AGENDA
REGULAR JOINT MEETING OF THE OAKLEY CITY COUNCIL/OAKLEY CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE OAKLEY REDEVELOPMENT AGENCY/OAKLEY PUBLIC FINANCING AUTHORITY

Tuesday, October 8, 2024
6:30 PM
Oakley City Council Chambers located at 3231 Main Street, Oakley, California 94561. Unless stated otherwise on the agenda, every item on the agenda is exempt from CEQA Guidelines Sections 15060(c), 15061(b)(3), 15273, 15378, 15301, 15323 and/or Public Resources Code Section 21065.

MISSION STATEMENT: The City of Oakley will create a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.

VISION STATEMENT: The City of Oakley celebrates our unique Delta lifestyle and small-town feel where we Live in a safe, dynamic community, ***Work*** together to build the future, and ***Play*** in our own backyard.

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A complete packet of information containing staff reports and exhibits related to each item is available for public review prior to an Oakley City Council and/or City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority meeting at Oakley City Hall, 3231 Main Street, Oakley, CA 94561. Any writings or documents provided to a majority of the Oakley City Council, Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency or Oakley Public Financing Authority regarding any item on this agenda will be made available for public inspection, during regular business hours, at the front counter in the Main Lobby of the Oakley City Hall located at 3231 Main Street, Oakley, CA 94561. Agendas may be picked up at the Oakley City Hall located at 3231 Main Street, Oakley, CA 94561 for no charge. To request information regarding placement on the City's agenda e-mail distribution list, please contact us at (925) 625-7000.

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Information Regarding Public Comment
Members of the public may address the Council on items of interest that are within the City's jurisdiction. In compliance with State law, the council may not take action or have discussion on any item that is not specifically listed on the agenda. Public comment on items not listed on the agenda will be heard under the Public Comments section of the agenda. Public comments on items listed on the agenda will be heard as the Mayor calls the items. In compliance with State law, the Council may not take action on an item that is not specifically listed on the agenda. If you would like to speak on any agenda item, please fill out a public speaker card available in the lobby and submit it to the City Clerk seated in the Council Chamber **prior to the agenda item being called.** The Mayor will call you by name to the podium to hear your comment. PUBLIC COMMENTS ARE LIMITED TO THREE (3) MINUTES. Online public comments are accepted until 5 p.m. the day of the meeting and can be submitted at https://www.ci.oakley.ca.us/online-public-comment-card/.

1. OPENING MATTERS
   Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority

   1.1 Call to Order and Roll Call of the Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority

   1.2 Pledge of Allegiance to the Flag (Alyssa F., Raine C., and Jillian D., Oakley 4-H Club)

   1.3 Oakley Library and Community Center Fundraising, Contra Costa County Supervisor Diane Burgis, and Friends of the Oakley Library President, Lorena Campos, and Treasurer, Liz Fuller.

2. PUBLIC COMMENTS
   At this time, the public is permitted to address the Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority on non-agendized items.

3. COUNCILMEMBER COMMENTS

4. CONSENT CALENDAR
   Consent Calendar items are typically non-controversial in nature and are considered for approval by the Oakley City Council/ Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority with one single action. Members of the audience, Staff or the Oakley City Council/ Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority who would like an item removed from the Consent Calendar for purposes of public input may request the Mayor remove the item. The public may request to remove an item(s) to provide input by completing a public speaker card and submitting it to the City Clerk prior to the item(s) being called by the Mayor.

4.1 Approve Minutes from the Regular Joint City Council/City Council Acting as the Successor Agency to the Redevelopment Agency and Special Public Financing Authority Meeting held September 24, 2024 (Libby Vreonis, City Clerk)
Minutes 09-24-24

4.2 Adopt a Resolution of the City Council of the City of Oakley Approving the Fifth Amendment to the Joint Exercise of Powers Agreement ("JEPA") for the East Contra Costa Regional Fee and Financing Authority ("ECCRFA") and Authorizing the City Manager or Designee to Sign it; and Approving and Adopting the ECCRFA Program Update Report (Kevin Rohani, P.E., Public Works Director/City Engineer)
Staff Report
1. Resolution
2. ECCRFFA Program Update Report

4.3 Adopt a Resolution Authorizing the City Manager to Execute an Agreement with Canon Solutions for the Lease and Maintenance of Five New Multifunction Printers (Rob Barker, IT Manager)
Staff Report
1. Proposed Resolution

4.4 Adopt a Resolution Amending the City's Proclamation Policy to Add the following Proclamations to the Approved Proclamation List (Kim Snodgrass, Deputy City Clerk)
1. Recognition of the Delta Association of REALTORS®

2. Code Enforcement Officer Appreciation Week

3. Internal Department Recognitions
Staff Report
1. Proposed Resolution
2. Sample Proclamations

4.5 Adopt a Resolution Accepting a Grant Deed Conveying to the City of Oakley Certain Real Property Interests (Portions of 041-021-025-6, located on Neroly Road) (Derek Cole, City Attorney)
Staff Report
1. Proposed Resolution Accepting Real Property
2. Draft Grant Deed

5. PRESENTATIONS

5.1 Presentation by Oakley 4-H Club (Club Leader, Heather Dutra)

5.2 Presentation of Proclamations
1) Community Planning Month (Ken Strelo, Community Development Director)

2) Code Enforcement Officer Appreciation Week (Conrad Fromme, Chief

Building Official)
1. Community Planning Month Proclamation
2. Code Enforcement Officer Appreciation Week Proclamation

6. PUBLIC HEARINGS

7. REGULAR CALENDAR

7.1 Strategic Plan 27+ Update (Joshua McMurray, City Manager)
Staff Report
1. Strategic Plan Dashboard
2. Strategic Plan 27+

8. REPORTS

8.1 CITY MANAGER
(a) City Manager
(b) Business License Update
(b) September 2024 New Business Licenses

8.2 OAKLEY CITY COUNCIL/OAKLEY CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE OAKLEY REDEVELOPMENT AGENCY

(a) Reports from Council Liaisons to Regional Committees, Commissions and Boards AND Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency

(b) Requests for Future Agendas

9. WORK SESSIONS

10. CLOSED SESSION

10.1 CONFERENCE WITH REAL PROPERTY NEGOTIATORS Pursuant to Government Code Section 54956.8
Property: Neroly Road, Oakley, CA, APN 041-022-002

Agency Negotiator: Joshua McMurray, City Manager

Negotiating Party: Diane E. Schatz

Under Negotiation: Price and term of payment

11. ADJOURN

Minutes of the Regular Joint Meeting of the Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency and Special Meeting of the Oakley Public Financing Authority held September 24, 2024

1) OPENING MATTERS

1.1 Call to Order and Roll Call of the Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency/Oakley Public Financing Authority

Mayor Anissa Williams called the meeting to order at 6:30 p.m. in the Oakley City Council Chambers located at 3231 Main Street, Oakley, California. Vice Mayor Shannon Shaw and Councilmembers Dr. George Fuller, Hugh Henderson and Aaron Meadows were also present.

1.2 Pledge of Allegiance to the Flag

Councilmember Aaron Meadows led the Pledge of Allegiance to the Flag.

2) PUBLIC COMMENTS

None.

3) COUNCILMEMBER COMMENTS

Vice Mayor Shaw and Dr. Fuller provided comments.

4) CONSENT CALENDAR

4.1 Approve Minutes from the Regular Joint City Council/City Council Acting as the Successor Agency to the Redevelopment Agency/Public Financing Authority Meeting held September 10, 2024 (Libby Vreonis, City Clerk)

4.2 Report Out of Closed Session Memo (Derek Cole, City Attorney)

4.3 Adopt a Resolution Authorizing the City Manager to Execute an Agreement for Tree Pruning and Removal Services with West Coast Arborists, Inc. for the City of Oakley for Fiscal Years 2024/25 and 2025/26 (Kevin Rohani, P.E., Public Works Director/City Engineer)

4.4 Annexation No. 40 (Rosewood Estates SD 8787) to the City of Oakley Community Facilities District No. 2015-2 (Parks, Streetlight, Landscape and Stormwater Services) (Kevin Rohani, P.E., Public Works Director/City Engineer)

4.5 Adopt a Resolution Updating Job Classifications and Related Disclosure Categories as set forth in Chapter 9 of Title 2 of the Oakley Municipal Code Regarding the Conflict of Interest Code (Libby Vreonis, City Clerk)

Dr. Fuller requested items 4.1, 4.3 and 4.4 be pulled.

It was moved by Vice Mayor Shaw and seconded by Councilmember Henderson to approve the remainder of the Consent Calendar. Motion was unanimous and so ordered. (5-0)

Item 4.1

Dr. Fuller indicated the minutes are incomplete and he will vote 'no'.

It was moved by Councilmember Meadows and seconded by Vice Mayor Shaw to approve the minutes as submitted. AYES: Henderson, Meadows, Shaw, Williams. NOES: Fuller. (4-1)

Item 4.3

Dr. Fuller inquired if a "meet and confer" was conducted with City employees about the agreement. Mr. McMurray responded. Dr. Fuller indicated that he will vote 'no'.

It was moved by Councilmember Meadows and seconded by Vice Mayor Shaw to adopt the resolution. AYES: Henderson, Meadows, Shaw, Williams. NOES: Fuller. (4-1)

Item 4.4

Dr. Fuller inquired about the location. Mr. McMurray responded.

It was moved by Dr. Fuller and seconded by Councilmember Meadows to adopt the resolution. Motion was unanimous and so ordered. (5-0)

5) PUBLIC HEARINGS

None.

6) REGULAR CALENDAR

None.

7) REPORTS

7.1 CITY MANAGER
(a) City Manager

City Manager Joshua McMurray thanked staff for their work on the Heart of Oakley Festival.

(b) Report from The Oaks Apartments

The report for The Oaks Apartments was included in the agenda packet. Oke Johnson, Executive Vice President of WinnResidential, was present for questions.

Vice Mayor Shaw, Dr. Fuller, and Mayor Williams asked questions. Mr. Johnson responded.

(c) E. Cypress Road Widening (Jersey Island Road to Bethel Island Road) (CIP No. 247) Update

Note: Item 7.1(d) was heard prior to item 7.1(c).

Engineering Manager Billilee Saengchalern provided an update and PowerPoint presentation.

Dr. Fuller asked questions. Ms. Saengchalern responded.

Councilmember Meadows, Vice Mayor Shaw and Mayor Williams provided comments.

(d) Laurel Road Widening (O'Hara Avenue to Cloverbrook Avenue) Project (CIP No. 280) Update

Public Works Director/City Engineer Kevin Rohani provided an update.

7.2 OAKLEY CITY COUNCIL/OAKLEY CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE OAKLEY REDEVELOPMENT AGENCY

(a) Reports from Council Liaisons to Regional Committees, Commissions and Boards AND Oakley City Council/Oakley City Council Acting as the Successor Agency to the Oakley Redevelopment Agency

Reports were provided by Councilmember Meadows, Vice Mayor Shaw, Dr. Fuller, Councilmember Henderson and Mayor Williams.

(b) Requests for Future Agendas

None.

8) WORK SESSION

None.

9) CLOSED SESSIONS

None.

10) ADJOURN

There being no further business, the meeting was adjourned at 7:25 p.m.

Respectfully Submitted,

Libby Vreonis
City Clerk

DATE: October 8, 2024

Approved and Forwarded to the City Council

TO: Joshua McMurray, City Manager

FROM: Kevin Rohani, P.E., Public Works Director/City Engineer

SUBJECT: Adopt a Resolution of the City Council of the City of Oakley Approving the Fifth Amendment to the Joint Exercise of Powers Agreement ("JEPA") for the East Contra Costa Regional Fee and Financing Authority ("ECCRFFA") and Authorizing the City Manager to Sign it; and Approving and Adopting the ECCRFFA Program Update Report

Background and Analysis

In 1994, Contra Costa County and the cities of Antioch, Brentwood and Pittsburg entered into an agreement for the formation of the ECCRFFA as a joint power's agency. Subsequently, various amendments added Oakley as an ECCRFFA member and amended the fee and list of regional transportation projects.

The purpose of ECCRFFA is to identify, prioritize, and fund regional transportation projects and establish a uniform regional development fee for project funding. In addition, ECCRFFA sets funding goals and project implementation schedules through its strategic planning process. To date, ECCRFFA has been successful in jointly funding construction of State Route 4 (previously State Route 4 Bypass) through Oakley, Antioch and Brentwood from State Route 160 to old State Route 4 along Marsh Creek Road and Vasco Road, including the more recent interchange improvements at Sand Creek Road and Balfour Road, as well as the Mokelumne Bicycle/Pedestrian Overcrossing.

ECCRFFA has updated its project list over the years and the most recent update on the transportation project list was in 2021. ECCRFFA's fees were last adopted in 2005 and are subject to automatic annual adjustments. The proposed action will leave ECCRFFA fees unchanged but will update the fee program to add 18 new projects that will be eligible for ECCRFFA funding.

Oakley Public Works staff have been working with ECCRFFA regarding the City of Oakley transportation priorities and many discussions have been held to garner support for Oakley projects, which has resulted in the creation of the updated ECCRFFA project list. With a number of these projects completed, ECCRFFA member agencies now desire to include the City of Oakley's East Cypress Road Widening (Jersey Island Road to Bethel Island Road) Project to the list of ECCRFFA fee funded transportation projects.

The inclusion of the East Cypress Road Widening (Jersey Island Road to Bethel Island Road) Project will address a major health and safety issue for residents of the far east

County, who use East Cypress Road to access their properties; in addition, it will widen this roadway to City standards.

The City will continue to collect ECCRFFA fees from new development and forward the fees to ECCRFFA. The ECCRFFA Board will be responsible for prioritizing projects and allocating fees to fund projects in accordance with the ECCRFFA joint exercise of powers agreement and the strategic plan adopted by the Board.

Consistency with the Oakley Strategic Plan 27+

This item is consistent with the Strategic Plan 27+ Community Health and Safety, and Finance and Fiscal Responsibility goals.

Fiscal Impact

The East Cypress Road Widening (Jersey Island Road to Bethel Island Road) Project is one of the projects that will be added to the ECCRFFA fee program making it eligible for ECCRFFA funding. This action has no fiscal impact to the City.

