



2018-2023 Strategic Plan

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Executive Summary

This document will serve as the City of Antioch's 2018-2023 Strategic Plan. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals that also reflect community priorities and needs. The Plan is the result of a comprehensive review by Regional Government Services (RGS) of the City's current operations and finances, interviews with staff members, a review of a comprehensive Quality of Life Survey conducted by FM3 Research in October 2017 and discussions with City Council members.

The findings and conclusions of the review and survey results were presented to Council, staff and the public at a one-day Study Session that was held January 20, 2018. Overall, residents expressed a desire to see improvement in the City's service delivery and better management of fiscal resources while identifying public safety as their top concern.

The Study Session, which was open to the public, resulted in the development of a Mission Statement, a Vision Statement, a set of Core Values and seven Goals to guide the City's future operations.

The Goals

The City Council identified seven Goals at its Strategic Planning Workshop on January 20, 2018. They are:

1. Ensure the City's Continued Financial Stability
2. Support Public Safety
3. Promote Sustainable Economic Development
4. Promote Community Pride

5. Strive to be a Healthy Community
6. Support Downtown Revitalization
7. Encourage Sustainable Development

Implementation

The role of the City Council is to establish Goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the Council's plan.

The Strategic Plan is meant to serve as a living and working document, which will be updated by Council and staff on a regular basis.

Conclusion

The 2018-2023 Strategic Plan does not include **all** of the Goals, suggested programs, projects and initiatives suggested by the public, staff or Council over the course of its development. The Goals that are included represent **the highest priorities** for City Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, the City of Antioch will be better positioned to achieve its long-term vision and maintain its fiscal viability.

Mission, Vision and Core Values

The purpose of establishing the City's Mission, Vision and Core Values is to clearly define why the City was incorporated; how the City Council envisions its future and what principles Council and Staff will adhere to as part of conducting its business.

Our Mission

To deliver quality municipal services to a diverse community with integrity, excellence and innovation.

Our Vision

Antioch is delivering on its promise to provide an exceptionally high quality of life by creating and maintaining a safe environment for its diverse, inclusive community; its thriving economy; its bountiful recreational opportunities; and its vibrant waterfront.

Our Core Values

Integrity

Mutual Respect

Honesty

Innovation

Transparency

Accountability

Goals to Promote Quality of Life

Each Goal is intended to focus the City's fiscal and human resources on areas of highest priority.

1. Ensure the City's Continued Financial Stability

The City Council, management team and community value the City's commitment to maintain adequate reserves and working with a balanced budget. Strategies to support this Goal include:

- Maintain sound, responsible fiscal policies regulating debt and establish parameters for reserves.
- Prioritize use of discretionary funds based on the 2018-2023 Strategic Plan Goals.
- Continue to seek local, regional and federal grant opportunities to support City projects, programs and initiatives.
- Explore revenue generating/cost saving opportunities through the development of alternative energy sources, desalinization, and/or other viable means.
- Explore options to reduce pension liabilities.
- Provide transparency in all activities related to municipal finance and ensure that financial records are accurate, reliable and timely.

2. Support Public Safety

Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes law enforcement, and maintenance and improvement of infrastructure such as roadways and the water system. Strategies include:

- Ensure adequate funding for appropriate levels of staffing for law enforcement personnel.
- Support local and regional partnerships for mutual aid.
- Continue to update emergency operations plan(s) and ensure appropriate staff training and engagement for implementation.

- Support emergency preparedness throughout the community.
- Maintain safe, well-lit streets and roads.
- Monitor treatment, storage and delivery systems to ensure safe, reliable delivery of water.
- Protect public health and safety and animal welfare through Animal Control Services.

3. Support Sustainable Economic Development

Economic Development that focuses on job creation and sales tax generation is a top priority for the City Council. With the addition of an Economic Development Director, the City needs to focus its efforts in areas with the highest likelihood of success. As such, Strategies to support this Goal include:

- Develop an Economic Development Plan and perform a market analysis that creates:
 - A business retention program;
 - A business attraction program; and
 - Development of marketing materials to promote new development and revitalization.
- Work with Community Development to solicit feedback from businesses and developers on the permit approval and other processes and provide recommended solutions for consideration by the City Manager and/or City Council.
- Specifically focus on opportunities for new businesses in the Waterfront/Downtown area of Antioch.
- Explore the use of technology to provide tools to support local businesses.

