

Strategic Plan 2022-2027+ Objectives Dashboard

Objectives Status Color Key: Complete In Progress/In Process/Ongoing Future/Not Yet Begun		Department Key: ALL - All Departments CDD - Community Development CMO - City Manager's Office ED - Economic Development FIN - Finance HR - Human Resources PD - Police Department PW - Public Works REC - Recreation					
Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
A1	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).			CDD ED	This is an ongoing effort. A strong effort to ensure a quality mix of tenants in the new mercantile building has taken place over the last several months.
A2	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Attract businesses that create alternative revenue sources to property tax through sales and business taxes and employ our residents.		CDD ED	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A3	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Seek, in conjunction with the community, sustainable economic opportunities to attract businesses and create jobs, while being sensitive to the types of businesses the community needs and wants.		CDD ED	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A4	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Prioritize planning by targeting new businesses that align with Oakley's vision.		CDD ED	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A5	Community and Economic Development Goal	Strategic and Thoughtful Growth	Provide affordable housing sites that meet our legislated Regional Housing Needs Allocation (RHNA).			CDD	Staff is ready to move forward to begin the process for an Affordable Housing Overlay or a Rezone based on HCD direction.
A6	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.			CDD	Action 1.8 of the 2023-2031 Housing Element speaks to "Amendments to the Downtown Specific Plan" with a timeframe of December 2024. This objective could go hand in hand with those efforts.

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A7	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Encourage quality, sustainable growth--housing with business and requisite road infrastructure and sidewalks to support pedestrian and bicyclist movement		CDD PW	This effort is ongoing and we seek to enhance road, bicycle & pedestrian access with each project, when feasible.
A8	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Leverage the train platform that will offer better access for Downtown programming		ED CDD PW	Staff continues to monitor the progress of the platform and is mindful of its opportunities when planning development projects.
A9	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Create better streetscapes that can promote traffic calming		PW	PW is focusing on improving physical infrastructure.
A10	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Consider funding elements of the Downtown Specific Plan with American Rescue Plan Act (ARPA) monies		CDD ED	There are currently downtown-focused projects In progress utilizing ARPA monies.
A11	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play		CDD ED	This is an ongoing effort. Staff continues to meet with prospective developers looking to locate in proximity to the OLC.
A12	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Develop an expanded downtown with additional buildings and mixed use.	CDD	"Amendments to the DSP" will likely result in increased population, addressing the "live". The desire is for that to positively affect the commercial scene, which will increase jobs in the Downtown.
A13	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Consider a park, including programming specific to Economic Development, from north 2nd Street to Rose Ave	ED CDD PW	The Downtown Infrastructure Improvement project is underway and will include new Gateway Plaza near 2nd Street.
A14	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Develop or sell City-owned properties based on community benefit.	CMO	204 2nd Street property - closed escrow on May 1, 2023

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A15	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Consider relocating the co-hosted City/ High School Library to a downtown location that can be a unifying location for Seniors, Youth, Veterans, and possible satellite location for County services.	CMO PW FIN CDD PD REC	City is actively working on a new Downtown library project that has the potential to include a mixed income residential component along with space for community groups. PD pays more attention to homeless and quality of life issues in the downtown area. PD is preparing to start up the Police Special Services Unit, which will, in part, focus on the downtown area.
A16	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Research rezoning of River Oaks Crossing	CDD	Work has not started. Staff is trying to time this item with the library project, which will require amendments to the Downtown Specific Plan.
A17	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.		CDD ED	Ongoing effort, work on a tourism focused program has kicked off in 2023.
A18	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.	Expand marina zoning: restaurants, recreational access, fishing tournaments, 55-acre park	CDD ED	Zoning Text Amendments approved in 2022 to allow for more flexibility on our shoreline.
A19	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.	Determine viable economic uses of the Oakley shoreline and visit other cities to see how they attracted visitors as a destination (e.g., new Science Center)	CDD ED	Zoning Text Amendments approved in 2022 to allow for more flexibility on our shoreline.
A20	Community and Economic Development Goal	Strategic and Thoughtful Growth	Plan and develop Cypress Corridor holistically with improvements and commerce to service new development to ease downtown traffic (e.g., grocery, restaurants).			ED CDD PW	The new Infrastructure Improvement project on East Cypress Road will include sidewalks, bike lanes, street lights in addition to widening of the roadway.
A21	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:			CDD	Staff continues to facilitate monthly meetings where the Planning Commission reviews projects and receives informational updates from City Staff and Outside Agencies

