

OAKLEY



CALIFORNIA

Strategic Plan

2018-2020



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

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.

BUSINESS GROWTH & DOWNTOWN REVITALIZATION

We will aggressively work to attract and retain business by encouraging quality retail development and by facilitating the location of job/career producing industries to Oakley. We will facilitate the continued development and redevelopment of the Downtown; and beautify and preserve the Main Street commercial corridor.

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.

PARKS, STREETSAPES & RECREATIONAL OPPORTUNITIES

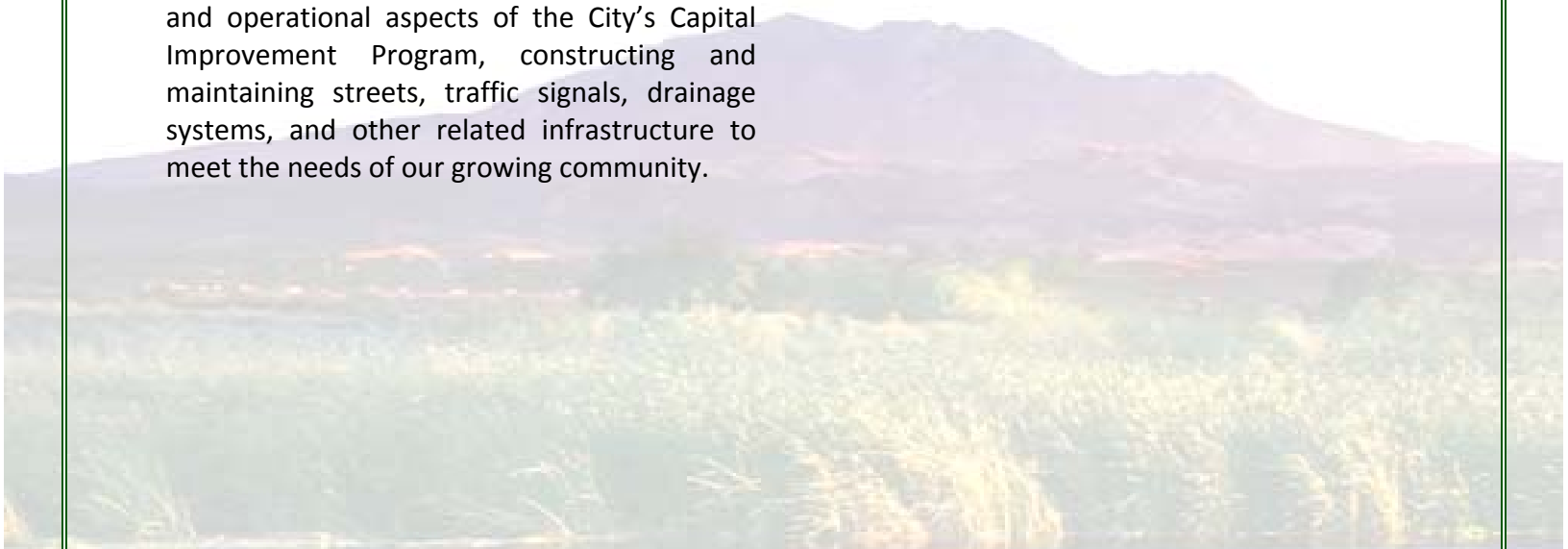
We will enrich the lives of Oakley residents by continuing to plan, develop and maintain safe and attractive parks and facilities and offer high quality recreation programs of diverse interests to all age groups, that meet community needs. Staff will endeavor to capitalize on innovation and opportunities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

COMMUNITY OUTREACH, COMMUNICATION & PARTICIPATION

We will nurture existing relationships and continue to foster collaboration with community partners; and we will continue to communicate with and engage the community in all aspects of local government.

FINANCIAL SUSTAINABILITY & OPERATIONAL EXCELLENCE

We will ensure fiscally sound operations by continuously evaluating our processes to maintain cost-effective public services. Our City Council and lean Staff Team will foster confidence by demonstrating a POLITE, PROFESSIONAL and PROGRESSIVE demeanor in all interactions.



