reduced costs.

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

The ACVP completed Phase 1 (mostly mapping and categorization of all City vineyards) and received funding in the amount of \$17,500 for development of Phase 2, focused on acquiring conservation easements within "clusters." Due to lack of interest by one major land owner within one cluster, the idea for Phase 2 was modified to include one cluster and additional improvements to Walnut Meadows Vineyard. Several unforeseen circumstances have delayed submittal of the Phase 2 Scope of Work; however, as of November 2015, the SOW is expected to be received and accepted by Staff for presentation to the City Council in January of 2016.

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

Code Enforcement completed distributing over 12,000 educational door hangers that blanketed the entire City. During this strategic planning period, both reactive and proactive enforcement efforts resulted in nearly 5,500 code enforcement cases being opened since July 2014. Of these, 2,895 cases were property maintenance and vehicle violations and approximately 2,700 were Rental Registration and Inspection Program cases. This results in an average of nearly 100 cases per week that are investigated and followed up.

To develop the tools necessary for an enhanced Code Enforcement effort and resulting improvement in quality of life, a new Rental Dwelling Unit Inspection Program was put into place. This updated program is ensuring out-of-town landlords are meeting property maintenance standards and residents, both owners and tenants, are living in desirable, blight-free neighborhoods

Progressive actions include recently partnering with the Finance and Building Division to improve public safety. Specifically, Code Enforcement personnel and tools are being used to gain required business licensing compliance through notification and in some cases, penalizing issuance of citations. This effort reduced known non-compliant businesses operating without permits from 155 down to 37. Of the remaining, most are expected to be no longer operating in Oakley. Additionally, contractors performing home-improvement projects without required permits are identified and now referred to Code Enforcement for issuance of citations and follow-up permitting. This is a new procedural change and performance data is not yet available.

☒ 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)

An additional Code Enforcement Technician was hired in August 2015 and 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)

Focusing on complementing our Main Street Corridor improvement project, Code Enforcement mailed and hand-delivered Signage and Landscaping Educational letters to over 190 businesses. Of these businesses, after notification of property and signage standards, only 31 required issuance of formal correction notices. All minus 1 have complied and the lone entity is currently working to correct a signage violation.

In an effort to step up aggressive enforcement of non-residential properties containing unpermitted machinery and equipment, an amendment of the abandoned vehicle ordinance was submitted for Council approval and should take effect in December 2015. This new tool will allow the issuance of correction notices for properties harboring inoperable and abandoned vehicles throughout the City.

Code enforcement efforts in this arena are targeting parcels primarily zoned Light Industrial along the West and Southwest city limits.

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

Both residential and commercial weed abatement requests are being completed on both a proactive and complaint basis. Because commercial properties tend to be in high traffic/visual areas, annual notices are now being accompanied by citations if the property is a repeat violator. Since 1 July 2014 Code Enforcement has issued 383 Correction Notices specifically for Weed Abatement.

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

An Ordinance to address this item was approved by the City Council on June 23, 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 is currently in process and the refunding of the Agency's 2003 Tax Allocation Bonds was completed in April 2015. 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 ongoing.

☒ 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.

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 zones would be supportive of an increase.

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

The bi-annual update was approved by the City Council in April 2015 and the updated fees became effective on July 1, 2015, the beginning of Fiscal Year 2015-2016.

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

While not in support of the expiration of the Impact Fee Incentive Program, the developers did provide information to the City Council and instead of expiring on June 30th, the Program for residential projects was extended until September 30th. The Program remains in place for commercial projects.

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)

Improvements have been in the Downtown corridor: three center landscaped medians were renovated and a new side strip on Main Street between Vintage Parkway and Empire; and a new landscaped median on Main Street east of Bridgehead. Landscape was also renovated along Main Street south of Laurel Road on both sides. Turf conversion also took place on Main Street, both at the Oakley Town Center Shopping Center and along Main Street adjoining the Shady Oak Subdivision. Other improvements are needed and being contemplated for medians west of Empire and at the Oakley Ranch subdivision entrance.

☒ 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. Continued improvements are planned east of Norcross as part of the Downtown Plan.

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

Gateway signs and wayfinding signs have been installed in various medians, including an additional sign was added with the new median going in on Main Street east of Bridgehead. The Hwy 160 sign and landscaping project has been bid and awarded and will be completed early next year.

☒ 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)

The Downtown Revitalization Loan Program was approved. This in conjunction with the Main Street Visioning Program, the CCTA PDA Planning Grant, and the Public Works Main Street Improvement project will assist Staff in the marketing and 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 second phase of downtown improvements (Norcross Lane to Second Street) currently under design will incorporate features of the Civic Center/Oakley Plaza.

☒ 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, we are implementing a Shop Oakley First campaign to promote Oakley businesses during downtown 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.

The 2015 Heart of Oakley event was further expanded to include two performance areas, as well as additional marketing to make the event more of a regional draw, all vendor spaces were filled and attendance increased.