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A28	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship			ED CDD PW	City Hall Solar Roof project will be completed which is the first solar roof project on public facilities in Oakley
A29	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Collaborate with the water and sewer special districts to maximize the distribution and use of recycled water		CDD PW	Staff continues to stay engaged with ISD and DWD to review projects and to have dialogue on collaborative efforts for water efficient developments. Recently, Staff worked cooperatively on the new DWD Corporation Yard and Emergency Operations Center.
A30	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Explore and report on green energy opportunities.		CDD PW	Staff continues to have dialogue with MCE to identify viable opportunities for Green Energy.
A31	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship		Solar at City facilities	PW	The Solar Panels are being installed on City Hall roofs and will be operational by Summer 2023.
A32	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship		Expansion of City's EV Charging Program	PW	After the recent installation of EV charging stations in downtown parking lots, the next site that will receive EV charging stations is the Recreation Center.
A33	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Remove the allowance for non-drought tolerant landscaping.		CDD	Completed in September 22
A34	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Ensure new residential construction meets adopted standards for energy efficiency, including solar and power storage.		CDD	Staff continues to perform comprehensive plan reviews for all Residential and Commercial Projects, which includes reviews for compliance with the currently adopted California Energy and Green Building Codes.

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A35	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Implement energy, air quality, and greenhouse gas emissions goals within the Oakley General Plan, including the adoption and implementation of a Climate Action Plan by 2025 that complies with State greenhouse gas reduction targets.		CDD PW	Staff has budgeted funds to develop and implement a Climate Action Plan. Oakley General plan requires it to be done by 2025.
A36	Community and Economic Development Goal	Strategic and Thoughtful Growth	Complete a comprehensive update of the City's Zoning Code.			CDD	Target completion date by end of 2025.
A37	Community and Economic Development Goal	Strategic and Thoughtful Growth	Complete a comprehensive update of the City's Zoning Code.	Ensure consistency with current and future vision for Oakley and the recently updated Oakley General Plan.		CDD	Target completion date by end of 2025.
A39	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.			ED	Waiting for the completion of our Economic Development Workplan Update (initiated Winter 2022).
A40	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Conduct a Stimulate Oakley Business analysis for Oakley and compare to adjacent cities for differentiators and opportunities.		ED	Yiftee Gift card Program launched and was very successful in 2022. Small Business Grant Program being developed and will be ready in 2023.
A41	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Develop a Business Vision for Oakley that will attract and retain high-quality, diverse commerce through incentives for businesses including small businesses.		ED	Waiting for the completion of our Economic Development Workplan Update (initiated Winter 2022).
A42	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Develop a Property Utilization Plan on City-owned properties to maximize the City's potential return on investment		ED	204 2nd Street disposed of on 5/1/2023.
A43	Community and Economic Development Goal	Business-Friendly	Bolster and support existing businesses through the use of financial and funding incentives such as business low-interest loans, grant funding, ARPA funding, and promote "buy local" incentives.			ED	Yiftee Gift card Program launched and was very successful in 2022. Small Business Grant Program being developed and will be ready in 2023.

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A44	Community and Economic Development Goal	Business-Friendly	Showcase businesses through active engagement and outreach (e.g., social media, storefronts images, local business newsletter with coupon book included)			ED REC	Staff have continued to offer the Shop Oakley Coupon book and have begun highlighting them on social media on Shop Oakley Saturdays. For Taste of Oakley the event as expanded to be one week of deals that ended in the in person event. While the in person event was cancelled the week of deals and participating businesses are actively being promoted on social media.
A45	Community and Economic Development Goal	Business-Friendly	Continue to streamline business license fee/permits			FIN PW CDD	Ongoing effort that will be optimized with the new Tyler Munis Platform, with a expected completion of Summer 2025.
A46	Community and Economic Development Goal	Local Employment	Beautify Oakley's streetscapes, parks, and business facades to attract and retain businesses and their customers			PW	The construction of the new Downtown Infrastructure improvements make major enhancement to the downtown streetscape
A47	Community and Economic Development Goal	Local Employment	Capitalize on Logistics Center and strategize with developers and surrounding property owners to create job opportunities.			CDD ED	Staff continues to have productive dialogue with interested Developers, that have expressed desire for 'Light Industrial' and 'Research & Development' Type Uses, near the CCLC.
A48	Community and Economic Development Goal	Local Employment	Create employer-employee partnerships to reduce State's regulations on vehicle miles traveled (VMT) and complement our existing housing (Logistics Center development).			CDD ED	Ongoing effort.
B1	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.			PD	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B2	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Develop a Communication Plan for emergency responders, Public Works, the public, and other key stakeholders.		PD	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B3	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Provide and reinforce public and staff training through regular community meetings.		PD	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.