Staff Recommendation

Staff recommends that the City Council adopt the Resolution of the City Council of the City of Oakley Approving the Fifth Amendment to the Joint Exercise of Powers Agreement ("JEPA") for the East Contra Costa Regional Fee and Financing Authority ("ECCRFFA") and Authorizing the City Manager or Designee to Sign it; and approving and adopting the ECCRFFA Program Update Report.

Attachments

1. Resolution
2. ECCRFFA Program Update Report

RESOLUTION NO._____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE FIFTH AMENDMENT TO THE JOINT EXERCISE OF POWERS AGREEMENT FOR THE EAST CONTRA COSTA REGIONAL FEE AND FINANCING AUTHORITY ("ECCRFFA"); AND APPROVING AND ADOPTING THE 2024 ECCRFFA PROGRAM UPDATE REPORT

WHEREAS, effective August 9, 1994 the Cities of Antioch, Brentwood and Pittsburg, together with Contra Costa County, entered into an Agreement pursuant to California Government Code Section 6500, et seq., entitled "East Contra Costa Regional Fee and Financing Authority Joint Exercise of Power Agreement" ("Agreement"), which provided for the creation of a separate Joint Powers Agency ("ECCRFFA"), to assist in the establishment of a Uniform Regional Development Fee Program and the funding and implementation of regional transportation improvement projects in East Contra Costa County;

WHEREAS, with the incorporation of the City of Oakley, effective July 1, 1999, the Parties amended the Agreement to add Oakley as an additional member of ECCRFFA, pursuant to Sections 3C and 16 of the Agreement, effective October 4, 1999;

WHEREAS, Regional Transportation Development Impact Mitigation Fees ("RTDIM") fees are collected by all member agencies of ECCRFFA to fund regional transportation improvements;

WHEREAS, ECCRFFA's RTDIM fees were last increased in 2005. In 2005, ECCRFFA member agencies adopted RTDIM fees to fund transportation projects on a project list, as more particularly described in the Fehr & Peers "East Contra Costa Regional Fee Program Update," dated June 2005 ("2005 Report"). Many of the projects identified in the 2005 Report have been completed, including the State Route 4 (SR 4) Bypass, and the widening of SR 4 through Antioch and Pittsburg;

WHEREAS, on July 11, 2005, by Resolution No. 75-05, the City Council approved and adopted the Second Amendment to the ECCRFFA Agreement, East Contra Costa Regional Fee Program Update and Regional Transportation Development Impact Mitigation Fees;

WHEREAS, on September 10, 2013, by Resolution No. 69-13, the City Council approved and adopted the Third Amendment to the ECCRFFA Agreement, East Contra Costa Regional Fee Program Update and Regional Transportation Development Impact Mitigation Fees;

WHEREAS, In 2020, ECCRFFA identified an additional regional transportation project that was eligible for funding from RTDIM fees – the Sand Creek Road Extension from SR4 to Deer Valley Road project. This project is more particularly detailed the Fehr & Peers "East Contra Costa Regional Fee and Financing Authority Fee Program Updated," dated May 2020 (the "2020 Report");

WHEREAS, on October 8, 2020, the ECCRFFA Board of Directors adopted Resolution No. 2020/01 to make required findings, approve the 2020 Report, approve a fourth amendment to the Agreement to add the Sand Creek Extension Project to the ECCRFFA project list; and recommend that ECCRFFA member agencies consider approving the fourth amendment to the Agreement and amending their fee ordinances and resolutions to add the Sand Creek Extension Project, with no change to the RTDIM fees last approved in 2005;

WHEREAS, on February 9, 2021, by Resolution No. 14-21, the City Council approved and adopted the Fourth Amendment to the ECCRFFA Agreement, East Contra Costa Regional Fee Program Update and Regional Transportation Development Impact Mitigation Fees;

WHEREAS, in 2023, ECCRFFA began the process of preparing a comprehensive update to its fee program. Eighteen new projects were evaluated for inclusion in the ECCRFFA fee program. These projects are more particularly detailed in the Fehr & Peers "East Contra Costa Regional Fee and Financing Authority Fee Program Update," dated May 2024 ("2024 Report");

WHEREAS, on June 13, 2024, following a noticed public hearing held in accordance with Government Code section 66016.5, the ECCRFFA Board of Directors adopted the 2024 Report and recommended that each member agency adopt the 2024 Report and amend its fee ordinance or resolution to incorporate the projects included in the 2024 Report;

WHEREAS, a Fifth Amendment to the Agreement for ECCRFFA and the East Contra Costa Regional Fee Program Update Report has been prepared to add the 18 projects identified in the 2014 Report to the list of projects that will be funded with RTDIM, which includes the City's East Cypress Road Widening (Jersey Island Road to Bethel Island Road) Project;

WHEREAS, because all of the 18 newly identified projects are in addition to, or a reconstruction or expansion of, existing thoroughfares and bridge facilities, RTDIM fees may be imposed on new development projects within ECCRFFA's jurisdiction to fund new development's propositional share of the project costs;

WHEREAS, pursuant to Government Code section 66001, the City Council finds:

(1) As determined in the 2024 Report, the purpose of ECCRFFA RTDIM fees is to fund new development's share of regional transportation projects identified in the 2024 Report, which is expressed as a percentage of each project's cost, as more particularly described in the 2024 Report;

(2) As determined in the 2024 Report, ECCRFFA RTDIM fee revenues will be used to fund new development's proportional share of the cost of each transportation project identified in the 2024 Report;

(3) As determined in the 2024 Report, there is a reasonable relationship between the use of revenue generated by the RTDIM fees and the type of new development projects on which those fees shall be imposed;

(4) As determined in the 2024 Report, there is a reasonable relationship between the need for each of the transportation projects listed in the 2024 Report and the types of new development within ECCRFFA's jurisdiction on which RTDIM fees shall be imposed; and

(5) As determined and described in the 2024 Report, there is a reasonable relationship between the amount of the RTDIM fees imposed on each type of new development within ECCRFFA's jurisdiction, and the cost of each of the transportation projects to be funded from RTDIM fee revenue;

WHEREAS, the 2024 Report continues to recommend fees for single-family and multi-family housing development projects based on the number of dwelling units included in each development project. For the reasons more particularly described in the 2024 Report, pursuant to Government Code section 66016.5, the City Council finds:

(1) Square footage is not an appropriate metric to calculate RTDIM fees imposed on single-family or multi-family residential projects within ECCRFFA's jurisdiction;

(2) The alternative basis of calculating RTDIM fees based on the number of dwelling units in single-family and multi-family residential development projects bears a reasonable relationship between the amount of the RTDIM fee charged per dwelling unit and the burden (i.e., transportation impacts) posed by or attributable to each dwelling unit within a single-family or multi-family residential development project; and

(3) Other policies adopted by ECCRFFA, including ECCRFFA's accessory dwelling unit policy, support smaller developments, or otherwise ensure that smaller developments are not charged disproportionate fees. Additionally, the 2024 Program Update explains the basis for each of the fees and establishes that smaller developments are not charged disproportionate fees because the RTDIM fees for single-family and multi-family residential units are proportional to the regional transportation impacts of each type of unit;

WHEREAS, Pursuant to Government Code section 66016.5(a)(4), because the 2024 Report would support the increase of RTDIM fees, the City Council has reviewed the assumptions of the previous 2005 and 2020 reports supporting the current RTDIM fees and has evaluated the amount of fees collected, as more particularly described in Appendix A of the 2024 Report. However, although the 2024 Report would support a fee increase, an increase is not being approved; and

WHEREAS, as required by law, public notice was published and given and a hearing was held regarding the adoption of the 2024 Fee Report, and the City Council has considered all written and oral comments, testimony, and materials duly submitted regarding the matters presented.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Oakley hereby approves the Fifth Amendment to Joint Exercise of Powers Agreement for East Contra Costa Regional Fee and Financing Authority and authorizes the City Manager to execute it.

BE IT FURTHER RESOLVED that the City Council of the City of Oakley hereby approves and adopts the 2024 Update.

BE IT FURTHER RESOLVED that the City Council of Oakley finds that the foregoing actions are not projects under the California Environmental Quality Act ("CEQA") Guidelines section 15378(b)(4), because these actions concern a government funding mechanism that does not involve any commitment to any specific project that may result in a potentially significant physical impact on the environment. Further the actions are exempt under CEQA Guidelines Section 15061(b)(3) because it can be seen with certainty these actions will not have any significant effect on the environment.

PASSED AND ADOPTED by the City Council of the City of Oakley at a meeting held on the 8th of October 2024 by the following vote:

AYES:
NOES:
ABSTENTION:
ABSENT:

APPROVED:

_____
Anissa Williams, Mayor

ATTEST:

_____ _____
Libby Vreonis, City Clerk Date

Final Report

East Contra Costa Regional Fee Program Update

Prepared for:
East Contra Costa Regional Fee &
Financing Authority

June 2024

1001-1655.03

FEHR PEERS

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1. Introduction

Background

The East Contra Costa Regional Fee and Financing Authority (ECCRFFA or the Authority) is a regional planning agency charged with funding regional transportation improvement projects in eastern Contra Costa County with revenue from the Authority's regional transportation demand impact mitigation (RTDIM) fees. The Authority's jurisdiction includes the eastern portion of the County, including unincorporated areas and the Cities of Antioch, Brentwood, Oakley, and Pittsburg. The Authority's boundaries are shown in **Figure 1**.

The Authority first implemented a transportation development impact fee program in 1994. The fee was calculated to reflect new development's proportional share of the cost of various regional transportation improvements, such as the State Route (SR) 4 Bypass and the widening of SR 4 through Pittsburg and Antioch. The Authority conducted an update of the fee program in 2001 to help fund an expanded list of regional transportation improvements. In the summer of 2005, the Authority completed a comprehensive update of its RTDIM fee program. In June 2005, the ECCRFFA Board approved the *East Contra Costa Regional Fee Program Update Final Report* (the "2005 Report") prepared by Fehr & Peers, and each of the five member jurisdictions adopted an updated set of fees pursuant to that report.

Since that time, the fees have been adjusted annually to reflect changes in construction costs. Beginning in 2008-2009, a fee rebate program was established in response to the economic downturn. The fee rebate has been reduced over time, but the Authority has continued to implement a 15% fee rebate since January 1, 2017. Periodic program assessments have been completed and documented over the past several years to evaluate the progress of the program in funding and delivering projects on the project list. In 2020, the program was updated to include a project that would involve the extension of Sand Creek Road westward to a new intersection with Deer Valley Road in Antioch (documented in a report called *East Contra Costa Regional Fee Program Update Final Report* dated October 2020 and referred to here as the "2020 Report").

Purpose

Since the current project list was defined in the 2005 nexus study and updated in 2020, the member agencies have conducted planning work and defined investment priorities to accommodate the ongoing population and employment growth that continues to occur in East County. The purpose of this report is to evaluate the addition of 18 projects to the ECCRFFA program that have been provided by the member agencies as being recommended through recent East County planning processes, and to determine new development's proportional share of the cost of these additional projects.

Study Area

As shown on **Figure 1**, ECCRFFA's jurisdiction area includes certain unincorporated areas of eastern Contra Costa County, as well as the Cities of Antioch, Brentwood, Oakley, and Pittsburg.

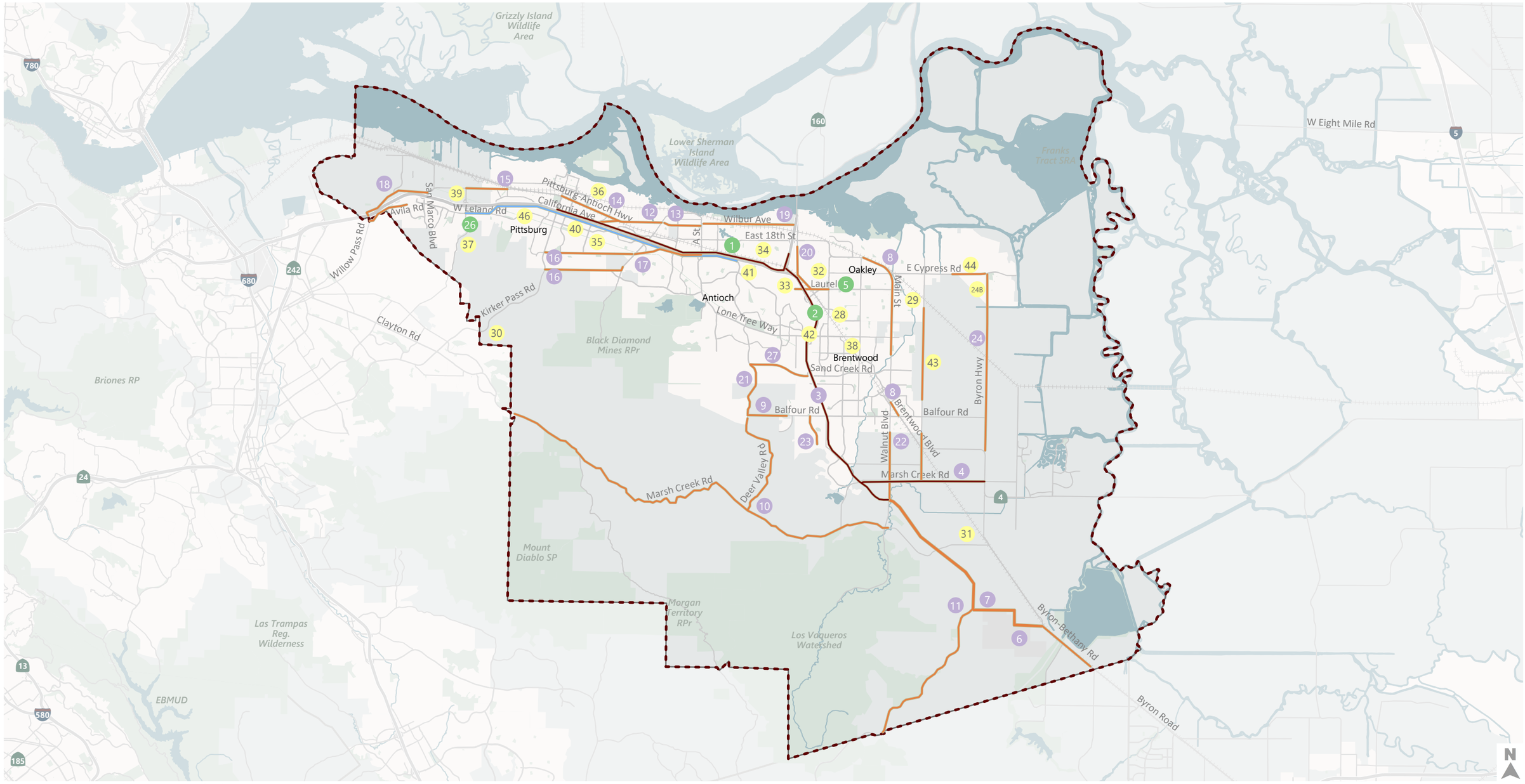
Study Process

This study was developed under the direction of ECCRFFA staff and with input from staff from each of the member agencies. This study follows the same technical methods and procedures as were used in the 2005 and 2020 Reports. The intent is to maintain the existing structure of the ECCRFFA program; therefore, those prior reports remain the best source of detailed information about the nexus analysis for the existing program. The focus of this current analysis is to determine new development's proportional share of the cost of the proposed additional 18 projects, as well as to incorporate updated cost information regarding all the projects on the current ECCRFFA project list.