STRATEGIC PLAN ACTION ITEMS

Area of Focus #1: 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
- 1.b. Explore feasibility of implementing a CERT Program
- 1.c. Complete re-write/update to Emergency Operations Plan
- 1.d. Evaluate the placement of motion lights and more cameras at City parks
- 1.e. Encourage and educate community regarding Neighborhood Watch
- 1.f. Commence regular statistics driven public education messages
- 1.g. Continue strategic enforcement of problem areas and provide regular reports
- 1.h. Increase community outreach/communication via social media, including relevant “Did You Know” topics (marijuana, fireworks, mail theft)
- 1.i. Fully Implement Volunteers In Policing (VIP) program
- 1.j. Expand the Police Chaplin Program
- 1.k. Continue Neighborhood Camera Registration Program
- 1.l. Extend Citizen Leadership Academy to include additional Citizens Police Academy sessions
- 1.m. Improve investigative capability through the use of technology/new software packages
- 1. n. Implement the Engineering Traffic Model for City of Oakley and monitor and keep it updated as new private development projects are designed and constructed
- 1.o. Continue emphasis on “Slow Down Oakley”
- 1.p. Prepare Annual Police Department Report
- 1.q. Hold “Coffee with the Cops” at least twice per year
- 1.r. Conduct two outreach events in Spanish per year
- 1.s. Implement the Police Officer-Youth Mentoring Program in partnership with You, Me, We=Oakley!
- 1.t. Expand outreach for National Night Out events



Area of Focus #2: **BUSINESS GROWTH & DOWNTOWN REVITALIZATION**

Goal: We will aggressively work to attract and retain business by encouraging quality retail development and by facilitating the location of job/career producing industries to Oakley. We will facilitate the continued development and redevelopment of the Downtown; and beautify and preserve the Main Street commercial corridor.

Action items:

- 2.a.** Complete action items in the Economic Development Work plan
- 2.b.** Continue to prepare the City of Oakley to be a competitive location for the attraction of new businesses and new investment:
 - Maintain relationships with property owners and/or broker representatives of commercial development sites that have the most development potential, based on:
 - Owner willingness & expectations
 - Property size & location
 - Prepare and maintain an inventory of potential commercial development sites on OppSites website, Opportunity Oakley, and the City of Oakley Economic Development web pages
 - Prepare and maintain an inventory of vacant commercial spaces on the City of Oakley Economic Development website
- 2.c.** Outreach to the broker and development community regarding potential Oakley development sites and vacant commercial spaces through semi-annual luncheons
- 2.d.** Continue regional economic development collaboration with neighboring cities of Antioch, Brentwood, and Pittsburg
- 2.e.** Continue to work with Chemours (formerly DuPont), within the constraints of their developer confidentiality agreement process, to market the property in hopes of identifying potential development partners that would facilitate the return of the property as an asset to the community)
- 2.f.** Continue to identify possible users and facilitate development of City-owned property on Neroly/Empire
- 2.g.** Keep City marketing materials and the Economic Development webpage updated with current information, pictures, and graphics
- 2.h.** Continue to work to understand the needs of the business community through an annual business survey, through *Engage in Oakley*, and through the VIB (Very Important Business) Business Visitation Program (averaging 2 business visit per month)
- 2.i.** Emphasize “Shop Oakley” year round, through joint advertising and promotional activities, including City sponsored community events and an increase participation by at least 10% in the “Shop Oakley” business coupon book
- 2.j.** Partner with the Oakley Chamber of Commerce to promote and strengthen the Oakley business community

- 2.k.** Continue to work to strengthen the small-business entrepreneur community through:
 - Annual Oakley Entrepreneur Training Program
 - Establishment of an East County Entrepreneur Network with the neighboring cities of Antioch, Brentwood, & Pittsburg
- 2.l.** Complete the Oakley Entrepreneur Center space to assist Oakley small business and entrepreneurs
- 2.m.** Continue conducting regular cold calls and provide monthly reports
- 2.n.** Improve and enhance landscaping along Main Street
- 2.o.** Continue to use Downtown Specific Plan (DSP) to guide high quality development while preserving Oakley's small town feel
- 2.p.** Encourage development of Downtown parking as adopted in Downtown Specific Plan
- 2.q.** Continue to improve pedestrian safety in the Downtown
- 2.r.** Expand the Heart of Oakley event
- 2.s.** Identify and outreach to possible entities that could create more community events in the Downtown
- 2.t.** With recapitalized funds, continue to promote the Downtown Revitalization Loan Program to facilitate building renovations
- 2.u.** Partner with Planning Division to identify and capitalize on opportunities realized from the transit station to be located in the Downtown
- 2.v.** Continue support for the Oakley Farmers' Market