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B4	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Ensure resiliency to power outages (traffic controls, cellular and broadband backup, generators).		PW	The installation of emergency generators for both facilities will be completed by end of 2023
B5	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Implement training, communicate broadly, and seek grants for implementation		PD	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B6	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Modernize the Oakley Emergency Operations Center (EOC).		PD	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B7	Community Health and Safety	Safe Streets	Address streets and main arteries vulnerable to fire, flood, and traffic hazards with improving infrastructure and evacuation plans to provide for safe passage for people including emergency responders.			PD PW CMO	Ongoing effort. We have secured MOU's with property owner, RD 2025 and RD 799 for the East Cypress evacuation route. The City is also constructing the Burroughs property frontage improvements along with the improvements needed to widen the canal crossing and the roadway improvements from Jersey Island Road to Bethel Island Road.
B8	Community Health and Safety	Safe Streets	Explore improving lighting for safety			PW	We make improvements where we can, based on projects and community need.
B9	Community Health and Safety	Safe Streets	Align police resources with City's growth.			PD	PD staffing is currently sitting at 38 sworn bodies. We have made huge growth and we are able to conduct Traffic operations now and our Investigations Unit is far more productive and efficient than ever before.
B10	Community Health and Safety	Safe Streets		Develop and implement a staffing plan to scale police personnel to City's growing safety needs.		PD HR	In concert with HR, Finance and the City Council we are on track to "overhire" officers to compensate for the officers who are off on 4850 time. We have a waiting list for our employ for the first time in our history and our 39th and 40th sworn officers are identified and are set to be sworn in with us in just a few weeks.
B11	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Streamline and civilianize where appropriate (i.e., admin, budget/finance, records, property, fleet management, etc.).		PD HR	We are seeking to assign more responsibilities to our non sworn staff, especially in the area of Fleet, to free up sworn officers and better serve the organization of the City of Oakley.
B12	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.		PD	We are still researching Dispatch/CAD/RMS systems through the county. We looked at going to Brentwood PD for dispatch

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B13	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Map accident scenes to open roads quicker	PD	LEICA Scanner has been used several times and it has been beneficial, saving man hours and salary costs.
B14	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Research red light cameras to supplement sworn enforcement officers.	PD	Red light camera program has its place, and benefits, in the law enforcement industry. Cost issues are the most obvious concerns, but also the monitoring of the data, identification of the
B15	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Create a larger "cyber shield" over the City via a robust camera program	PD	Additional locations have been identified for ALPR's- requires budgeting.
B16	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Establish strong neighborhood watch programs, including National Night Out, and maintain close communication between the neighborhoods, the City Council, Oakley Police, and City Hall		PD	We have a neighborhood watch advisor (Jurkiewicz) and we have held a few meetings. We participate in National Night Out and we have increased our social media presence which provides the Oakley community with transparency and updates on things happening in their neighborhoods.
B17	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Collaborate with neighboring agencies to maximize efficiencies with shared resources (e.g., equipment).		PD	OPD continues to share traffic enforcement/VSET/SWAT resources with/from other agencies.
B18	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Expand the Citizen Emergency Response Training (CERT) program.		PD	I have had discussions with citizens interested in CERT. Program needs a kick start.
B19	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Dedicate traffic enforcement team to improve traffic safety		PD	Traffic enforcement team is up and running. We will add our third officer to it this calendar year.
B20	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.			PD	Traffic enforcement team is up and running. We will add our third officer to it this calendar year. Traffic officers focus on areas of concern where the majority of collisions occur.
B21	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.	Consider road improvements such as delineators for areas where speed is an issue.		PD PW	This is always monitored and has already been implemented at some intersections.
B22	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.	Implement traffic-calming policy and update to new practices for increased traffic as Oakley grows.		PD PW	During FY 2023/24 Traffic Calming measures have been implemented on Teakwood Drive and Chianti Drive.