Organization of the Report

After this introductory section, the report contains four additional sections:

- *Section 2 – Program Information and Project List* describes the background of the fee program, the current fee amounts, and the list of projects proposed to be included in the program.
- *Section 3 – Growth Projections* documents the amount of growth anticipated in East County through the planning horizon that would be subject to the fee.
- *Section 4 – Nexus Analysis and Fee Calculations* describes the results of the nexus analysis for the new projects and calculates the fee amounts using the updated information presented in the report.
- *Section 5 – Summary of Required Program Elements* describes how the information in this report satisfies the requirements of the Mitigation Fee Act (AB 1600).



Other Projects Not Mapped (Location Not Defined)

25 East County Express Bus (Jurisdiction: Tri-Delta Transit)

42 Brentwood Intermodal: Co-sponsored, supported, and/or partially funded by CCTA. (Jurisdiction: Brentwood)

Project Type

- Freeway Improvements
- Arterial Improvements
- Regional Transit Improvements
- East Contra Costa County Fee Boundary

Project Type

- Completed Project
- Planned Project
- Proposed Project

Figure 1

2. Program Information and Project List

The existing ECCRFFA program authorizes ECCRFFA's member agencies to charge RTDIM fees on new development within ECCRFFA's jurisdiction. The current schedule of ECCRFFA fees is shown in **Table 1**.

The existing ECCRFFA program generates RTDIM fee revenue that can be used to fund new development's proportional share of any of the 27 transportation improvement projects listed in the 2020 Report. Those projects include freeway and regional transit improvements as well as projects along major arterial roadways that connect different parts of the East County region. See Figure 1 for a map of the project locations, and **Table 2** contains a description of each project along with its current status and estimated cost.

For those projects that have been completed, the cost shown on Table 2 reflects the actual cost of that project at completion. For projects yet to be completed, the cost shown on Table 2 reflects the estimated cost to complete the project. In many cases, these estimates were drawn from the 2020 Report and indexed to current dollars by applying an annual construction cost index, consistent with the process used to index the ECCRFFA fee amounts each year. In a few cases, the project sponsors were able to provide a more recent cost estimate, which was incorporated into Table 2.

Table 1: Current ECCRFFA Fees (as of January 2024)

Land Use Category	Unit	Fee per Unit	ECCRFFA Fee Rebate	Fee Less ECCRFFA Fee Rebate
Single-Family	DU	$28,313	15%	$24,066
Multi-Family	DU	$17,380	15%	$14,773
Commercial	Sq. Ft.	$2.35		$2.35
Office	Sq. Ft.	$2.04		$2.04
Industrial	Sq. Ft.	$2.04		$2.04
Other	Peak Hour Trip	$28,313		$28,313

Notes: DU = Dwelling Unit. For projects that do not fit in one of the general land use categories above, the fee is assessed on the basis of the number of peak hour vehicle trips estimated to be generated by that project.
Source: Contra Costa County.

Table 2: ECCRFFA Project List, Existing and Proposed

#	Project	Description/Project Limits	Sponsor	Total Cost ($ Million)	Status
Existing Program, Freeway Improvements					
1	SR 4 Freeway widening	*Railroad Avenue to Loveridge Road, widen to 8 lanes*	*CCTA*	*$ 101.0*	*Completed*
		Loveridge interchange	*CCTA*	*$ 157.8*	*Completed*
		Loveridge to Bypass (8 lanes to Hillcrest, 6 lanes to Bypass)	*CCTA*	*$ 374.7*	*Completed*
		Hillcrest interchange expansion	*CCTA*	*$ 10.0*	*Completed*
2	SR 4 Bypass Segment 1	*Phase 1, 6 lanes to Laurel, interchanges at Laurel Rd and Lone Tree*	*Bypass Authority*	*$ 113.7*	*Completed*
		Phase 2, SR 160 interchange	*Bypass Authority*	*$ 50.1*	*Completed*
		Laurel interchange, phase 2	*Bypass Authority*	*$ 1.0*	*Completed*
3	SR 4 Bypass Segment 2	*Phase 1, 2 lanes*	*Bypass Authority*	*$ 33.3*	*Completed*
		Phase 2, 4 lanes, Sand Creek Road to Balfour Road	*Bypass Authority*	*$ 16.0*	*Completed*
		Widen to 6 lanes, Laurel Road to Sand Creek Road	Bypass Authority	$ 39.9	
		Sand Creek interchange and 4 lanes, Laurel to Sand Creek	*Bypass Authority*	*$ 43.8*	*Completed*
4	SR 4 Bypass Segment 3	*Balfour to Marsh Creek (2 lanes) plus Marsh Creek east-west connector*	*Bypass Authority*	*$ 77.8*	*Completed*
		Marsh Creek to Vasco, 2 lanes	*Bypass Authority*	*$ 12.6*	*Completed*
		Segment 3, widen to 4 lanes, and Balfour interchange Phase 2	Bypass Authority	$ 81.1	
		Balfour interchange Phase 1	*Bypass Authority*	*$ 58.0*	*Completed*
		Marsh Creek interchange	Bypass Authority	$ 51.2	
		Vasco interchange	Bypass Authority	$ 42.7	
Existing Program, Arterial Improvements					
5	Laurel Road extension	*SR4 Bypass to Empire, 6 lanes*	*Bypass Authority*	*$ 22.6*	*Completed*
6	SR 239/84 Connector	Vasco Road – Byron Highway Connector[1]	CCTA	$ 161.0	Environmental Phase in Progress
7	SR 239	Corridor study and preliminary design (no construction costs)	CCTA	$ 101.0	Environmental Phase in Progress

Table 2: ECCRFFA Project List, Existing and Proposed

#	Project	Description/Project Limits	Sponsor	Total Cost ($ Million)	Status
8	SR 4 (Main St or Brentwood Blvd) widening	Close gaps and create consistent four-lane arterial between Fifth Street and Delta Road in Oakley, and between Chestnut Street and Balfour Road in south Brentwood	Oakley, Brentwood	$ 24.5	Partially Completed
9	Balfour Road widening	Deer Valley to Brentwood city limits, widen to 4 lanes	County	$ 14.2	
10	Marsh Creek Road/Deer Valley Road Safety Enhancements	Marsh Creek: Walnut Boulevard to Clayton City Limits; Deer Valley: Balfour Road to Marsh Creek Road	County	$ 29.3	
11	Route 84/Vasco Road	Widen to 4 lanes to County line	County	$ 317.0	
12	Pittsburg-Antioch Highway	Widen to 4 lanes, Auto Center Drive to Loveridge	Antioch, Pittsburg	$ 55.9	
13	Ninth and Tenth Streets	Couplet improvements, A St to L St	Antioch	$ 9.6	
14	California Avenue	Widen to 4 lanes, Railroad to Loveridge	Pittsburg	$ 6.6	Partially Completed
15	Willow Pass Road	Widen to 4 lanes, Range to Loftus and Bailey to city limits	Pittsburg, County	$ 14.7	
16	James Donlon Blvd Extension (formerly Buchanan Bypass) or Buchanan Road Improvements	New 2- to 4-lane arterial, Somersville to Kirker Pass Road Improve traffic flow between Railroad Avenue and Somersville Road	Pittsburg	$ 115.6	Design in Progress (for James Donlon Blvd Extension)
17	West Tregallas/Fitzuren	Widen to 4 lanes, Lone Tree to Buchanan	Antioch	$ 53.3	
18	West Leland Road or Evora Road	Extend as a 4-lane arterial, Santa Teresa Drive to Avila Road[2] Willow Pass Rd (BP) to Willow Pass Rd (Concord), widen to 4 lanes	Pittsburg County	$ 33.4	
19	Wilbur Avenue	Widen to 4 lanes, Minaker Drive to SR 160	Antioch, County	$ 42.7	
20	Neroly Road	Widen to 4 lanes, Oakley Rd to Laurel Rd	Oakley	$ 10.6	
21	Deer Valley Road	Widen to 4 lanes, Sand Creek Road to Balfour Road	Antioch, County	$ 31.2	
22	Walnut Boulevard	Widen to 4 lanes, Brentwood city limits to SR 4 Bypass	County	$ 29.5	

Table 2: ECCRFFA Project List, Existing and Proposed

#	Project	Description/Project Limits	Sponsor	Total Cost ($ Million)	Status
23	John Muir Parkway	*New Roadway between Balfour Road and Fairview Avenue*	*Brentwood*	*$ 17.7*	*ECCRFFA commitment completed*
24	Byron Highway	Safety Improvements between Delta Road and SR 4	County	$ 20.0	
27	Sand Creek Road	Extension of 4-lane roadway between SR 4 and Deer Valley Road	Antioch	$ 38.2	
Existing Program, Regional Transit Projects					
25	East County Express Bus	Planning and design of regional rapid bus program	Tri-Delta Transit	$ 9.1	
26	Commuter Rail	*eBART extension to Antioch*	*CCTA*	*$ 513.0*	*Completed*
Proposed Projects for Updated Program					
24B	Byron Highway Extension	Extend road between Delta Road and Rock Slough Bridge	Oakley	$ 26.6	
28	Empire Avenue Widening and Rail Crossing	Construct four-lane arterial and railroad overcrossing, between Wicklow Way and Neroly Road	Oakley	$ 45.5	
29	Laurel Road Extension	Extend Laurel Road as a four-lane arterial from Teton Road to Sellers Avenue	Oakley	$ 42.0	
30	Kirker Pass Road Truck Climbing Lane	Construct a southbound truck climbing lane along Kirker Pass Road	County	$ 38.6	
31	Camino Diablo Safety Improvements	Safety improvements between Vasco Road and Byron Highway	County, CCTA	$ 7.4	
32	Slatten Ranch Road Extension, South Segment	New 4-lane roadway from Wicklow Street to Wild Horse Road	Antioch	$ 28.0	
33	Slatten Ranch Road Extension, North Segment	New 4-lane roadway from Wild Horse Road to existing terminus at the Antioch BART station	Antioch	$ 17.3	
34	Viera Avenue Extension	New 2-lane roadway from Oakley Road to Slatten Ranch Road	Antioch	$ 10.9	
35	Standard Oil Avenue	New 2-lane road from Delta Fair Boulevard to James Donlon Boulevard	Pittsburg	$ 16.6	
36	Loveridge Road Improvements	Widened sidewalks and improved bicycle facilities between SR 4 and Pittsburg-Antioch Highway	Pittsburg	$ 3.0	

Table 2: ECCRFFA Project List, Existing and Proposed

#	Project	Description/Project Limits	Sponsor	Total Cost ($ Million)	Status
37	Bailey Road Improvements	Between Southern City Limits and West Leland Road, add turn lanes, sidewalks, and intersection upgrades	Pittsburg	$ 62.1	
38	Lone Tree Way Rail Crossing	Union Pacific undercrossing widened from Fairview Avenue to Gann Street	Brentwood	$ 32.8	
39	SR-4 Operational Improvement Project	Improve operations along SR 4 between 0.3 miles west of the SR 4/SR 242 interchange to the Bailey Road interchange.	CCTA	$ 177.0	Environmental Phase in Progress
40	SR-4 Integrated Corridor Management	East County share (i.e., one-half the total cost) of Countywide SR-4 ICM development.	CCTA	$ 10.0	Concept of Operations in Progress
41	High-Capacity Transit from Antioch BART to Brentwood	Express bus along SR 4 between Antioch and Brentwood	CCTA	$ 14.1	
42	Brentwood Intermodal	Park and ride lot south of the Lone Tree Way/SR-4 interchange, adjacent to a future BART station	Brentwood	$ 11.6	
43	Sellers Avenue Safety Improvements	Upgrade Sellers Avenue to current design standards between Delta Road and Chestnut Road, and between Main Canal and Marsh Creek Road	County	$ 27.2	
44	East Cypress Rd Improvement	Construction of East Cypress Road as a 4-lane arterial on a new alignment between Jersey Island Rd and Bethel Island Rd, with the existing East Cypress Rd alignment preserved for local access	Oakley	$20.0	
SUM				**$ 3,526.0**	

Notes:

1. In the 2005 Report, the description of project #6 was "Armstrong Road Extension, 2 lanes (formerly Byron Airport Road). Since the 2005 Report was completed, further environmental and preliminary design work has been conducted on this project and the SR 239/84 Connector has now been named the "Vasco Road – Byron Highway Connector", so for clarity and to reflect current conditions that is the terminology that is now being used for Project #6.
2. In the 2005 Report, the description of project #18 was to "Extend West Leland Road from San Marco to Avila Road". Since the 2005 Report was completed, a portion of the West Leland Road extension has been constructed and West Leland now terminates at Santa Teresa Drive. Therefore, for clarity and to reflect current conditions, the description of project #18 is now shown as Extend West Leland from Santa Teresa Drive to Avila Road.