☒ 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. Outreached to brokers and representatives of theater chains, who have expressed that the Oakley market is not able to sustain a new theater without taking away business from existing theaters in adjacent locations. Will continue to update theater representatives on the progress of new residential development in town.

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 secured a grant from Metropolitan Transportation Commission that allowed for a traffic consulting firm to perform analysis of traffic issues at this school site and prepare a final report. Staff has had meetings with Antioch School District staff to discuss the implementation of this plan which is planned for early 2016.

☒ 5.b. Conduct proactive staff engagement regarding sensitive traffic concerns (Kevin Rohani)

Staff has been actively engaged with residents on a wide range of traffic related issues and traffic calming projects and continues to do so in collaboration with the Police Department.

☒ 5.c. Highlight and publicize varied traffic calming improvements (Jason Kabalin)

Staff has completed the construction of three traffic safety and calming projects in collaboration with the residents of the community.

☒ 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 of 2014. This update program has been actively used by staff in addressing various traffic calming inquires.

☒ 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 improved service in addressing community needs and response time, especially for these sensitive traffic areas.

☒ 5.f. Explore the implementation of a Residential Neighborhood Permit Parking program (Kevin Rohani/Rob Roberts)

Staff from Police and Public Works Department have discussed the concept of residential neighborhood permit parking program. This concept is on hold at this time due to Police Department transitions and will be brought up for further discussion in summer 2016 after the new Oakley Police Department is in operation.

☒ 5.g. Improve the in-house engineering expertise and skills to better design and construct public infrastructure projects for the community (Kevin Rohani)

Staff has 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 2015-16 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 the use of the program. The implementation of a GIS program will be deferred to 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 was completed earlier this year.

- ☒ 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 have held meetings with the 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 the first phase of installation of these radar signs was 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 of City streets has been completed and as of January 2015 and the Pavement Condition Index for City of Oakley streets is 77, 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 #164 (Jason Kabalin)

This project was successfully constructed during the summer of 2015.

- ☒ 5.q. Complete Annual Gap Closure, CIP #170 (Jason Kabalin)

The construction of this project is currently underway. The anticipated completion date is February 2016. This project will construct curb, gutter, and sidewalks on Main Street south of West Cypress Road to Almondtree Drive.

- ☒ 5.r. Complete Annual Pavement Management, CIP #167 (Kevin Rohani)

The construction of this project was completed during the fall 2015.

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

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

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

The construction of this project was completed during the summer 2014.

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

The construction of this project was completed during the fall 2014. The project scope was limited due to the lack of right-of-way.

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

New landscaped medians have been constructed from Bridgehead Road to Sandy Lane as part of the Main Street resurfacing project. This will be the first phase of landscaped median construction along 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)

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 (Chris Thorsen)

Pending - Draft of a new plan is in progress.

☒ 6.d. Develop long-term police services delivery plan with options and cost estimates (Bryan Montgomery)

This plan is complete and now being implemented as part of the transition from the Sheriff's Office, as approved by the City Council earlier this year.

☒ 6.e. Evaluate the placement of motion lights and more cameras at City parks (Leonard Morrow/Kevin Rohani, Rob Roberts)

After extensive evaluation of security camera systems, the installation of digital security camera systems began in the fall of 2014 and project was completed the winter of 2015. Motion lights are at some locations and are planned as a conversion as lighting is replaced at other parks in future years.

6.f. Encourage and educate community regarding Neighborhood Watch (Dan Gomez)

Complete – New meeting model has been developed to encourage community involvement.

6.g. Conduct more frequent K-9 demonstrations (Chris Thorsen)

Currently we do not have a K-9 assigned to the City of Oakley. Plans for our future include a Police Service Dog, though we will not have the ability to reestablish the program until after May of 2016.

6.h. Commence regular statistics driven public education messages (Dan Gomez)

Complete – Crime alerts and informational public service messages are distributed via print and social media platforms.

6.i. Conduct strategic enforcement of problem areas (Dan Gomez)

Complete – Analysis of crime and traffic collision information is being used to target specific areas for additional enforcement.

6.j. Install automated external defibrillators (AED) in patrol cars (Dan Gomez)

Complete – We worked with Contra Costa County Health Services to obtain six automated external defibrillators at no cost and have deployed them in the field (Patrol Cars).

6.k. Increase community outreach/communication via social media (Chris Thorsen and Nancy Marquez)

Our staff currently uses Facebook for community outreach. As an example, regular messages regarding “Oakley’s Most Wanted” are entered. Those entries include the apprehension of wanted subjects; this has proven to be highly popular with our community.