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B23	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.			PD	A bike rodeo is being considered.
B24	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.	Collaborate with School Districts to apply for State and Federal grants to create safer and more accessible connectivity		PD	Grants are monitored for there feasibility. The PD has routine contact with school administration staff.
B25	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.	Improve trail connectivity to provide pedestrians and cyclists safe passage.		PW	This is an ongoing effort as new projects get implemented.
B26	Community Health and Safety	Safe and Healthy Neighborhoods	Rejuvenate our downtown and residential and business developments to discourage blight through beautification and development of standards for commercial code enforcement			CDD ED	Standards need to be finalized and presented to the City Council for consideration.
B27	Community Health and Safety	Safe and Healthy Neighborhoods	Promote community service opportunities to build the community and beautify Oakley			ALL	This effort is ongoing and is the responsibility of each Department within City Hall. We are currently trying to partner with Freedom High School to provide internships for high school students.
B28	Community Health and Safety	Safe and Healthy Neighborhoods	Implement Phase 2 of the Recreation Center			FIN PW REC	We will work with our new grant writers to seek grant funding opportunities for this project.
B29	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).			CDD REC PD CMO	The Recreation Department list's additional service phone numbers inside the annual Recreation Guide as well as updating various pages of the website to reflect updated contact information for local organizations. This change has been implemented in two guides since the goal was established.
B30	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).	Educate and promote use of 211 for essential community services.		REC CMO	The Youth Advisory Council partnered with NAMI Contra Costa County to offer two opportunities for Ending the Silence, a virtual workshop to end the stigma of talking about mental health. It was also an opportunity for youth to become Youth Mental Health Ambassadors.

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B31	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).	Initiate and partner with other agencies to create regional support to provide services to help unhoused persons		CMO	The County is rolling out a Comprehensive Plan to Address Homelessness. The County also funded the A3 initiative. A3 is Contra Costa County's innovative approach to provide timely and appropriate mental and behavioral health crisis services to anyone, anywhere, at anytime in the county.
C1	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.			PW CDD REC	This is an ongoing effort that involves public input thru workshops, surveys and additional opportunities for the public to convey their expressed tastes and preferences.
C2	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision a Downtown Park to attract people downtown (e.g., new park parallel to the railroad tracks with a museum and bocce ball courts).		PW CDD REC	This is an ongoing effort and will be implemented as funding sources get secured
C3	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision, develop, and fund Oakley's 55-Acre Regional Park and seek grant funding that will compete at the State level.		PW CMO FIN	The Master Planning process is underway and will be completed by end of 2023
C4	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision, develop, and fund Oakley's 55-Acre Regional Park and seek grant funding that will compete at the State level.	Include trail and waterway access to attract outdoor sporting such as hiking, kayaking, boating, and recreational and sports fishing that would serve as an amenity to draw homeowners and sporting events alike.	PW	The Master Planning process is underway and will be completed by end of 2023
C5	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Create and maintain sporting fields (bocce, baseball/softball, soccer, equestrian arena) and provide shade, bathrooms, and lighting services.		PW	Staff is working on creation of a new Oakley Park and Trail map that will be published by end of 2023

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C6	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.			PW	This is an ongoing effort
C7	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Celebrate and promote our local history through educational and enrichment opportunities and consider work with historical society		REC ED	Staff coordinated with the ECCHS to have a booth at special events, displayed the banners that were funded through ARPA at the Recreation Center and now at City Hall.
C8	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Complete Phase 2 of Oakley's Recreation Center to encourage indoor sports, Camp Room, and Teen Room for classes		FIN PW REC	
C9	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Continue to offer special events and streamline the process for community groups to host events that create a sense of Oakley community and showcase the importance of families, youth, seniors, and Veterans		REC PW CDD	The Recreation Division has continued to offer our annual events, expanding our Movies in the Plazas to Block Parties, and our Rock the Chalk into Art in the Park. The events will also expand this year to include Juneteenth.
C10	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Promote Oakley's events and recreation and differentiate our offerings from adjacent cities		REC	The Recreation Division has continued to offer our annual events, expanding our Movies in the Plazas to Block Parties, Harvest Festival into Oaktober and our Rock the Chalk into Art in the Park. The events will also expand this year to include Juneteenth. Plans are underway to add a unique art component and unique participatory opportunity to Heart of Oakley.
D1	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.			ALL	Ongoing effort.
D2	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Encourage community neighborhood involvement, such as cleanup walks, that reinforce healthy lifestyles and shared goals with Oakley Police, Council, and City Hall.		PD + Others	Staff partnered with MDRR and hosted a community drop off day at City Hall.