Source: ECCRFFA, CCTA, Contra Costa County, Cities of Antioch, Brentwood, Oakley, and Pittsburg.

3. Growth Projections

An important element of every fee calculation is the estimate of future growth in the fee area. As part of this update, the current land use files available from the Contra Costa Transportation Authority (CCTA) travel demand model were reviewed. These files contain projections of the amount of residential and employment growth that is anticipated to occur in East County. CCTA completed an update of the travel model and developed a new set of land use files that reflect the totals from the Association of Bay Area Governments (ABAG) Projections 2017 publication, which is the most current set of regional growth projections available for the CCTA travel model.

The first step in the process was to identify which of the model's traffic analysis zones (TAZs) are within ECCRFFA's jurisdiction. The ECCRFFA jurisdictional boundary was available as a GIS file and was overlaid with the CCTA TAZ structure to identify the TAZs that are located within ECCRFFA's jurisdiction. For those TAZs that are only partially within ECCRFFA's jurisdiction, the TAZ was included in the calculation only if more than 50% of the TAZ land area was within ECCRFFA's jurisdiction.

The next step was to tabulate the total amount of households and employment in the ECCRFFA TAZs, as shown in **Table 3**. The year 2023 is used as the baseline and the year 2040 is the horizon year. The employment categories shown are those that have historically been used in prior nexus studies for the ECCRFFA program and are used here for consistency with the existing fee program. **Table 4** shows a summary of these growth projections for East County.

Table 3: Projected Land Use in East County

Jurisdiction	Year 2023[1]					Year 2040				
	Employment			Residential Units		Employment			Residential Units	
	Service	Retail	Other	Single Family	Multi-family	Service	Retail	Other	Single Family	Multi-family
Antioch	6,285	8,135	8,431	28,534	7,791	7,587	9,923	10,280	31,808	10,425
Brentwood	2,271	2,949	3,239	16,236	1,981	2,901	3,321	3,833	20,037	2,555
Oakley	1,244	1,416	2,004	10,861	2,277	1,944	1,762	2,494	13,411	3,836
Pittsburg	4,490	4,650	7,563	15,230	7,717	5,952	5,660	8,129	18,953	11,557
Unincorporated East County	1,548	3,140	5,409	16,252	3,640	2,798	3,643	4,815	18,657	4,685
Total East County	**15,838**	**20,290**	**26,646**	**87,113**	**23,406**	**21,182**	**24,309**	**29,551**	**102,866**	**33,058**

[1]2023 land use was derived by a linear interpolation between the 2020 and 2040 land use data provided by CCTA in March 2019.
Note: Relationship between land use categories in the model and the fee program were assumed to be: Retail=Commercial; Service=Office; and Other=Industrial, Manufacturing, Agriculture and other land use categories included in the CCTA model.
Source: ECCRFFA, CCTA, Fehr & Peers.

Table 4: East County Growth Projections Summary

Land Use Type	2023 Base Year	2040 Projection	Growth	Percentage Growth
Population	358,182	421,603	63,421	18%
Residential Units	110,519	135,924	25,405	23%
Employment	62,774	75,042	12,268	20%
Service Population[1]	420,956	496,645	75,689	18%

1: Service population is defined as the sum of residents and employees.
Source: ECCRFFA, CCTA, Fehr & Peers

Dwelling Unit Equivalent Factors

It is common in many fee programs to convert the projected growth into a standard unit of measurement called the dwelling unit equivalent (DUE), in order to account for the fact that different types of development have different travel characteristics. The factors used to convert the future land use numbers into DUEs are shown in **Table 5**. These factors have been developed following the same structure established in the 2005 and 2020 Reports; the values in each column have been updated to reflect the most current data available. These DUE conversion factors involve the following elements: land use-specific PM peak hour trip rates from *ITE Trip Generation*, 11th Edition; estimates of the percent new trips from SANDAG *Brief Guide of Vehicular Traffic Generation Rates* (2002); and average trip lengths from the 2012 California Household Travel Survey for census tracts within ECCRFFA's jurisdiction.

Table 5: DUE Conversion Factors

Land Use Category	Unit	PM Peak Trip Rate[1]	% New Trips[2]	Average Trip Length (miles)[3]	PM Peak VMT per Unit[4]	DUE per Unit[5]
Housing						
Single Family [a]	Dwelling Unit	0.94	100	7.8	7.3	1.00
Multi-Family [b]	Dwelling Unit	0.51	100	7.8	4.0	0.54
Employment						
Commercial [c]	1,000 square feet	3.40	45	6.0	9.1	1.25
Office [d]	1,000 square feet	1.44	75	13.8	14.9	2.03
Industrial [e]	1,000 square feet	0.65	80	13.8	7.2	0.98

1. The average PM peak hour (between 4 and 6 PM) trip rate was taken from the ITE *Trip Generation Manual*, 11th Edition, for the following land use codes:
    a. Single Family Detached - Code 210
    b. Multifamily Housing (Low Rise) - Code 220
    c. Shopping Center - Code 820
    d. General Office - Code 710
    e. General Light Industrial - Code 110
2. Taken from the SANDAG Brief Guide of Vehicular Traffic Generation Rates, April 2002.
3. Average trip lengths for the East County area as derived from 2012 California Household Travel Survey Data. For single family and multifamily housing, used travel survey data for all home-based trip purposes. For commercial uses, used data for home-based shopping purpose. For office and industrial uses, used data for all work-related trips.
4. Calculated as: PM Peak Trip Rate * % New Trips * Average Trip Length.
5. DUE per Unit is calculated by normalizing the PM Peak VMT for each category such that the single-family residential category is assigned a DUE of 1.00. This is accomplished by dividing the PM Peak VMT for each category by the PM Peak VMT of the single-family residential category. So, for example, the DUE per Unit for the Multi-family category is calculated as 4.0 / 7.3 = 0.54.

Source: ECCRFFA, Fehr & Peers.

Projected Growth in East County

Forecasted growth in East Contra Costa County is shown in **Table 6** in absolute numbers of new jobs and residential units, and then those numbers are converted to DUEs. The total number of new DUEs projected in the 17 years from 2023 to 2040 is 27,935. As a point of comparison, in the 2005 Report the amount of growth projected over the 20-year period from 2005 to 2025 was approximately 42,000 DUEs. This result is an indication that the East County area is moving closer to a build-out condition, as the amount of future growth begins to moderate.

Table 6: Forecasted Growth in East Contra Costa County (2023 to 2040)

Jurisdiction	Estimated Growth (2023 to 2040)					Estimated Growth in DUEs (2023 to 2040)					Total DUEs
	Employment			Residential Units		Employment DUEs			Residential DUEs		
	Retail	Service	Other	Single Family	Multi-family[4]	Office[1]	Commercial[2]	Industrial[3]	Single Family	Multi-family[4]	
Antioch	1,302	1,788	1,849	3,274	2,634	811	999	724	3,274	1,429	7,237
Brentwood	630	372	594	3,801	574	393	208	232	3,801	311	4,945
Oakley	700	346	490	2,550	1,559	436	193	192	2,550	846	4,217
Pittsburg	1,462	1,010	566	3,723	3,840	911	564	221	3,723	2,083	7,503
Unincorporated East County	1,250	503	0	2,405	1,045	779	281	0	2,405	567	4,032
Total East County	**5,344**	**4,019**	**3,499**	**15,753**	**9,652**	**3,330**	**2,246**	**1,369**	**15,753**	**5,237**	**27,935**

Relationship between land use categories in the model and the fee program were assumed to be: Retail=Commercial; Service=Office; and Other=Industrial, Manufacturing, Agriculture and other land use categories included in the CCTA model.

1. Office DUE conversion assumes 275 square feet per employee and a DUE per thousand square feet of 2.03. DUE = EMP * 0.275 * 2.03
2. Commercial DUE conversion assumes 500 square feet per employee and a DUE per thousand square feet of 1.25. DUE = EMP * 0.500 * 1.25
3. Industrial DUE conversion assumes 400 square feet per employee and a DUE per thousand square feet of 0.98. DUE = EMP * 0.400 * 0.98
4. The multifamily units were multiplied by a DUE of 0.54.

Source: ECCRFFA, Fehr & Peers.

4. Nexus Analysis and Fee Calculations

Existing Deficiencies

One of the key functions of a fee program is to charge fees to new development in order to fund new development's proportional share of transportation improvements needed to serve the demand and impacts generated by that new development. The purpose of an impact fee is not to correct existing deficiencies, which should be funded through other revenue sources. Therefore, in order to add the 18 proposed projects to the program, it is necessary to determine whether there are existing deficiencies in the roadway network that may be related to or affected by those proposed projects.

The *East County Action Plan for Routes of Regional Significance* report (the most recent version was prepared in 2023 and is available at https://ccta.net/wp-content/uploads/2023/03/Draft-East-County-Action-Plan_03-13-23.pdf) has been used to identify potential deficiencies across the facilities affected by the proposed new projects. This report designates routes of regional significance throughout East Contra Costa County and sets performance measures, or Regional Transportation Objectives (RTOs), for each one.

Of the 18 proposed additional projects, 13 are located on a roadway identified as a Route of Regional Significance. Based on the RTO values presented for each facility in the report, only one of these facilities, State Route 4 (SR-4), does not currently meet its RTO. More specifically, for the RTO called Buffer Index, which measures the variability in travel time, the target was set at 0.5 and the observed value for SR-4 in the eastbound direction during the PM peak was measured at 0.75, thus exceeding the target. Proposed projects #39 and #40 are located along SR-4, and an existing deficiency reduction of 50% was applied to these projects' cost before including them in the fee calculations.

Proportional Cost Allocation

As described previously, the purpose of this study is to evaluate the incorporation of the proposed 18 new projects into the ECCRFFA fee program. As such, the focus here is on defining the proportion of the costs of these projects that could be included in the program. No changes are being made to the cost proportions included in the program for any of the projects that are already part of the existing ECCRFFA fee program. **Table 7** includes the total cost of each project, as well as the portion of that cost that is considered eligible for inclusion in the fee program, sometimes referred to as the "nexus percentage".

Projects in Existing Program

For all of the projects currently in the existing ECCRFFA program, the nexus percentages have been taken directly from the 2005 and 2020 Reports. For most projects, the nexus percentage is 100% based on the conclusions from the 2005 Report. There are a few exceptions, as follows:

- Projects that address existing deficiencies (Project #16 Buchanan Bypass/James Donlon Blvd Extension): The cost share attributed to new traffic is included in the fee program. In the case of Project #16, that percentage was determined to be 68% in the 2005 Report.
- Projects that involve transit or safety enhancements (Project #10 Marsh Creek/Deer Valley Rd safety enhancements, #24 Byron Highway safety enhancements, #25 East County Express Bus): The cost share proportional to new development's share of total future population is included in the fee program. At the time of the 2005 Report, that value was 33%.
- Projects that are designed to serve both local access to adjacent development areas and regional travel demand (Project #27 Sand Creek Road extension): The Sand Creek Road extension would be a four-lane road that will serve as local access for the planned development areas in southern Antioch located on either side of Sand Creek Road, and would also fill a gap in east-west connectivity for regional travel needs between Antioch, Brentwood, and surrounding communities. The cost of constructing the project elements needed to serve local access are excluded from the fee program, and the remaining project costs that are regional in nature are included. In the case of Project #27, the regional project elements included the center median and one lane of travel in either direction, while the local portion included all other cost elements (one lane in either direction, retaining walls, landscaping, most grading and utilities); the regional percentage was determined to be 31% in the 2020 Report.

Proposed New Projects

For the proposed new projects, the nexus percentages have been determined based on similar considerations as were applied to the existing projects.

- Projects that address existing deficiencies (Project #39 SR-4 Operational Improvement Project, and #40 SR-4 Integrated Corridor Management): As described above, these projects have been identified as being located on a facility with an existing deficiency and have been assigned a percentage of 50%.
- Projects that involve transit or safety enhancements (Project #31 Camino Diablo safety improvements, #36 Loveridge Road improvements, #41 High-capacity Transit from Antioch to Brentwood, #42 Brentwood Intermodal, and #43 Sellers Avenue safety improvements): The cost share proportional to new development's share of total future population is included in the fee program. Because these projects are being newly added to the program, the share of total future population must be calculated based on current data about existing population and projections of future growth. Per the 2023-2040 growth projections shown in Table 4, that value is 18%.
- Projects that are designed to serve both local access to adjacent development areas and regional travel demand (Project #24B Byron Highway extension, #28 Empire Avenue widening and rail crossing, #29 Laurel Road extension, #32 Slatten Ranch Road extension (South segment), #33 Slatten Ranch Road extension (North segment), and #34 Viera Avenue extension): The projects listed here are similar to Project #27, Sand Creek Road extension, in that these projects propose to construct a four-lane roadway that will provide local access to adjacent planned development areas and would also serve regional travel between East County communities. The cost of

constructing the project elements needed to serve local access needs should be excluded from the fee program, and the remaining project costs that are regional in nature should be included. These projects do not have sufficiently detailed cost estimates to identify the precise costs of each element and separate them between local and regional components; however, the basic elements of these projects are anticipated to be very similar to the elements of Project #27, Sand Creek Road extension, in that the project elements that serve regional needs will include a center median and one lane of travel in either direction, while the project elements that serve local needs will be one travel lane in either direction, retaining walls, landscaping, most grading and utilities. Therefore, the regional nexus percentage of 31% determined in the 2020 Report for Project #27, Sand Creek Road extension, has been applied here.

- All other new projects (Project #30 Kirker Pass and South Hess Road, #35 Standard Oil Avenue, #37 Bailey Road, #38 Lone Tree Way, #44 East Cypress Road): The nexus percentage for these projects was determined by applying the CCTA travel demand model for the year 2040 and using a "select link" procedure to track the usage of each facility by travelers making regional trips in East County. A "regional" trip is defined as a trip that begins and/or ends within East County and that crosses at least one jurisdictional boundary. For instance, a trip between Oakley and Pittsburg, or a trip between Antioch and Walnut Creek, or a trip between Brentwood and Livermore, are all examples of "regional" trips. The percentage of regional trips is different for each of these five project locations but is always greater than 80%, which indicates that these facilities are primarily used for regional travel.