- Collaborate with Community Development to facilitate the implementation of the BART /Hillcrest Specific Plan.
- Collaborate with Community Development to facilitate the development of the Wilbur Corridor.

4. Promote Community Pride

Community Pride takes many forms: pride in neighborhoods; pride in services and amenities; and pride in the management of the City as a whole. The Council believes that instilling Community Pride is essential to the long-range viability of the City. Strategies include:

- Proactively communicating positive news about the City to residents, businesses and surrounding communities.
- Supporting efforts that promote beautification of the physical environment.
- Utilizing social media to disseminate positive news, milestones and accomplishments.
- Developing marketing/branding services to promote the City.
- Promoting and supporting volunteerism throughout the community.

5. Strive to be a Healthy Community

Healthy, active communities are happier and safer. The entire City Council placed a high value on recreational opportunities and programs for Antioch's residents, especially youth and seniors. Strategies to support this Goal include:

- Maintain and refresh existing parks, trails and facilities.
- Supporting the City's General Plan to ensure quality development in keeping with our local community character.

- Promoting community collaboration to deliver programs and activities for youth and seniors.
- Supporting waterfront development to create a walkable, bike friendly environment.
- Preserving open space and the natural environment.

6. Support Downtown Revitalization

The revitalization of Antioch's waterfront/downtown area continues to be a top priority for the City Council. The waterfront is the "heart" of the community and represents a tremendous opportunity for growth. Strategies for this Goal include:

- Completing the Downtown Specific Plan.
- Working closely with Contra Costa Health Services to address impacts and identify solutions related to the City's homeless population.
- Supporting Community Events in the downtown/waterfront area.
- Providing a business-friendly environment to attract new tenants/owners.

7. Promote Sustainable Development

The Goal of Promoting Sustainable Development reflects the City Council's desire to plan for the long-term health of the City through thoughtful and careful planning. Strategies include:

- Updating the City's General Plan and Zoning Code.
- Promoting infill and transit-oriented development.
- Continuing to explore options for annexation.

Benchmarks

Over the next five years staff will provide progress reports to the City Council and the community on the implementation of the Strategic Plan citing specific examples of fulfillment. Agenda items and staff reports will be tied to the achievements of attaining individual Goals.

Summary and Recommendations

Following the adoption of the Strategic Plan, individual Departmental Implementation Plans will be developed and incorporated into this Plan as tactics to support each Goal and Strategy, including ongoing engagement and communications with the public. It is recommended that the City Council review the 2018-2023 Strategic Plan annually at minimum to gauge progress towards achieving its goals.

Development of the Plan

Research

RGS, as part of this process, conducted a substantial amount of research. This research included a thorough review of the following:

- The City's Annual Budget;
- The City's Capital Improvement Plan;
- Review of City Council Meetings (Agendas, Minutes and Broadcasts);
- Review of News Articles, Prior Election Results and Other Materials;
- Demographic Data;
- Economic Trends (Local and Regional); and
- Survey Results (FM3),

City Council and Staff Interviews

Staff participation and input is critical to the implementation of a successful Strategic Plan. Individuals representing all departments were engaged in a series of interviews and were asked to identify the City's strengths and weaknesses. Interviews were held onsite at City Hall and via conference calls with the management team and key staff members from all City departments. We also met individually with the Mayor and Council members to discuss their goals for the Strategic Plan and learn more about their priorities for the City.

Council Study Session

The Antioch City Council and staff attended a one-day Study Session on January 20, 2018. The purpose of the session was to identify areas of concern and address appropriate priorities for the City moving forward. Discussion revolved around the following topics:

- What should the City's main priorities be now and in the future?
- How can the City best address its fiscal challenges?
- What types of housing and business development does Antioch need to remain viable?
- How can the City retain critical staff and create a productive and positive work environment for employees and contractors?

Members of the public were also given an opportunity to comment during the session.