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

Staff has completed numerous repairs and improvements to park facilities where funds are available to support the repairs and improvements and will continue to address deferred maintenance and improvement needs of the park system. Some examples include fencing for safety and preservation of old oak trees at Civic Center Park and Live Oak Ranch Park, turf conversion for water savings at Summer Lake Park, Novarina Park, Magnolia Trail, Civic Center

Park, Heartwood Park, Lakewood Park, Sycamore Park, and Marsh Creek Glenn Park, added landscaping, trees, dog waste dispensers, and signs at numerous parks, and will be skinning another ball field at Laurel Baseball Fields Park in December ...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 Recreation Division continues to implement the Recreation Guide twice a year and utilizes the weekly eNews through the City Manager's office, Facebook, as well as eRecreation updates as needed.

☒ 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 for girls and boys in middle and high school. Plans are currently underway to host the Oakley Youth Summit for middle and high school students and their parents.

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

Current phases of the project are complete.

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

This project is deferred for future year CIP's, though many new trees have been installed as part of other CIP projects.

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

A public meeting was held in January 2015 at City Hall where staff heard and solicited input on a proposed Community Dog Park project (potentially at Nunn-Wilson Family Park Phase 2 development). A little over 20 individuals were in attendance with most of the attendees supportive of Oakley constructing a designated dog park. In March, staff submitted a competitive LWCF grant application with the California State Parks and Recreation Department, but was not awarded grant monies. Staff will submit another application in March 2016.

☒ 7.g. Complete bridge for Hill Avenue Multi-Use Trail, CIP #39 (Kevin Rohani)

The construction of the project was completed in the 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. While there have been inquiries regarding the Adopt-a-Park program, no 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 is being use, the Team is renewing the brainstorming discussions. We are currently researching facility needs consultants.

☒ 7.j. Track and increase Recreation program participation by 10% each year (Lindsey Bruno)

Participation in Recreation Programs for fiscal year 14/15 increased approximately 30%.

☒ 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. Staff has commenced new brainstorming discussions on the potential design of the Park.

☒ 7.l. Evaluate the condition of all street landscape areas (Leonard Morrow)

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 Ave., O'Hara Ave., Laurel Road, Oakley Road median, ...just to name some. Additionally, turf conversions along streets (as water saving measures) took place on Simoni Ranch Road, parts of Rose Ave., Shady Oak Drive, O'Hara Ave, and Brownstone Rd.,

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. League usage for practice, games and tournaments is up as well as the revenue from these rentals.

☒ 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. Recreation staff have surveyed various cities to determine what classes are being successful in their communities. This is being used to outreach for more instructors.

- ☒ **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)**

This effort has taken a “back seat” in favor of commencing the highest priority areas to master plan which are the Moura Property and the Dutch Slough Community Park.

- ☒ **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)**

Preventative maintenance is an important facet of park and facility maintenance; however, a written program does not exist at this time. 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 planning process for the Moura Property and Community Park. In the interim, staff communicates constantly with the users, and 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)**

Additional signage is being added to park and public facility areas.

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

Dog bag dispensers and signage are now located at all of the parks where dog walking primarily 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 annual fees

vary. Staff requested this be considered as one of the projects paid for from one-time fund balance; however, it was not selected. Staff has used free online registration programs for non-fee based programs with great success.

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. When the Dutch Slough Community Park has been developed the opportunity for several unique themed playgrounds will be recommended.

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 past year the Division began an on-going tree pruning program. The City has primarily a young forest. The most important time to prune a tree is within the first five years following planting. By properly pruning young trees the City will save future maintenance costs.

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 and nearing completion.

- ☒ 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 have been 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. The list will be updated this January in preparation for the Community Wide Strategic Planning Meeting. 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 posts per week that highlight upcoming activities, new staff, job opportunities, trivia etc. On Nextdoor and Twitter 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. There have been many tours held over the course of this past year.

☒ 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)

This year marked the 4th Annual Memorial and Veterans Day events. We are excited to have added the participation of the Freedom High School Marching band for the Veterans Day Program. The events have proven to be very well received by the community, as evidenced by the attendance. We will 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. This year a greater effort to promote the NNO events was not made due to some personnel transitions.

☒ 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, Council appointments, YMWO, and other community groups. The current 2015 class will conclude on December 8th and by all measures be equally successful.

☒ 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- article included in the July 2015 Oak Leaf newsletter
- 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.

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. A City Emergency Operations Plan has been developed which is modeled after the County's Plan. Related and additional addenda are a work in progress.

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

We recently held a Community Service Day this past October which we intend to make an annual occurrence that grows each year, offering more volunteer opportunities and turnout.

☒ 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. The new website will launch before the end of the year with this improvement.

- ☒ 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 took place during as an extension of regular Staff Meetings
- ☒ 10.b. Facilitate periodic Community-Council-Staff Strategic Planning Session (Bryan Montgomery)

These Sessions were held on February 25, 2014 and March 30, 2015. The community-wide session was held on March 10, 2014.

☒ 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.

☒ 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. The City Clerk's Office tracks record requests received in which information is not available through ImageSilo and has made suggestions to staff to provide information that is frequently requested on the City's website.

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

Various events are held throughout the year, including the awards event held each December.

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.