Table 7: Projects and Fee Contribution Amounts

#	Project	Description/ Project Limits	Sponsor	Total Cost ($ Million)	% Eligible for Future Fee Contribution	Future Potential Fee Contribution ($ million)
Existing Program, Freeway Improvements						
1	SR 4 Freeway widening	*Railroad Avenue to Loveridge Road, widen to 8 lanes*	*CCTA*	*$ 101.0*		
		Loveridge interchange	*CCTA*	*$ 157.8*		
		Loveridge to Bypass (8 lanes to Hillcrest, 6 lanes to Bypass)	*CCTA*	*$ 374.7*		
		Hillcrest interchange expansion	*CCTA*	*$ 10.0*		
2	SR 4 Bypass Segment 1	*Phase 1, 6 lanes to Laurel, interchanges at Laurel Rd and Lone Tree*	*Bypass Authority*	*$ 113.7*		
		Phase 2, SR 160 interchange	*Bypass Authority*	*$ 50.1*		
		Laurel interchange, phase 2	*Bypass Authority*	*$ 1.0*		
3	SR 4 Bypass Segment 2	*Phase 1, 2 lanes*	*Bypass Authority*	*$ 33.3*		

#	Project	Description/ Project Limits	Sponsor	Total Cost ($ Million)	% Eligible for Future Fee Contribution	Future Potential Fee Contribution ($ million)
		Phase 2, 4 lanes, Sand Creek Road to Balfour Road	*Bypass Authority*	*$ 16.0*		
		Widen to 6 lanes, Laurel Road to Sand Creek Road	Bypass Authority	$ 39.9	100%	$ 39.9
		Sand Creek interchange and 4 lanes, Laurel to Sand Creek	*Bypass Authority*	*$ 43.8*		
4	SR 4 Bypass Segment 3	*Balfour to Marsh Creek (2 lanes) plus Marsh Creek east-west connector*	*Bypass Authority*	*$ 77.8*		
		Marsh Creek to Vasco, 2 lanes	*Bypass Authority*	*$ 12.6*		
		Segment 3, widen to 4 lanes, and Balfour interchange Phase 2	Bypass Authority	$ 81.1	100%	$ 81.1
		Balfour interchange Phase 1	*Bypass Authority*	*$ 58.0*		
		Marsh Creek interchange	Bypass Authority	$ 51.2	100%	$ 51.2
		Vasco interchange	Bypass Authority	$ 42.7	100%	$ 42.7
Existing Program, Arterial Improvements						
5	Laurel Road extension	*SR4 Bypass to Empire, 6 lanes*	*Bypass Authority*	*$ 22.6*		
6	SR 239/84 Connector	Vasco Road – Byron Highway Connector	CCTA	$ 161.0	100%	$ 161.0
7	SR 239	Corridor study and preliminary design (no construction costs)	CCTA	$ 101.0	100%	$ 101.0
8	SR 4 (Main St or Brentwood Blvd) widening	Close gaps and create consistent four-lane arterial between Fifth Street and Delta Road in Oakley, and between Chestnut Street and Balfour Road in south Brentwood	Oakley, Brentwood	$ 24.5	100%	$ 24.5
9	Balfour Road widening	Deer Valley to Brentwood city limits, widen to 4 lanes	County	$ 14.2	100%	$ 14.2
10	Marsh Creek Road/Deer Valley Road Safety Enhancements	Marsh Creek: Walnut Boulevard to Clayton City Limits; Deer Valley: Balfour Road to Marsh Creek Road	County	$ 29.3	33%	$ 9.7

#	Project	Description/ Project Limits	Sponsor	Total Cost ($ Million)	% Eligible for Future Fee Contribution	Future Potential Fee Contribution ($ million)
11	Route 84/Vasco Road	Widen to 4 lanes to County line	County	$ 317.0	100%	$ 317.0
12	Pittsburg-Antioch Highway	Widen to 4 lanes, Auto Center Drive to Loveridge	Antioch, Pittsburg	$ 55.9	100%	$ 55.9
13	Ninth and Tenth Streets	Couplet improvements, A St to L St	Antioch	$ 9.6	100%	$ 9.6
14	California Avenue	Widen to 4 lanes, Railroad to Loveridge	Pittsburg	$ 6.6	100%	$ 6.6
15	Willow Pass Road	Widen to 4 lanes, Range to Loftus and Bailey to city limits	Pittsburg, County	$ 14.7	100%	$ 14.7
16	James Donlon Blvd Extension (formerly Buchanan Bypass) or Buchanan Road Improvements	New 2- to 4-lane arterial, Somersville to Kirker Pass Road Improve traffic flow between Railroad Avenue and Somersville Road	Pittsburg	$ 115.6	68%	$ 78.6
17	West Tregallas/Fitzuren	Widen to 4 lanes, Lone Tree to Buchanan	Antioch	$ 53.3	100%	$ 53.3
18	West Leland Road	Extend as a 4-lane arterial, Santa Teresa Drive to Avila Road	Pittsburg	$ 33.4	100%	$ 33.4
	or Evora Road	Willow Pass Rd (BP) to Willow Pass Rd (Concord), widen to 4 lanes	County			
19	Wilbur Avenue	Widen to 4 lanes, Minaker Drive to SR 160	Antioch, County	$ 42.7	100%	$ 42.7
20	Neroly Road	Widen to 4 lanes, Oakley Rd to Laurel Rd	Oakley	$ 10.6	100%	$ 10.6
21	Deer Valley Road	Widen to 4 lanes, Sand Creek Road to Balfour Road	Antioch, County	$ 31.2	100%	$ 31.2
22	Walnut Boulevard	Widen to 4 lanes, Brentwood city limits to SR 4 Bypass	County	$ 29.5	100%	$ 29.5
23	John Muir Parkway	*New Roadway between Balfour Road and Fairview Avenue*	*Brentwood*	*$ 17.7*		
24	Byron Highway	Safety Improvements between Delta Road and SR 4	County	$ 20.0	33%	$ 6.7
27	Sand Creek Road	Extension of 4-lane roadway between SR 4 and Deer Valley Road	Antioch	$ 38.1	31%	$ 11.8

#	Project	Description/ Project Limits	Sponsor	Total Cost ($ Million)	% Eligible for Future Fee Contribution	Future Potential Fee Contribution ($ million)
Existing Program, Regional Transit Projects						
25	East County Express Bus	Planning and design of regional rapid bus program	Tri-Delta Transit	$ 9.1	33%	$ 3.0
26	Commuter Rail	*eBART extension to Antioch*	*CCTA*	*$ 513.0*		
Proposed Projects for Updated Program						
24B	Byron Highway Extension	Extend road between Delta Road and Rock Slough Bridge	Oakley	$ 26.6	31%	$ 8.3
28	Empire Avenue Widening and Rail Crossing	Construct four-lane arterial and railroad overcrossing, between Wicklow Way and Neroly Road	Oakley	$ 45.5	31%	$ 14.1
29	Laurel Road Extension	Extend Laurel Road as a four-lane arterial from Teton Road to Sellers Avenue	Oakley	$ 42.0	31%	$ 13.0
30	Kirker Pass Road Truck Climbing Lane	Construct a southbound truck climbing lane along Kirker Pass Road	County	$ 38.6	96%	$ 37.1
31	Camino Diablo Safety Improvements	Safety improvements between Vasco Road and Byron Highway	County, CCTA	$ 7.4	18%	$ 1.3
32	Slatten Ranch Road Extension, South Segment	New 4-lane roadway from Wicklow Street to Wild Horse Road	Antioch	$ 28.0	31%	$ 8.7
33	Slatten Ranch Road Extension, North Segment	New 4-lane roadway from Wild Horse Road to existing terminus at the Antioch BART station	Antioch	$ 17.3	31%	$ 5.4
34	Viera Avenue Extension	New 2-lane roadway from Oakley Road to Slatten Ranch Road	Antioch	$ 10.9	31%	$ 3.4
35	Standard Oil Avenue	New 2-lane road from Delta Fair Boulevard to James Donlon Boulevard	Pittsburg	$ 16.6	100%	$ 16.6
36	Loveridge Road Improvements	Widened sidewalks and improved bicycle facilities between SR 4 and Pittsburg-Antioch Highway	Pittsburg	$ 3.0	18%	$ 0.5
37	Bailey Road Improvements	Between Southern City Limits and West Leland Road, add turn lanes, sidewalks, and intersection upgrades	Pittsburg	$ 62.1	97%	$ 60.2

#	Project	Description/ Project Limits	Sponsor	Total Cost ($ Million)	% Eligible for Future Fee Contribution	Future Potential Fee Contribution ($ million)
38	Lone Tree Way Rail Crossing	Union Pacific undercrossing widened from Fairview Avenue to Gann Street	Brentwood	$ 32.8	82%	$ 26.9
39	SR-4 Operational Improvement Project	Improve operations along SR 4 between 0.3 miles west of the SR 4/SR 242 interchange to the Bailey Road interchange.	CCTA	$ 177.0	50%	$ 88.5
40	SR-4 Integrated Corridor Management	East County share (i.e., one-half the total cost) of Countywide SR-4 ICM development.	CCTA	$ 10.0	50%	$ 5.0
41	High-Capacity Transit from Antioch BART to Brentwood	Express bus along SR 4 between Antioch and Brentwood	CCTA	$ 14.1	18%	$ 2.5
42	Brentwood Intermodal	Park and ride lot south of the Lone Tree Way/SR-4 interchange, adjacent to a future BART station	Brentwood	$ 11.6	18%	$ 2.1
43	Sellers Avenue Safety Improvements	Upgrade Sellers Avenue to current design standards between Delta Road and Chestnut Road, and between Main Canal and Marsh Creek Road	County	$ 27.2	18%	$ 4.9
44	East Cypress Rd Improvement	Construction of East Cypress Road as a 4-lane arterial along a new alignment between Jersey Island Rd and Bethel Island Rd, with the existing East Cypress Rd alignment preserved for local access	Oakley	$20.0	96%	$ 19.3
SUM				**$ 3,526.0**		**$ 1,547,8**

Notes: Projects shown in *italics* have been completed, so no future fee contributions are anticipated.
Source: ECCRFFA.

Fee Calculations and Application

Table 8 displays the calculated maximum impact fees based on this nexus analysis. These fees have been calculated based on the complete list of projects as shown in **Table 7**. The total potential future fee contribution toward all the projects shown in Table 7 ($1,547,8 million) has been divided by the total

number of future Dwelling Unit Equivalents (DUEs) expected in East County as shown in Table 6 (27,935 DUEs), to calculate the resulting maximum fee per DUE of $55,406. These calculations represent new development's proportional share of the cost of both the existing ECCRFFA projects that are yet to be completed and the proposed new projects, as determined by this study.

The new maximum fees shown here are substantially higher than the current ECCRFFA fees as were shown in Table 1. This outcome is similar to prior ECCRFFA nexus studies, in that the ECCRFFA Board has typically chosen to impose fees at a level lower than the maximum fees calculated through a nexus analysis. The ECCRFFA program has not generally been intended to serve as the sole source of funding for the projects within the program, but rather as one of several funding sources that can be combined to deliver projects.

The ECCRFFA Board periodically prepares and adopts a strategic transportation improvement plan that defines the priorities for expenditure of ECCRFFA funds over the upcoming five-year period. This strategic plan takes into account other sources of funds that may become available for each project. One potential source of funds for some projects is the local transportation impact fee established by the local agency; in some cases, elements of a project listed in Table 2 may also appear in a local agency's fee program. If such a project becomes a priority for ECCRFFA funds as reflected in the ECCRFFA strategic transportation improvement plan, then there is coordination between ECCRFFA and the local agency to ensure that the two programs are being applied in a complementary fashion, which may necessitate adjustments to the local fee program.

Table 8: New Maximum Fee Calculations

Land Use Category	New Maximum Fee
Single-Family Residential (dwelling unit)	$55,406
Multi-Family Residential (dwelling unit)	$30,061
Commercial (square foot)	$69.1
Office (square foot)	$112.6
Industrial (square foot)	$54.2
Other (per peak hour trip)	$55,406

Source: Fehr & Peers.

5. Summary of Required Program Elements

This report has provided a detailed discussion of the elements of the East Contra Costa Regional Transportation Impact Fee program and explained the analytical techniques used to develop this nexus study. The report addresses the following fee program elements required by the Mitigation Fee Act (Government Code Section 66000 et seq), as summarized below.

Fundamental Nexus Requirements

Section 66001 contains several fundamental requirements that an agency must document when establishing or imposing an impact fee.

1. *Identifying the purpose of the fee*

The ECCRFFA program is established for the purpose of supporting regional public infrastructure improvements and facilities needed to mitigate the traffic-related impacts of new development in eastern Contra Costa County.

2. *Identifying how the fee will be used and the facilities to be funded through the fee*

The fee is used to help fund capital improvement projects that will accommodate future transportation needs throughout the ECCRFFA area. Table 2 identifies the projects eligible to be funded through the fee.

3. *Determining a reasonable relationship between the fee's use and the type of development on which the fee is imposed*

As described in this report, different types of development generate traffic with different characteristics. The calculations presented in Table 5 account for these characteristics by calculating the travel-related characteristics of different land use types. These considerations account for the differential impacts on the transportation system generated by different development types.

4. *Determining a reasonable relationship between the need for the public facility and the type of development on which the fee is imposed*

The need for the facilities listed in Table 2 has been established through local and regional planning processes prepared by the Contra Costa Transportation Authority and the ECCRFFA member agencies.

5. *Determining a reasonable relationship between the amount of the fee and the cost of the public facility (or portion of facility) attributable to new development*

Section 4 of this report describes the calculations applied to determine the cost of the public facility that is attributable to new development in the ECCRFFA area, accounting for the effects of existing deficiencies. Thus, a reasonable effort has been made to quantitatively establish the relationship between the fees charged in the ECCRFFA program and the costs of public improvements attributable to new development within eastern Contra Costa County.