Strategic Plan 2022-2027+ Objectives Dashboard

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Complete		ALL - All Departments		HR - Human Resources			
In Progress/In Process/Ongoing		CDD - Community Development		PD - Police Department			
Future/Not Yet Begun		CMO - City Manager's Office		PW - Public Works			
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		FIN - Finance					
Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
D3	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Create interactive face-to-face dialog as a supplement to one-sided social media communication where full participation cannot be facilitated due to Brown Act limitations.		CMO	CM's Office to institute a Neighborhood Committee in 2023 to help with various issues in the City.
D4	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.		Promote City Council/Community meetings through social media to inform about agendas where public can participate in person.	CMO	Ongoing task.
D5	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Celebrate Oakley in demonstrating and communicating our achievements in accomplishing SP27+, community events, and activities that unite us (e.g., Heart of Oakley, Harvest Festival, Christmas Tree Lighting, Summerfest Celebration, etc.).		ALL	Ongoing
D6	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Actively uphold Oakley's Governance Guidelines & Protocols Policy to encourage productive partnerships, positive communication, and achievement of short- and long-term goals.		ALL	Ongoing
D7	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.			REC CMO	Staff have continued to increase social media positing, as well as website postings. Some examples include biweekly social media posts drawing attention to current planning projects, police activity, events and more.
D8	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.	Promote City Council agendas and decisions via social media with updates on economic activity, business growth, and community events		CMO	Ongoing. Staff intends to start promoting new businesses through ribbon cuttings and social media posts.
D9	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.	Communicate how Oakley is living its core values and meeting its stated mission and vision (e.g., newspapers, electronic boards, website, newsletter, social media).		CMO ALL	This is an ongoing effort.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
D10	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.	Modernize website to be user friendly, transparent, functional, and reflective of the City's vision.		REC CMO	The website RFP will be released this summer and will seek a vendor to overhaul the City's website, the Opportunity Oakley website and create a new Police Department website.
D11	Community and Collaborative Partnerships	Community Outreach and Engagement	Communicate and uphold the City's information systems to reinforce transparency and access to build trust.			CC FIN CMO ALL	Ongoing
D12	Community and Collaborative Partnerships	Collaborative Partnerships	Consider creating new partnerships that will involve community participation (e.g., Park and Arts Commission).			CMO	CM's Office to institute a Neighborhood Committee in 2023 to help with various issues in the City.
D13	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly			CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D14	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Diablo Water District		CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D15	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Diablo Water District	Develop collaborative efficiencies to serve our shared constituents	CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D16	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Ironhouse Sanitary District		CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
D17	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Ironhouse Sanitary District	Consider opportunities for water reuse (e.g., recycled and industrial water).	CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D18	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Mt. Diablo Resource and Recovery (MDRR)		CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D19	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	CONFIRE		CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D20	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	School District		CMO	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D21	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	School District	Explore joint-use opportunities to optimally partner with elementary and high school (e.g., satellite classrooms and recreation, library).	CMO	Staff is currently working with the OUESD to develop a new joint use facility agreement. The City also signed an MOU with the LUHSD to ensure they could hold the Freedom High Junior Prom at the Oakley Recreation Center on May 6, 2023.

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Com- plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
D22	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	School District	Re-visit agreements with shared facilities and public access	CMO	Staff is currently working with the OUESD to develop a new joint use facility agreement.
D23	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State		CMO	The CM meets monthly with the General Manager's of the water and sewer districts. We have maintained communication with the CCCFPD since the consolidation with ECCFPD.
D24	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Encourage collaboration for public safety and enforcement particularly where there is multi-jurisdictional responsibility (e.g., fire, road access, school sites).	CMO PD	This effort is ongoing as we continue to enhance our delivery of services.
D25	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Discuss Regional Park interests.	CMO	City maintains a positive working relationship with the EBRPD.
D26	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Invite key electeds, Board representatives, and others to speak at Council meetings for outside updates and perspective.	CC	The City Council gets regular updates from executives who represent the various special districts and agencies in which we work and partner with.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
D27	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs		CMO	See updates below.
D28	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs	Partner with Rotary, Friends of Oakley, Kiwanis, Oakley Delta Lions Club, Oakley Seniors Club, Veterans of Oakley, Masonic Lodge and Concordant Bodies, Friends of the Oakley Library	CMO	Staff released a request for proposals earlier this year for the alcohol services at specific City events as a fundraising opportunity for local nonprofits. Staff received a total of 6 proposals which is a dramatic increase over the one received in 2022. Staff is also working to bring updates forward in the summer regarding the many non-profit grant awards we issued in the Summer of 2022.
D29	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs	Consider creating a Sister City	ED	We have explored the idea and had preliminary discussions with the Japanese consulate in San Francisco.
D30	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs	Consider expanding outreach to NGOs beyond our region	CMO	Task not started yet
E1	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.			FIN	We started by reporting earlier to the City Council regarding our estimated results of FY 21/22. We have improved the investment report, with PFM. We will strive to make further improvements in the Mid-Year Budget Review and additional quarterly reporting. Extra focus will be placed on monitoring revenue projections and the potential impacts of a recession, next year.