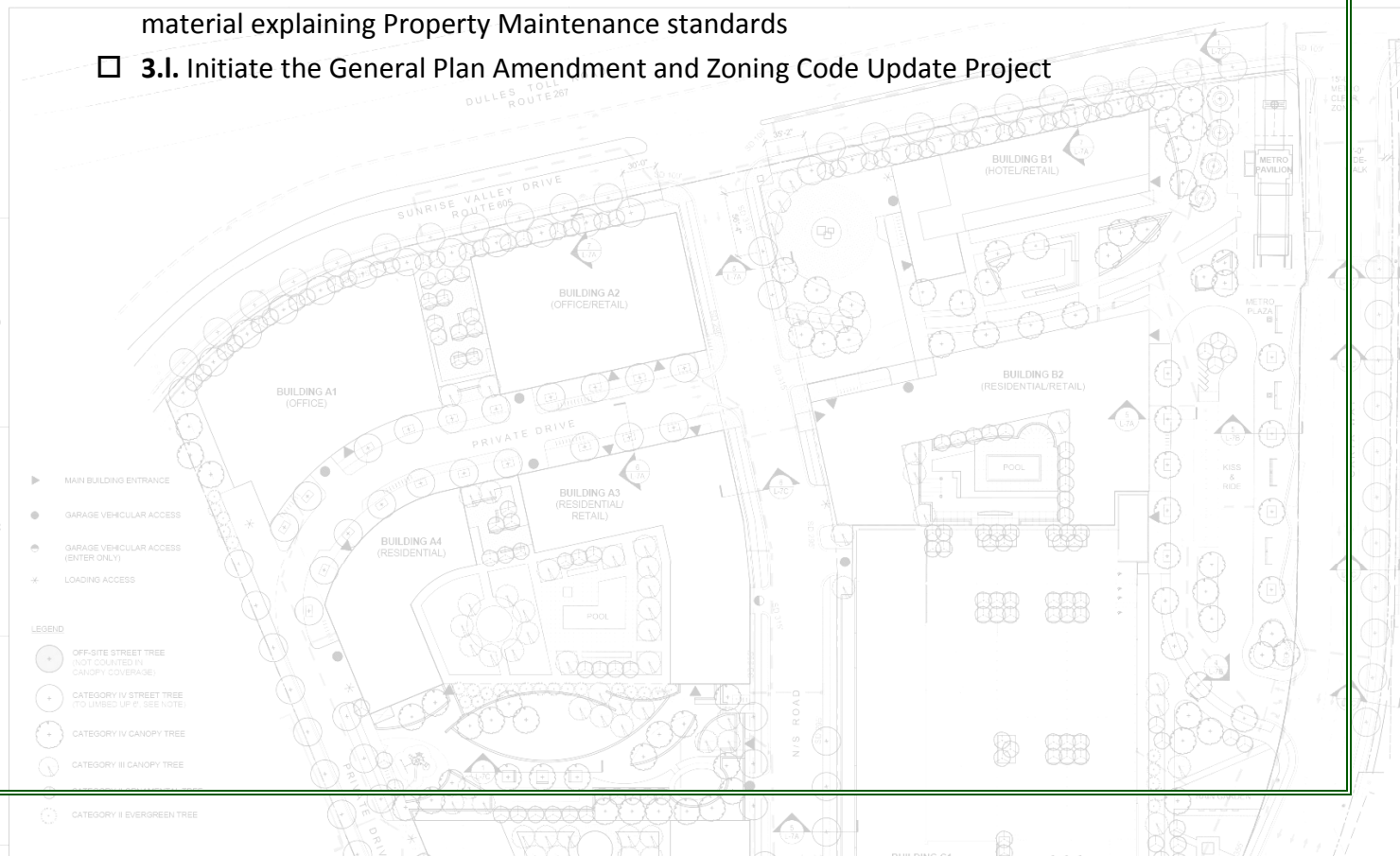


Area of Focus #3: **PLANNED, QUALITY GROWTH**

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.** Continue a proactive and progressive Code Enforcement program with performance measures and bi-weekly reports
- 3.b.** Proactively implement weed abatement program
- 3.c.** Continue to work with the San Joaquin Joint Powers Authority to develop a Train Platform in the Downtown
- 3.d.** Implement provisions for RV, boat parking, and driveways
- 3. e.** Facilitate the development of the Priority Development Areas though public/private partnerships, grant funding, and public engagement.
- 3.f.** Monitor and report semi-annually on the progress of the Dutch Slough Restoration Project
- 3.g.** Participate in Iron House Sanitary District discussions for the reuse of Jersey Island
- 3.h.** Continue to refine and enhance the City's AB 939 (Recycling) Programs and comply with State laws that relate to waste reduction
- 3.i.** Reduce the number of Inoperable Vehicles in public view on private property
- 3. j.** Increase the City's Automobile Vehicle Abatement Recovery Program (AVAP) rate 10% annually
- 3.k.** Increase community outreach by providing targeted neighborhoods with educational material explaining Property Maintenance standards
- 3.l.** Initiate the General Plan Amendment and Zoning Code Update Project



Area of Focus #4: **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:

- 4.a.** Conduct proactive community engagement regarding sensitive traffic concerns and facilitate discussion with the Police Department on traffic related issues
- 4. b.** Implement the Capital Improvement Plan projects:
 - Oakley Community Park Project (clean-up and preliminary design)
 - Bethel Island Rd. Culvert Project
 - W. Cypress and Canal Bridge Reconstruction
 - Main St. and Canal Bridge Reconstruction
 - Piper Lane Drainage Channel Trash Capture Device
 - Laurel Rd./Rose Ave. Intersection Improvement
 - Laurel Road Widening and Improvement Project
 - Oakley Recreation Center Project
 - Oakley Entrepreneur Center Tenant Improvements
 - Police Department Expansion/City Hall Renovations
 - Downtown Train Platform Station and Parking Lot Phase I
 - Athletic Field at Nunn-Wilson Park.
 - E. Cypress Rd. Widening (from Machado to Sellers Ave.)
 - Vintage Parkway Repair and Rehabilitation Project
 - Downtown Parking Lot Project
 - Fire Station #55 Construction
 - Main St. and O'Hara Ave. Intersection Improvement
 - Summer Lake Park Tennis Court Rehabilitation
 - Civic Center Emergency Generator Project
 - ADA Transition Plan Implementation Phase I
- 4.c.** Evaluate the placement of more solar-powered radar speed limit notification signs and evaluate the potential installation of new electronic pedestrian crosswalk systems near school sites
- 4.d.** Maintain street inventory with annual Pavement Condition Index for all City streets
- 4.e.** Complete ADA Transition Plan and commence Implementation
- 4.f.** Finalize recommendation for eastern access in and out of the Vintage Parkway Subdivision in conjunction with the Main Street/Rose Avenue Intersection Improvement and Signalization project
- 4.g.** Increase public information regarding the street sweeping schedules

Area of Focus #5: **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:

- 5.a.** Produce and distribute the Community Recreation Guide three times per year
- 5.b.** Track and increase Recreation program participation by 10% each year
- 5.c.** Prepare financing plan for the Oakley Regional Community Park
- 5.d.** Coordinate the 20th Anniversary Celebration with the 20th Anniversary Ad-Hoc Committee
- 5.e.** Explore alternative financing opportunities to ensure quality long-term maintenance for City parks, streetscapes, and trails
- 5.f.** Implement new facility regulations coordinated with the completion of the Oakley Recreation Center
- 5.g.** Continue to implement the Urban Forestry Program
- 5.h.** Implement new Recreation Management Software (registration, payments, reservations)
- 5.i.** Increase the use of video and social media advertising for recreation programs, classes, and events.
- 5.j.** Add a student art exhibit to the Heart of Oakley Festival
- 5.k.** Develop Parks and Landscaping standards for the City of Oakley to be used by the development community on the wide range of private development projects in Oakley
- 5.l.** Invest in providing free Wi-Fi service in City Parks where we have Comcast service available
- 5.m.** Develop a plan to complete trail linkages throughout the City
- 5.n.** Continue working with leagues for the development and participation in the development of more playing fields/ increasing playable hours at fields through the evaluation of lighting options
- 5.o.** Establish a Recreation Internship opportunity for college students
- 5.p.** Price out the cost associated with pursuing lighting of ball fields
- 5.q.** Explore potential uses for the eight-acres located at the end of Jersey Island Road
- 5. r.** Explore offering a walking/running/biking event on the trails
- 5.s.** Continue to closely monitor the playground areas maintained by the Oakley Union Elementary School District

Area of Focus #6: **COMMUNITY OUTREACH, COMMUNICATION AND EDUCATION**

Goal: *We will nurture existing relationships and continue to foster collaboration with community partners; and we will continue to communicate with and engage the community in all aspects of local government.*

Action items:

- 6.a.** Return all phone calls and emails on the same day or within 24 hours (or next business day)
- 6.b.** Keep the City's website updated and continuously monitor content
- 6.c.** Partner with the Chamber of Commerce, School Districts, the Community College District and other community organizations to participate in a Community Calendar that lists events and activities; publish to the City's website
- 6.d.** Coordinate regular updates from partner agencies
- 6.e.** Continue building cooperative relationships with representatives of service clubs and other community groups and extend offers to have Staff and/or Councilmembers attend their meetings
- 6. f.** Conduct the 2018 and 2020 Municipal elections
- 6.g.** Conduct Resident Satisfaction Survey the spring of 2020
- 6.h.** Prepare and send out weekly press releases
- 6. i.** Provide regular updates via social media that inform the public regarding City Council meetings, upcoming events, special projects etc.
- 6.j.** Promote City Hall tours
- 6.k.** Continue to facilitate Memorial Day, Veterans Day, and other like events that retain Oakley's small town identity
- 6.l.** Continue the Citizen Leadership Academy
- 6.m.** Continue the You, Me, We = Oakley program
- 6.n.** Advertise and prepare related vacancy and term documentation for City Council appointed positions



Area of Focus #7: FINANCIAL STABILITY AND OPERATIONAL EXCELLENCE

Goal: We will ensure fiscally sound operations by continuously evaluating our processes to maintain cost-effective public services. Our City Council and lean Staff Team will foster confidence by demonstrating a POLITE, PROFESSIONAL and PROGRESSIVE demeanor in all interactions.

Action items:

- 7.a.** Continue utilizing the 10-year plan forecasting and comply with City budget administration polices
- 7.b.** Develop a strategy to resolve funding and capital reserve concerns with various Lighting and Landscaping districts
- 7.c.** Continue coordination with contracted grant writer to explore and apply for grants
- 7.d.** Continue full implementation of budget policies included in each annual budget
- 7.e.** Continue compliance with Government Finance Officers Association criteria for the Certificate of Achievement for Excellence in Financial Reporting
- 7.f.** Facilitate biennial Community-Council-Staff Strategic Planning Sessions
- 7.g.** Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive
- 7.h.** Invest in technology to assist staff and operational efficiency
- 7.i.** Maintain Records Management and Scanning Program
- 7.j.** Implement Granicus live-streaming of City Council Meetings
- 7.k.** Hold annual employee recognition event
- 7.l.** Implement a GIS software program
- 7.m.** Develop a multi-faceted advocacy plan with State Legislators
- 7.n.** Ensure City Council meetings are professional, business-like, civil, and maintain good decorum
- 7.o.** Develop relationships of trust and influence with county, regional agency, state, and federal government officials
- 7.p.** Address with City Manager any issues or areas of concern regarding City departments and/or employees for review and possible action
- 7.q.** View the long-term impact not just the short-term, of all decisions and planning efforts
- 7.r.** Attend and support community organizations and events
- 7.d.** Each Councilmember meet with County Supervisor, State Assembly member, and Senator at least once per year

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.