Additional Elements

Due to recent changes in state legislation, Section 66016.5 now defines several additional elements beyond the fundamental nexus requirements that have historically been part of the Mitigation Fee Act. These additional elements include the following:

- *If a nexus study supports the increase of an existing fee, review the assumptions of the nexus study supporting the original fee and evaluate the amount of fees collected under the original fee.*

  As expected, the proposal to add 18 new projects to the program does result in an increased maximum fee calculated through this nexus analysis process. However, the intent is not to impose an increased fee, but rather to modify and update the list of capital improvement projects that would be considered eligible to receive ECCRFFA funds. As described in Section 1 of this report, the ECCRFFA program has been in place for many years and has been updated several times, most recently in 2020. All of the updates have maintained the same program structure as was initially established, and assumptions about future growth and future capital improvements have been updated each time using the most current data available. Further, ECCRFFA periodically conducts a "program assessment" to review the fee program's assumptions and evaluate its progress. The most recent program assessment was just recently completed and is attached as an appendix to this report. The assessment concluded that the program structure has remained stable, the estimated costs of the projects in the program have remained in line with expectations, and the growth projections used in the fee calculations continue to be reasonable. The total amount of fees collected through the ECCRFFA program from inception are approximately $491 million.

- *Calculate a fee imposed on a housing development project proportionately to the square footage of proposed units of the development, or explain why that would not be an appropriate metric for calculating fees.*

  The ECCRFFA fees on housing developments have always been calculated based on the type of unit, with one fee level for single-family units and a different (lower) fee level for multi-family units. This has been a common practice for most fee programs around the state for many years.

In the case of ECCRFFA, this practice aligns with the methods used by the member agencies in calculating their own local transportation impact fees, which are also imposed based on the type of unit. (All of the ECCRFFA member agencies except the City of Antioch have local fee programs to fund local transportation improvements, which are charged in addition to the ECCRFFA fees.) In addition, this practice aligns with the data that is readily available about the transportation impacts of housing developments; industry-standard reference documents about the trip generation rates, trip lengths, and pass-by/diverted trip characteristics of new development projects present that data either for all types of housing units combined or for a few different types of housing units, and do not typically present that data based on the unit size. Examples of data sources routinely used to support fee calculations include the ITE *Trip Generation Manual*, the ITE *Trip Generation Handbook*, the SANDAG *Brief Guide of Vehicular Traffic Generation Rates,* and the California Household Travel Survey.

The Mitigation Fee Act requires that there be a demonstrated relationship between the fee being charged to a new development and the level of demand that development places on public facilities and services. As described previously, the calculations presented in Table 5 account for these characteristics by calculating the travel-related characteristics of different land use types. These considerations account for the differential impacts on the transportation system generated by different development types. There is no available reference document that directly links trip generation rates to the square footage of a housing unit. Given the lack of readily available reference data about how the size of a housing unit might be related to the demand that unit would place on the transportation system, some agencies in California have undertaken statistical analyses to attempt to better understand that relationship.

Several of these recent statistical analyses have found limited information available from which to derive conclusions. The analyses cite some sources of information that link trip generation rates to the number of people living in a housing unit, although those sources often present values that are averaged over large geographic areas and the results can differ substantially; for example, some analyses cite the 2017 National Household Travel Survey which indicates that a 4-person household in California generates 12.6 daily trips, while others cite a 2012 national report on *Travel Demand Forecasting: Parameters and Techniques* that indicates a 4-person household generates 16.1 daily trips. These analyses then estimate the relationship between the number of people living in a house and the square footage of the house using US Census data, and then combine those factors to estimate trip generation rates by house size.

An alternative approach has been taken in Western Riverside County, where an analysis was done based on actual trip generation rates and house size data collected from residential neighborhoods throughout that region. This locally-specific analysis found that single-family house size explained approximately one-half of the variation in trip generation rates, while the other half of the variation was related to other economic and demographic factors such as household income, number of residents with jobs, number of school-age children in the household, number of vehicles owned by the residents, and other factors. In addition, the

relationship between single-family house size and trip generation rates was found to hold only for houses up to 2,500 square feet; for larger houses, the statistical relationship was much less strong. No statistically significant relationship was found for multi-family developments.

In light of the lack of consistent and available sources of data to support conclusions about how housing units of varying sizes affect the transportation system, ECCRFFA has determined that square footage is not currently an appropriate metric to use in calculating fees on residential developments, nor is there substantial evidence that the current method of calculating fees is disproportionate to a residential development's effects on the transportation system.

Finally, the ECCRFFA Board has adopted a policy related to setting fees for Accessory Dwelling Units (ADUs), which are relatively small units located on a parcel already occupied by a primary dwelling unit. Per the policy (https://www.eccrffa.org/wp-content/uploads/2024/05/ECCRFFA-Policy-for-Accessory-Dwelling-Units-ADUs.pdf), ADUs are either exempt from ECCRFFA fees or are charged a reduced fee, depending on the size of the unit. Notwithstanding the lack of data on the relationship between housing unit size and effects on the transportation system, discussed above, this ECCRFFA policy is consistent with state ADU law. This ECCRFFA policy supports smaller developments and, in conjunction with a fee structure that is not disproportionate to a residential development's effect on the transportation system, ensures smaller developments are not charged disproportionate fees.

- *In large jurisdictions, adopt a capital improvement plan as a part of the nexus study.*

  For this purpose, a large jurisdiction is defined as a county with a population of at least 250,000 and all the cities within that county, so the ECCRFFA area would meet the definition of a large jurisdiction.

  ECCRFFA does not function as a direct project sponsor, but instead provides funds to the agencies that deliver capital improvement projects in eastern Contra Costa County. ECCRFFA regularly prepares and updates a strategic transportation improvement plan that describes the planned expenditure of ECCRFFA funds on specific projects over the coming five-year period (the current ECCRFFA strategic transportation improvement plan can be found at https://www.eccrffa.org/documents/). In addition, all of the ECCRFFA member agencies and project sponsors regularly prepare their own capital improvement plans to guide the expenditure of funds on capital improvements within their jurisdictions. For a particular project to receive ECCRFFA funds, that project must be reflected in the ECCRFFA strategic transportation improvement plan and must also be included in the project sponsor's capital improvement plan.

Appendix A: 2024 Program Assessment

FEHR PEERS

Memorandum

Date: May 8, 2024

To: Dale Dennis, Program Manager, East Contra Costa Regional Fee & Financing Authority

From: Julie Morgan and Bruno Lertora, Fehr & Peers

Subject: Assessment of the East Contra Costa Regional Transportation Impact Fee Program

1001-1655.03

Background

The East Contra Costa Regional Fee & Financing Authority (ECCRFFA) oversees a regional development impact fee program that generates funds to support the construction of capital improvements to the regional transportation system in eastern Contra Costa County. In the summer of 2005, the ECCRFFA Board approved a comprehensive nexus study called the East Contra Costa Regional Fee Program Update Final Report, referred to here as the "2005 Report". All ECCRFFA member jurisdictions adopted an updated set of fees pursuant to that report.

Since that time, the fees have been adjusted annually to reflect changes in construction costs. Beginning in 2008-2009, a fee rebate program was established in response to the economic downturn. The fee rebate has been reduced over time, but the Authority has continued to implement a 15% fee rebate since January 1, 2017. The latest update of the project list was approved in October 2020, and was documented in a report called East Contra Costa Regional Fee Program Update Final Report referred to here as the "2020 Report".

Periodic program assessments have been conducted and documented over the years, the most recent being completed in 2017, to evaluate the progress of the program in funding and delivering projects on the project list. This memorandum is a new program assessment, building upon the most recent assessment from 2017 and incorporating current information to the extent available.

Capital Projects and Delivery Status

The current ECCRFFA program includes a list of 27 capital projects that are eligible for funding through fee revenues. Table 1 presents the list of capital projects, the estimated cost of each project, and its current status. For those projects that are completed or under construction, the

total project cost shown in the table is the actual cost for that project. For those projects yet to be constructed, the total cost shown is based on the cost estimate presented in the 2020 Report, plus a cost escalation factor of 0.375 to bring the 2020 cost estimates up to year 2023 dollars.

Assessment:

- Significant progress has been made in delivering the capital projects on the list. Several major projects have been completed and others are in various stages of being designed, constructed, or closed out.
- Per the information provided, ECCRFFA is still committed to delivering the program of projects identified in the 2020 Report.
- The actual costs of the capital projects on the list have generally remained relatively consistent with the cost estimates presented in the 2005 Report. At the time of the 2005 Report, the total aggregate cost of the full list of capital projects was $1.69 billion. The construction cost escalation factor between 2005 and 2023 is 1.004; applying that factor to the total cost from 2005 equates to $3.39 billion in 2023 dollars. The current estimate of project costs shown in Table 1 (excluding project #27, which was not part of the 2005 Report) is $2.9 billion; it is logical that this value would be lower than the fully escalated cost, because some of the projects were completed years ago and the costs of those projects shown in Table 1 have been fixed at their actual values and have not been escalated to current dollars.

Development Patterns and Fee Expectations

Both the 2005 Report and the 2020 Report addressed a 21-year planning period, from 2005 to 2025 and from 2020 to 2040, respectively. These reports included projections of future population and employment growth throughout the East County area for that planning period, which were used in calculating an appropriate fee per unit of new development. Table 2 shows a comparison between these projections. As seen on this table, the 2020-2040 projected employment growth in East County is around 30 percent of what was projected in 2005, while the projected residential growth is very similar in both cases. Table 2 also presents an updated growth projection between 2023 and 2040 that results from interpolating the 2020 Report projections to the current year.

Table 3 shows the fee amounts that are currently levied on new development in East County. Applying the current fee amounts to the updated growth projections, and accounting for the ongoing 15% fee discount that is being applied, results in an estimate of total fee revenue over the 2023-2040 time period of about $533 million (in current year dollars). For reference, Table 3 also shows the total fee revenues that have been collected from the inception of the program through 2023, at about $491 million.

Assessment:

- The 2005 Report estimated fee revenue of $406.5 million (in 2005 dollars) over the 21-year planning horizon of that study, or an average of approximately $19 million per year. The updated projections from 2023 to 2040 indicate revenues of approximately $29 million (in current dollars) annually going forward.

Program Funding Status

The fee revenues generated by the ECCRFFA program are one of several funding sources that are used to support regional transportation improvements. The 2005 Report included a discussion of the broader funding picture for the full ECCRFFA program; this included known and anticipated revenues from the fee program, the countywide sales tax program (at that time, Measure C and Measure J), regional fund sources such as RM2, state sources such as the STIP, and other funding programs. The conclusion of the 2005 Report was that the majority of the project funding had been identified, but there remained a shortfall of approximately $390 million (in 2005 dollars). The 2017 program assessment concluded that the program's shortfall was approximately $552 million (in 2017 dollars).

Table 4 provides an updated picture of the funding status of the projects included in the ECCRFFA program. The table includes an accounting of fee revenues already collected and those anticipated, known funding that has already been used to support or is committed to specific projects, and funds that are available for programming through the Measure J Strategic Plan Update. Taken together, the program is now anticipated to have a shortfall of approximately $601 million (in current dollars). Converting that number to 2005 dollars would result in a shortfall estimate of $300 million, indicating that the overall program shortfall has decreased in real terms compared to the original calculation of $390 million in 2005.

Assessment:

- Fee revenue collections have been strong during periods of relatively high economic activity, and the region has successfully attracted funding from other sources. In constant dollars, the program shortfall has declined compared with what was predicted in the 2005 Report.

Conclusions

This memo has presented a basic assessment of the status of the ECCRFFA program. Based on the information presented here, the program has been tracking well compared to the expectations from the 2005 and 2020 Reports. Substantial progress has been made on project delivery and the region remains committed to the list of capital projects. The region has successfully attracted funds from other sources for many of its projects.

Table 1: ECCRFFA Project List

Number	Project	Description/Project Limits	Jurisdiction	Total Cost ($ million)	Potential or Actual Fee Contribution ($ million)	Status
1	SR 4 Freeway widening	Railroad Avenue to Loveridge Road, widen to 8 lanes	CCTA	*$101.0*	*$2.0*	*Completed*
		Loveridge interchange	CCTA	*$157.8*		*Completed*
		Loveridge to Bypass (8 lanes to Hillcrest, 6 lanes to Bypass)	CCTA	*$374.7*		*Completed*
		Hillcrest interchange expansion	CCTA	*$10.0*		*Completed*
2	SR 4 Bypass Segment 1	Phase 1, 6 lanes to Laurel, interchanges at Laurel Rd and Lone Tree	Bypass Authority	*$113.7*	*$88.7*	*Completed*
		Phase 2, SR 160 interchange	Bypass Authority	*$50.1*	*$0.2*	*Completed*
		Laurel interchange, phase 2	Bypass Authority	*$1.0*	*$1.0*	*Completed*
3	SR 4 Bypass Segment 2	Phase 1, 2 lanes	Bypass Authority	*$33.3*	*$33.3*	*Completed*
		Phase 2, 4 lanes, Sand Creek Road to Balfour Road	Bypass Authority	*$16.0*		*Completed*
		Widen to 6 lanes, Laurel Road to Sand Creek Road	Bypass Authority	$39.9	$39.9	
		Sand Creek interchange and 4 lanes, Laurel to Sand Creek	Bypass Authority	*$43.8*	*$5.8*	*Completed*
4	SR 4 Bypass Segment 3	Balfour to Marsh Creek (2 lanes) plus Marsh Creek east-west connector	Bypass Authority	*$77.8*	*$77.8*	*Completed*
		Marsh Creek to Vasco, 2 lanes	Bypass Authority	*$12.6*	*$12.6*	*Completed*
		Segment 3, widen to 4 lanes, and Balfour interchange Phase 2	Bypass Authority	$81.1	$81.1	
		Balfour interchange Phase 1	Bypass Authority	*$58.0*	*$28.0*	*Completed*
		Marsh Creek interchange	Bypass Authority	$51.2	$51.2	
		Vasco interchange	Bypass Authority	$42.7	$42.7	