Strategic Plan 2022-2027+ Objectives Dashboard

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
E2	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Provide training related to community facility districts to educate the public regarding the various types of assessments, which are not all taxes		FIN PW	Item to be presented at a future City Council meeting.
E3	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Educate Executive Leadership and Council on annual budget through communication, reporting, and training to create better partnership on fiscal strategies.		FIN	We started by reporting earlier to the City Council regarding our estimated results of FY 21/22. We have improved the investment report, with PFM. We will strive to make further improvements in the Mid-Year Budget Review and additional quarterly reporting. Extra focus will be placed on monitoring revenue projections and the potential impacts of a recession, next year.
E4	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Educate the community on large, planned revenue expenditures and how surplus monies will be invested or retained for long-term "rainy day" funds (budget process).		FIN	The 30% Reserve Policy has been put in place and given recognition through the budget process. When the City's Standard & Poors rating was improved, that we publicized as well.
E5	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Partner with Special Districts and agencies to realize economies of scale and efficiencies.		PW	Engineering Team works with neighboring agencies to take advantage of bidding opportunities on similar public projects.
E6	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).			ALL	This has been an ongoing effort with various allocations being brought to the City Council. The allocations have addressed many areas that impact how the City provides services.
E7	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Consider input by the community on how funds should be prioritized.		FIN CMO	We considered input from the Community for several of the ARPA allocations.
E8	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Implement technology upgrades to improve transparency and public access to City documents and remote transactions.		FIN	We have an agreement and statement of work from Tyler Munis for our new Enterprise Resource Planning system to consider and to move forward with. Implementation is likely to begin in July of 2023.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
E9	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Make the most needed improvements to streets, utilizing development's improvements, funds from the sale of property, and other financing sources to make improvements to the East Cypress traffic flow situation, etc.		CMO	We have made the East Cypress Road improvements a high priority and are working within our capacity and with development partners to ensure the improvements are constructed in a timely manner.
E10	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Complete a feasibility study pertaining to broadband services and free Wi-Fi throughout the City		ED	We have hired a consultant to assist us with the RFP. That work will start in 2023.
E11	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Provide one free session of City-run summer camp to Oakley residents.		REC	The Recreation Division offered one free week of camp in summer 2022 and received approval to offer the program again in 2023. The community continues to take advantage of this opportunity.
E12	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.			CDD ED	Business retention and expansion efforts are currently being reviewed with our Economic Development Workplan update.
E13	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.	Attract more businesses (commercial and industrial) to increase Oakley's per-capita Sales and Use Tax revenues.		ED	Business retention and expansion efforts are currently being reviewed with our Economic Development Workplan update.
E14	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.	Seek to supplement existing funding sources with State and Federal grants for special projects		CMO ALL	We have hired a new grant writing and lobbyist firm to assist with this effort.
E15	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.	Consider the implementation of an EIFD (enhanced infrastructure financing district) to make infrastructure improvements that will attract businesses and generate revenue		FIN CMO	As we continue discussions with consultants regarding the potential development of a library and of commercial and/or housing developments, we will see if an EIFD might be an option to consider. It has not seemed to be the best option to date, though.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
E16	Finance and Fiscal Responsibility	N/A	Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance			PW	This is an on-going effort
E17	Finance and Fiscal Responsibility	N/A	Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance	Create an internal services fund for facilities maintenance and improvements.		FIN	Finance will work with Public Works/Engineering to make this happen.
E18	Finance and Fiscal Responsibility	N/A	Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance	Establish a minimum baseline for General Fund contributions for street maintenance and improvements and include a growth factor in the recurring operating transfers budget each year.		FIN	Started with the FY 22/23 Budget.
E19	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:			FIN ALL	While some new software programs have been added, most progress in this area will take place with the Enterprise Resource Planning conversion, which is expected to being in July of 2023.
E20	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Service for public-business license applications/other applications		FIN	Same as above.
E21	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Financial modeling and finance/budget balancing		FIN	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.
E22	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Public safety and roads		PD PW	Efforts are being made across the board to increase traffic enforcement, road design, City projects, etc....
E23	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Customer-Friendly access to the City's financial reporting information and to allow easier transactions without the need for customers to come to City Hall		FIN ALL	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.