5	Laurel Road extension	SR4 Bypass to Empire, 6 lanes	Bypass Authority	*$22.6*	*$22.6*	*Completed*
6	SR 239/84 Connector	Armstrong Road extension, 2 lanes (formerly Byron Airport Road)	County	$161.0	$161.0	Environmental Phase in Progress
7	SR 239	Corridor study and preliminary design (no construction costs)	County	$101.0	$101.0	Environmental Phase in Progress
8	SR 4 (Main St or Brentwood Blvd) widening	Vintage Pkwy in Oakley to Marsh Creek bridge in Brentwood and from Chestnut Street to Balfour Road in south Brentwood, 4 lanes	Oakley, Brentwood	$24.5	$24.5	Partially Completed
9	Balfour Road widening	Deer Valley to Brentwood city limits, widen to 4 lanes	County	$14.2	$14.2	
10	Marsh Creek Road/Deer Valley Road Safety Enhancements	Marsh Creek: Walnut Boulevard to Clayton; Deer Valley: Balfour Road to Marsh Creek Road	County	$29.3	$9.7	
11	Route 84/Vasco Road	Widen to 4 lanes to County line	County	$317.0	$317.0	
Northern Parallel Arterials						
12	Pittsburg-Antioch Highway	Widen to 4 lanes, Somersville to Loveridge	Antioch, Pittsburg	$55.9	$55.9	
13	Ninth and Tenth Streets	Couplet improvements, A St to L St	Antioch	$9.6	$9.6	
14	California Avenue	Widen to 4 lanes, Railroad to Loveridge	Pittsburg	$6.6	$6.6	Partially Completed
15	Willow Pass Road	Widen to 4 lanes, Range to Loftus and Bailey to city limits	Pittsburg, County	$14.7	$14.7	
Southern Parallel Arterials						
16	James Donlon Blvd Extension (formerly Buchanan Bypass)	New 4-lane arterial (perhaps 2 lanes, depending on study results)	Pittsburg	$115.6	$78.6	Design in Progress (for James Donlon Blvd Extension)
	or Buchanan Road	Widen to 4 lanes, Railroad to Somersville	Pittsburg			
17	West Tregallas/Fitzuren	Widen to 4 lanes, Lone Tree to Buchanan	Antioch	$53.3	$53.3	

18	West Leland Road	Extend, San Marco to Avila Road (Concord)	Pittsburg	$33.4	$33.4	
	or Evora Road	Widen to 4 lanes, Willow Pass (BP) to Willow Pass (Concord)	County			
Regional Arterial Projects						
19	Wilbur Avenue	Widen to 4 lanes, Minaker Drive to SR 160	Antioch, County	$42.7	$42.7	
20	Neroly Road	Widen to 4 lanes, Oakley Rd to Laurel Rd	Oakley	$10.6	$10.6	
21	Deer Valley Road	Widen to 4 lanes, Antioch city limits to Balfour Road	County	$31.2	$31.2	
22	Walnut Boulevard	Widen to 4 lanes, Brentwood city limits to SR 4 Bypass	County	$29.5	$29.5	
23	John Muir Parkway	New Roadway between Balfour Road and Fairview Avenue	Brentwood	*$17.7*	*$3.6*	*ECCRFFA commitment completed*
24	Byron Highway	Safety Improvements between Delta Road and SR 4	County	$20.0	$6.7	
27	Sand Creek Road	Extension of 4-lane roadway between SR 4 and Deer Valley Road	Antioch	$38.1	$11.8	
Regional Transit Projects						
25	East County Express Bus		Tri-Delta Transit	$9.1	$3.0	
26	Commuter Rail		CCTA	*$513.0*	*$38.0*	*Completed*
			TOTAL	**$2,935.3**	**$1,543.5**	

Table 2: East County Growth Projections

	Growth Projections from 2005-2025 (from 2005 Report)	Growth Projections from 2020-2040 (from 2020 Report)	Updated Projections from 2023-2040
New Households	29,293	29,889	25,406
New Jobs	50,971	15,132	12,862

Table 3: ECCRFFA Fee Revenues

ECCRFFA Fee Schedule (2024)	
Single-Family Residential (per DU, accounting for 15% fee rebate)	$24,066
Multi-Family Residential (per DU, accounting for 15% fee rebate)	$14,773
Commercial (per SF)	$2.35
Office (per SF)	$2.04
Industrial (per SF)	$2.04
Anticipated Fee Revenues	**($ million)**
Total Estimated ECCRFFA Revenue at Full Fees, 2023-2040	$624.7
Fee Revenues Foregone Due to 15% Discount, 2023-2040	$92.1
Total Future Fee Revenues Anticipated, 2023-2040	**$532.6**
ECCRFFA Fees Collected, Inception – 2023	$491.0
Total Fee Revenues, Inception through 2040	**$1,023.6**

Table 4: ECCRFFA Program Funding Considerations

Program Funding Sources	($ million)
Total Program Cost	**$2,935.3**
Total Future Fee Revenues Anticipated, 2023-2040	$532.6
Fees Already Collected, Inception through 2023	$491.0
Measure J Funds - 2022 Strategic Plan Update (James Donlon Extension - $7.3M)	$7.3
Other Known Funds (see below)	$1,303.6
Total Funding	**$2,334.5**
Total Surplus/Deficit	**($600.8)**
Other Known Funds for Specific Projects	**($ million)**
Railroad Avenue Interchange	$101.0
Loveridge Road Interchange	$157.8
SR 4, Somersville to SR4 Bypass	$374.7
eBART Extension to Hillcrest Avenue	$475.0
SR160/SR4 Connectors	$49.9
SR 4 Bypass Segments 1 and 3	$25.0
Sand Creek Interchange and Widening from Laurel to Sand Creek Road	$49.2
Balfour Road Interchange and Widening from Sand Creek to Balfour	$46.0
Future RM3 funds: Byron Airport Connector ($10M) and Vasco Road Improvements ($15M)	$25.0
TOTAL	**$1,303.6**

OAKLEY
CALIFORNIA

DATE: October 8, 2024

TO: Joshua McMurray, City Manager

FROM: Robert Barker, Information Technology Manager

Approved and Forwarded to the City Council

SUBJECT: Adopt a Resolution Authorizing the City Manager to Execute an Agreement with Canon Solutions for the Lease and Maintenance of Five New Multifunction Printers

Background and Analysis

The City currently owns 29 printers made by nine different manufacturers. Most of these printers are desktop units primarily in operation for reasons of privacy and security; certain sensitive documentation cannot be printed to a shared printer in case it is accidentally viewed by someone who is unauthorized to do so. Maintaining and supplying this large and varied fleet of printers is administratively difficult and time consuming. Desktop printers are typically far more expensive to run and are much less efficient than larger multifunction copiers.

The City's larger Multifunction Printers (MFPs) are owned by the City and have reached or are reaching end-of-life. These copier/scanner/printer combination units have begun to incur large repair costs and cause significant frustration and delay to employees when they are forced to regularly call for service.

The City currently has no way of tracking printer usage, or accurately recharging departments for their portion of shared printer usage. Due to lack of tracking, it is currently impossible to identify when staff are accidentally misusing expensive color printing when black and white would suffice. Despite the use of large numbers of desktop printers, the City is also still vulnerable to the possibility of sensitive information being seen by unauthorized individuals at copiers. All of these issues would be resolved by the implementation of a modern print management system that would allow staff to release their prints using their ID cards.

There is currently no mobile or remote printing functionality available to staff. In an increasingly mobile world, all information collected via cellphone or tablet must be manually transferred to a desktop computer before it can be printed. This functionality would also be met via a print management software solution.

During initial scheduled meetings with department heads, it was brought to the IT Manager's attention that printing was one of the biggest problems that staff were encountering from an IT perspective. The IT Manager worked with four different

providers, Canon, Caltronics, Global Office Inc. and Ricoh to assess whether the City's needs would be better met via a lease agreement, which includes maintenance, service and pricing for supplies. It was determined that a lease agreement would represent a more efficient and cost-effective way of handling our printing infrastructure. Leased multifunction copier units, coupled with a fit-for-purpose print management software solution would allow for the City to do away with the large majority of expensive desktop units, to centrally manage most printing costs and to have all supplies, service and maintenance taken care of by one company within the costs of the lease. At the end of the lease, the City can opt to re-lease brand new printers via Canon, or shop around with other vendors to see if better pricing exists.

To purchase replacement copier units outright and purchase a suitable print management solution to ensure security, privacy and provide administrative functions would cost approximately $75,000 and leave the City with responsibility to source additional maintenance and service contracts. Canon Solutions America has provided a quote for the lease of equipment at a cost of approximately $70,380 over five years, which includes: five multifunction color copier units; all maintenance, service and supplies for the units; and a print management software solution. Contracting with Canon Solutions America makes administration more efficient under one vendor, and maintenance and service technicians are employed directly by Canon to work on Canon equipment.

Consistency with the Oakley Strategic Plan 27+

The analysis and implementation of technology improvements is consistent with both the Oakley Strategic Plan 27+ Community Health and Safety, Finance and Fiscal Responsibility and Sustainable Organization goals.

Fiscal Impact

The proposed contract with Canon Solutions America, utilizing Omnia Partners' joint purchasing agreement, is for $1,173 per month plus taxes over a five-year term. This is approximately $4,620 less than purchasing the units outright, while also reducing administrative overhead in the form of staff time. The cost for the initial year is included in the FY 2024/2025 budget.

Staff Recommendation

Staff recommends the City Council adopt the proposed resolution authorizing the City Manager to execute an agreement with Canon Solutions America for the lease and maintenance of five new copiers.

Attachments

1. Proposed Resolution

RESOLUTION NO. X-24

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT WITH CANON SOLUTIONS FOR THE LEASE AND MAINTENANCE OF FIVE NEW MULTIFUNCTION PRINTERS

WHEREAS, the City currently owns 29 printers made by nine different manufacturers and maintaining and supplying this large and varied a fleet of printers is administratively difficult and time consuming and desktop printers are typically far more expensive to run and are much less efficient than larger multifunction copiers; and

WHEREAS, the City's larger Multifunction Printers (MFPs) are owned by the City and have reached or are reaching end-of-life and these copier/scanner/printer combination units have begun to incur large repair costs, and cause significant frustration and delay to employees when they are forced to regularly call for service; and

WHEREAS, the City currently has no way of tracking printer usage cost by department for their portion of shared printer/copier usage and sensitive information printed before an employee can get to the printer may be seen by others, which would be resolved by the implementation of a modern print management system using staff's ID cards and mobile or remote printing functionality.

BE IT RESOLVED by the City Council of the City of Oakley that the City Manager is authorized to execute an agreement with Canon Solutions for the lease and maintenance of five new Multifunction Printers is hereby approved.

PASSED, APPROVED AND ADOPTED this 8th day of October 2024 by the following vote.

AYES:
NOES:
ABSTENTION:
ABSENT:

APPROVED:

_____
Anissa Williams, Mayor

ATTEST:

_____
Libby Vreonis, City Clerk

_____
Date

STAFF REPORT

OAKLEY
CALIFORNIA

Approved and Forwarded to the City Council

DATE: October 8, 2024

TO: Joshua McMurray, City Manager

FROM: Kim Snodgrass, Deputy City Clerk

SUBJECT: Adopt a Resolution Amending the City's Proclamation Policy to add 1) Recognition of the Delta Association of REALTORS®, 2) Code Enforcement Appreciation Week 3) Internal Department Recognitions to the Approved Proclamation List.

Background and Analysis

On August 9, 2022, the Oakley City Council approved a proclamation policy. In accordance with the policy, the Mayor, without formal action of the City Council, may issue proclamations on behalf of the City Council that adhere to the policy and are on a pre-approved list adopted by the City Council. Proclamations not on the list may be submitted and brought forth to the City Council for consideration. Recognition of the Delta Association of REALTORS® and Code Enforcement Appreciation Week are not on the pre-approved list; therefore, approval is requested. In addition, staff recommends adding language in order to present proclamations to other internal departments that may not already be on the pre-approved list.

Consistency with the Oakley Strategic Plan 27+

Council engagement with community partners is consistent with the Community and Collaborative Partnerships Goal in the Oakley Strategic Plan 27+.

Fiscal Impact

None.

Staff Recommendation

Staff recommends that the City Council review the requested proclamations and either approve or deny.

Attachments

1. Proposed Resolution
2. Sample Proclamations

RESOLUTION NO. XX-24

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY AMENDING THE CITY'S APPROVED PROCLAMATION LIST

BE IT RESOLVED by the City Council of the City of Oakley that the City's Approved Proclamation List is hereby Amended to add 1) Recognition of the Delta Association of REALTORS®, 2) Code Enforcement Officer Appreciation Week, and 3) Internal Department Recognitions.

PASSED AND ADOPTED by the City Council of the City of Oakley this 8th day of October 2024 by the following vote:

AYES:
NOES:
ABSTENTION:
ABSENT:

APPROVED:

_____
Anissa Williams, Mayor

ATTEST:

_____
Libby Vreonis, City Clerk

_____
Date

The Eastern Contra Costa Board of REALTORS® was awarded a charter in 1949 from National Association, at the behest of 11 local brokers. The Eastern Contra Costa Board of REALTORS® became a membership trade organization that held its members to a higher set of standards, through the Code of Ethics from the National Association of REALTORS®.

In 1988, to reflect the evolving geography and areas of service, the name was changed to Delta Association of REALTORS®.

In 2005, Delta REALTORS® Community Service Foundation was established as the charitable part of Delta Association of REALTORS®, and our members proudly support every city and municipality in Eastern Contra Costa County.

In 2007, the Delta Association of REALTORS® purchased a permanent home at 3428 Hillcrest Ave in Antioch, reflecting our values of ownership, community investment, and service.

In 2020, Delta Association of REALTORS® proudly hired its first woman CEO.

In 2024, Delta Association of REALTORS® celebrates 75 years as the premiere real estate trade organization in Eastern Contra Costa County.