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E24	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Infrastructure and asset management		PW FIN	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.
E25	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy			FIN	Complete
E26	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to receive third party professional acknowledgment of our City's financial practices:		FIN	Ongoing
E27	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to receive third party professional acknowledgment of our City's financial practices:	Continue to present, apply for, and receive the Government Finance Officers' Association Award on the City's Annual Comprehensive Financial Report.	FIN	The City received the GFOA ACFR Award for FY 20/21 and submitted its FY 21/22 ACFR for award but has not received the results of that submittal, yet. We will also submit our FY 22/23 financial statements for consideration of award after the fiscal year and audit of the financial statements have been completed.
E28	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to receive third party professional acknowledgment of our City's financial practices:	Continue to apply for and receive the California Society of Municipal Financial Officers' Operating Budget Excellence Award.	FIN	The City of Oakley received the CSMFO Budget Award for FY 22/23 and the FY 23/24 Budget will be presented to the City Council for approval on June 13th and submitted for award within 60 days of the fiscal year end. It should be mentioned that because of the City's sound financial policies and practices, Oakley has been recognized by the State Auditor as being ranked among the top three fiscally-safe cities in the State of California.
E29	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to update the Budget Strategies and Financial Policies in the City's annual budgets.		FIN	This is reviewed annually.
E30	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider how to include performance audits in the City's budget to provide accountability for performance and compliance		FIN	We did implement performance measures into the FY 22/23 Budget for the first time. This will be refined in future budgets, as well.
E31	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Maintain 10-year budget forecast to be updated with each annual budget		FIN	The 10-Year Budget Forecast has been created for Fiscal Year 2022/2023 and 2023/2024, the latter of which has been

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E32	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Establish a 30% General Fund Reserve Policy to protect the City's operations from a sudden drop in property tax and development-related revenues		FIN	Complete
E33	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Establish a formal policy for the restrictions on and allowed uses of funds in the 30% General Fund Reserve Policy		FIN	It is likely that this will be completed in conjunction with the FY 24/25 Budget.
E34	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider separating out the Capital Improvement Project (CIP) budget from the general operational budget.		FIN	Completed with the FY 22/23 Budget.
E35	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider separating out the Capital Improvement Project (CIP) budget from the general operational budget.	Itemize individual project line items for Council consideration in addition to aggregated projects.	FIN	Completed with the FY 22/23 Budget.
E36	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Align Strategic Plan Goals and Objectives into the annual budget document, including performance measures		FIN	Completed with the FY 22/23 Budget. Will be reviewed and improved on annually.
F1	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.			HR	We are constantly looking to improve on our process.
F2	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Create a competitive compensation package that is sustainable to attract and retain our greatest assets – our people.		HR	Completed with the adoption of the FY 22/23 Budget.
F3	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Provide appropriate training and professional development to keep up with regulatory requirements and skill sets to maintain the City		ALL	Effort to ensure training for all employees is ongoing.

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Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
F4	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Properly staff our Police Department to best protect and serve Oakley.		HR PD	PD staffing is now effectively full. We have determined it to be feasible and meaningful to possibly overhire officers and add officers in the next fiscal year.
F5	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Address staffing limitations by hiring, contracting, or prioritizing programs, projects, and initiatives to scale appropriately.		ALL	We continue to look at the needs of the community and the services we need to deliver on. Staffing and scaling appropriately is all tied to our budget and available resources.
F6	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Base the City's performance on execution of SP27+ and other major initiatives.		ALL	Ongoing effort
F7	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Encourage employee wellness by creating a safe and healthy work environment, an Employee Assistance Program (EAP), regular employee appreciation events and team building, and the employee wellness program.		HR	Hired Psych Law for PD and continue to offer EAP for all others. Had our wellness fair with almost 50 participants. Continue monthly wellness events, continue employee welcoming and appreciation events
F8	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Rebuild and re-energize staff by surveying all employees to understand what would make Oakley a great place to work (e.g., work life balance, work from home schedule).		HR	Strategic plan had an employee portion of the survey. Did OPEN Enrollment survey, Employee Forum questions etc. We will also be reaching out this year for input on job descriptions-with evaluations, we will review job descriptions to ensure they are accurate.
F9	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.			ALL	We continue to look at the needs of the community and the services we need to deliver on. Staffing and scaling appropriately is all tied to our budget and available resources.

Strategic Plan 2022-2027+ Objectives Dashboard

Objectives Status Color Key:		Department Key:					
Complete		ALL - All Departments		HR - Human Resources			
In Progress/In Process/Ongoing		CDD - Community Development		PD - Police Department			
Future/Not Yet Begun		CMO - City Manager's Office		PW - Public Works			
		ED - Economic Development		REC - Recreation			
		FIN - Finance					
Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
F10	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Invest in Electric Vehicle fleet, which would require downtown charging stations.		FIN PW PD	We will monitor availability of incentives and seek grant funding related to Electric Vehicles and related infrastructure for charging Electric Fleet vehicles.
F11	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Upgrade IT services to include new computer systems and more efficient IT response to computer and technical issues to ensure projects can be delivered efficiently		FIN	During Fiscal Year 2022/2023, the management of IT services was moved to the City Manager's Office and are to be handled by the new Assistance City Manager.
F12	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.		HR	Once job description questionnaires are complete, we will do a look at the future needs of the entire City.
F13	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Grant writer to identify State and Federal grants to support Oakley	CMO	We have hired a new grant writing and lobbyist firm to assist with this effort.
F14	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Parks & Recreation staff to keep up with demands of new parks and recreational programming	PW REC	The Recreation Division has increased independent instructor led classes, as well as seeking event vendors and partners to provide some of the services typically staffed by employees to free up employees.
F15	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Public Works staff to keep up with demands of new housing, parks and infrastructure development and maintenance.	PW	This is an on-going effort
F16	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Police to keep up with growing safety needs	PD	PD staffing is now effectively full. We have determined it to be feasible and meaningful to possibly overhire officers and add officers in the next fiscal year.

Strategic Plan 2022-2027+ Objectives Dashboard

Objectives Status Color Key: Complete In Progress/In Process/Ongoing Future/Not Yet Begun		Department Key: ALL - All Departments CDD - Community Development CMO - City Manager's Office ED - Economic Development FIN - Finance		HR - Human Resources PD - Police Department PW - Public Works REC - Recreation			
Complete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 22-23
F17	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Other needs as determined	ALL	Effort is also covered under other goals.
F18	Sustainable Organization	N/A	Create a City-wide Succession Plan that anticipates retirement, attrition, and promotions, and provides opportunity for development and growth, to build a well-rounded team that is prepared to serve the City now and well into its future.			HR ALL	Once job description questionnaires are complete, we will do a look at the future needs of the entire City.
F19	Sustainable Organization	N/A	Reinforce a safe and healthy work environment to protect our employees and minimize compensation claims.			HR PD	An area for a small gym has been identified and created. This will allow officers to work on their overall fitness.
F21	Sustainable Organization	N/A	Establish trust in City Hall.	Reinforce the investment of our revitalized staff and Council and create measurable partnerships among the trio of Council, staff, and the community to deliver on Oakley's co-created SP27+.		CMO	Ongoing effort
F22	Sustainable Organization	N/A	Establish trust in City Hall.	In order to recruit and retain staff, Oakley must improve its public-private partnership and live its established values to attract residents, businesses, and employees alike.		ALL	Ongoing effort
F23	Sustainable Organization	N/A	Establish trust in City Hall.	Reinforce Team Oakley: Council, staff, and the public by celebrating successes and communicating obstacles for full transparency to create a learning environment.		ALL	Ongoing effort
F24	Sustainable Organization	N/A	Establish trust in City Hall.	Inspire and encourage Oakley staff to be visible and work with the community at large.		ALL	Ongoing effort
F25	Sustainable Organization	N/A	Establish trust in City Hall.	Acknowledge roles and responsibilities per the City's Governance Guidelines & Protocols Policy Framework to guide the execution of the Strategic Plan.		ALL	Ongoing effort