PROCLAMATION

Code Enforcement Officer Week

WHEREAS, Code Enforcement Officers provide for the safety, health and welfare of the citizens in this community through the enforcement of building, zoning, housing, animal control, fire safety, environmental and other codes and ordinances; and

WHEREAS, Code Enforcement Officers are responsible for improving neighborhoods and the quality of lives of the residents in the community; and

WHEREAS, every day, assisted by support and program staff, they attempt to provide quality customer service to the public for the betterment of the community; and

WHEREAS, too many times their efforts go unnoticed, even after code compliance has been accomplished due to their efforts and expertise; and

WHEREAS, Code Enforcement Officers are dedicated, well trained, and highly responsible individuals who take their jobs seriously and are proud of their department and the local government within which they serve; and

WHEREAS, the California Association of Code Enforcement has declared the second week of October be set aside by local government to honor and recognize their Code Enforcement Officers.

NOW, THEREFORE, BE IT RESOLVED that we, the Oakley City Council do hereby proclaim the week of October 6-12th as Code Enforcement Officer Week in the City of Oakley.

OAKLEY
CALIFORNIA

DATE: October 8, 2024

Approved and Forwarded to the City Council

TO: Joshua McMurray, City Manager

FROM: Derek Cole, City Attorney

SUBJECT: Resolution of the City Council of Oakley Accepting a Grant Deed Conveying to the City of Oakley Certain Real Property Interests (portions of 041-021-025-6, located on Neroly Road)

Background and Analysis

A property owner who owns property on Neroly Road near the boundaries of the Cities of Oakley and Antioch has offered to convey as gift two parcels of real property. The proposed action would authorize the City's receipt of one of the parcels. A further action to accept the second parcel is likely to be presented to the City Council at a meeting in December of this year.

Consistency with the Oakley Strategic Plan 27+

The proposed action is consistent with The City's Sustainable Organization Goal.

Fiscal Impact

There is not significant fiscal impact to the City associated with its acceptance of the real property.

Staff Recommendation

The City Council is requested to adopt the Resolution of the City Council of Oakley Accepting a Grant Deed Conveying to the City of Oakley Certain Real Property Interests

Attachments

1. Proposed Resolution Accepting Real Property
2. Draft Grant Deed

RESOLUTION NO. XX-24

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY ACCEPTING A GRANT DEED CONVEYING TO THE CITY OF OAKLEY CERTAIN REAL PROPERTY INTERESTS (APN 041-021-025-6)

WHEREAS, California Government Code Section 27281 provides that deeds or grants conveying an interest in fee or easement upon real estate to a political corporation or governmental agency for public purposes shall not be accepted for recordation without the consent of the grantee evidenced by its resolution of acceptance; and,

WHEREAS, certain real property interests have been presented to the City of Oakley (hereinafter "City") for acceptance; and,

WHEREAS, the real property interests are set forth in a grant deed, attached hereto as Exhibit "A" and incorporated herein by this reference (hereinafter "Deed"); and,

WHEREAS, Exhibit "A" also sets forth the names of the grantor(s) of the real property interests as well as the location of the real property interests; and

WHEREAS, the owner(s) of the real property interest described in Exhibit "A" have offered to convey to the City the real property interests therein; and

WHEREAS, the City Council of the City of Oakley does hereby find and determine that it is in the best interests of the City to accept the Deed.

NOW THEREFORE, BE IT RESOLVED by the City Council of the City of Oakley hereby finds and directs as follows:

1. The foregoing recitals are true and correct.

2. The Deed, which is described in Exhibit "A," is hereby accepted by the City Council.

3. The City Manager is hereby authorized to sign the Certificate of Acceptance for said property in the form attached to this Resolution.

4. The City Clerk is hereby authorized and directed to cause the Deed to be recorded in the Office of the County Recorder for the County of Contra Costa.

PASSED AND ADOPTED by the City Council of the City of Oakley this 8th day of October 2024 by the following vote:

AYES:
NOES:
ABSTENTION:
ABSENT:

APPROVED:

_____
Anissa Williams, Mayor

ATTEST:

_____ _____
Libby Vreonis, City Clerk Date

CERTIFICATE OF ACCEPTANCE

This is to certify that the interest in the real property conveyed by the grant deed dated [*insert*] from Kenneth P. Graunstadt, Trustee of the Kenneth P. Graunstadt 2007 Trust, to The City of Oakley, a municipal corporation, is hereby accepted by the undersigned officer on behalf of the City of Oakley, a municipal corporation, pursuant to authority conferred by Resolution No. XX-24 of the City Council of the City of Oakley, adopted on October 8, 2024, and the City of Oakley consents to recordation thereof by its duly authorized officer.

Dated: _____ By: _____

Joshua McMurray
City Manager

EXHIBIT A

RECORDING REQUESTED BY:

Old Republic Title Company

Escrow No.: 0120034792
APN: 041-021-025-6

When Recorded Mail Document and Tax Statements to:

City of Oakley
Attn: City Manager
3231 Main Street
Oakley, CA 94561

SPACE ABOVE THIS LINE IS FOR RECORDER'S USE

Grant Deed

The undersigned grantor(s) declare(s):
Documentary Transfer Tax is $0.00 the undersigned declare that this is a bona fide gift; the Grantors received no consideration, and the property is free and clear of all liens
(X) computed on full value of property conveyed, or
( ) computed on full value less of liens and encumbrances remaining at time of sale.
( ) Unincorporated area: (X) City of Oakley

FOR A VALUABLE CONSIDERATION, receipt of which is hereby acknowledged,
Mary Jo Rock, Trustee and Diane Schatz, Trustee of the Kenneth P. Graunstadt 2007 Trust
hereby GRANT(S) to
City of Oakley, a municpal corporation
that property in City of Oakley, Contra Costa County, State of California, described as:
* * * See "Exhibit A" attached hereto and made a part hereof. * * *

Date: September 25, 2024

the Kenneth P. Graunstadt 2007 Trust

By: _____
Mary Jo Rock, Successor Trustee

By: _____
Diane Schatz, Successor Trustee

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Contra Costa

On 9/25/2024 before me, L. Louie a Notary Public, personally appeared Mary Jo Rock, Diane Schatz, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature: _____

Name: L. Louie
(Typed or Printed)

L. LOUIE
COMM. #2452148
Notary Public - California
Contra Costa County
My Comm. Expires July 2, 2027

(Seal)

ORDER NO. : 0120034792

EXHIBIT A

The land referred to is situated in the County of Contra Costa, City of Oakley, State of California, and is described as follows:

A portion of the Southwest 1/4 of Section 27, Township 2 North, Range 2 East, Mount Diablo Base and Meridian, described as follows:

The parcel of land firstly described in the Deed from James O'Hara and Mary O'Hara, his wife, to the Southern Pacific Railroad Company, recorded March 18, 1895, in Book 71 of Deeds, Page 22, as follows:

"Commencing at a point on the Northerly line of the Right of Way of the party of the second part, said point being opposite and Fifty (50) feet distant from Engineers Station No. 1332+50, said station being distant 585 feet measured Northwesterly along center line of Railroad from the point where said center line of Right of Way intersects the North line of Section 34, Township 2 North, Range 2 East, Mount Diablo Base and Meridian, thence Northerly at right angles to the direction of the track, One Hundred Ten (110) feet; thence Westerly in a direct line, Two Thousand Thirteen (2013) feet, more or less; thence Southerly One Hundred (100) feet to a point on the said Northerly line of Right of Way of the party of the second part opposite and Fifty (50) feet distant from Engineers Station No. 1352+50; thence Easterly along and parallel with said Right of Way line, Two Thousand Four (2004) feet, more or less, to the point of beginning.

EXCEPTING THEREFROM that portion as described in the Grant Deed to Contra Costa County, a political subdivision of the State of California, recorded May 19, 1995, under Recorder's Serial Number 1995-079671, Contra Costa County Records.

APN: 041-021-025-6

OAKLEY
CALIFORNIA

Proclamation

Community Planning Month

WHEREAS, change is constant and affects all cities, towns, suburbs, counties, boroughs, townships, rural areas, and other places; and

WHEREAS, community planning and plans can help manage this change in a way that provides better choices for how people work and live; and

WHEREAS, community planning provides an opportunity for all residents to be meaningfully involved in making choices that determine the future of their community; and

WHEREAS, the full benefits of planning requires public officials and citizens who understand, support, and demand excellence in planning and plan implementation; and

WHEREAS, the month of October is designated as National Community Planning Month throughout the United States of America and its territories, and

WHEREAS, The American Planning Association endorses National Community Planning Month as an opportunity to highlight how planning is essential to recovery and how planners can lead communities to equitable, resilient, and long-lasting recovery; and

WHEREAS, the celebration of National Community Planning Month gives us the opportunity to publicly recognize the participation and dedication of the members of planning commissions and other citizen planners who have contributed their time and expertise to the improvement of the City of Oakley; and

WHEREAS, we recognize the many valuable contributions made by professional community and regional planners of the City of Oakley and extend our heartfelt thanks for the continued commitment to public service by these professionals.

NOW, THEREFORE, BE IT RESOLVED that we, the Oakley City Council do hereby proclaim the month of October as **Community Planning Month** in the City of Oakley in conjunction with the celebration of National Community Planning Month.

October 8, 2024

_____

Anissa Williams, Mayor

OAKLEY
CALIFORNIA

PROCLAMATION

CODE ENFORCEMENT OFFICER APPRECIATION WEEK

WHEREAS, Code Enforcement Officers provide for the safety, health and welfare of the citizens in this community through the enforcement of building, zoning, housing, animal control, fire safety, environmental and other codes and ordinances; and

WHEREAS, Code Enforcement Officers are responsible for improving neighborhoods and the quality of lives of the residents in the community; and

WHEREAS, every day, assisted by support and program staff, they attempt to provide quality customer service to the public for the betterment of the community; and

WHEREAS, too many times their efforts go unnoticed, even after code compliance has been accomplished due to their efforts and expertise; and

WHEREAS, Code Enforcement Officers are dedicated, well trained, and highly responsible individuals who take their jobs seriously and are proud of their department and the local government within which they serve; and

WHEREAS, the California Association of Code Enforcement has declared the second week of October be set aside by local government to honor and recognize their Code Enforcement Officers.

NOW, THEREFORE, BE IT RESOLVED, that we, the Oakley City Council, do hereby proclaim the second week of October 2024 as **Code Enforcement Officer Appreciation Week** in the City of Oakley.

October 8, 2024

_____

Anissa Williams, Mayor

STAFF REPORT

OAKLEY
CALIFORNIA

DATE: October 8, 2024
TO: City Council
FROM: Joshua McMurray, City Manager
SUBJECT: Strategic Plan 27+ Update

Approved and Forwarded to the City Council

Background and Analysis

Since its incorporation, the City of Oakley has developed and operated under the direction of a Strategic Plan. A Strategic Plan guides governing bodies in making complex decisions, such as resource allocation, and sets the organization's priorities and a path forward. It does this through a clear and compelling mission and vision and thoughtful, community-oriented values, goals, and objectives. Strategic Plans are a best practice in municipal organizations as they allow leadership to take a step back from day-to-day challenges and look at the big picture.

The City Council adopted the current Strategic Plan 27+ in April of 2022 and the Staff have been working since that time to implement the goals and objectives of the plan. With the plan encompassing a five-year period, some of the objectives have been completed while others are in various stages of work and there are some that we have not started to work on. The Council received updates in November 2022, May 2023, and March 2024 on the Strategic Plan.

Fiscal Impact

There is no fiscal impact associated with this update to the City Council.

Staff Recommendation

Staff recommends that the City Council accept the Strategic Plan 27+ Update.

Attachments

1. Strategic Plan Dashboard
2. Strategic Plan 27+

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

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

Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
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	Efforts continue to progress with planned outreach initiatives directed at the brokerage community. This has contributed to a 3% increase in business retailers within the downtown strategic planned area between Q1. The newly opened Mercantile building has an 83% occupancy rate and retail vacancies across the city remain low.
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 a continuous endeavor. With our 2023 Economic Development Work Plan, we refined our strategy to draw businesses that expand our revenue sources beyond property tax, incorporating sales and business taxes, while also generating job opportunities for our community through collaborations with local agencies and partnerships.
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 a continuous endeavor. As part of our 2023 Economic Development Work Plan, which outlines streamlined actionable strategies, we participated in various ED events and regional meetings during the Q1 period and engaged with potential partners. We continue to attend regional events to target industries that generate job growth, including ag, tech and biotech.
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 a continuous endeavor. Through our 2023 Economic Development Work Plan, in collaboration with fishing tournament teams and Big Break Marina, we continue to promote recreational attractions. Our outreach efforts also focus on attracting standalone restaurants and prominent retailors to further develop Main Street.

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

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

Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
A5	Community and Economic Development Goal	Strategic and Thoughtful Growth	Provide affordable housing sites that meet our legislated Regional Housing Needs Allocation (RHNA).			CDD	The City is planning to pursue a Rezone rather than an overlay to accommodate RHNA beginning in early 2025.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time.
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	City Downtown infrastructure for the train platform was completed in FY 23-24. Construction of the train platform is anticipated to start in spring 2025 and should be complete by the end of 2025.
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	The construction of the Downtown Infrastructure Improvements have enhanced the Downtown complementing the Downtown Specific Plan.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time. Delta Pointe project was approved. City awaits construction.

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

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

Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
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 City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time. Per the April 2024 City Council direction, staff will continue to evaluate the Downtown for a park site.
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	The City Council decided at its January 23, 2024 meeting that the current Downtown Specific Plan does not need to be updated at this time. The Delta Pointe project was approved and is awaiting construction.
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	The downtown area has new parking lots with electric vehicle chargers and work on the construction of the new train platform is beginning. The Friends of the Oakley Library, City staff and library/community center stakeholders are actively looking for grants and donations to fund a larger library and community center with space for community organizations. PD/SST continues to focus on quality of life issues and are made mindful of the changes coming to the downtown area. The SST is aware of the key issues like vandalism and homelessness that will need to be focused on.
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	The Bridgehead Industrial Project application is currently undergoing a CEQA analysis (EIR). The project application includes a rezoning of the River Oaks Crossing Specific Plan to P-1 (Planned Unit Development) District.

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

Objectives Status Color Key:
Complete
In Progress/In Process/Ongoing
Future/Not Yet Begun

Department Key:
ALL - All Departments
CDD - Community Development
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Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
A17	Community and Economic Development Goal	Strategic and Thoughtful Growth	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.			CDD ED	There is no update or current funding for a whole Shoreline Plan. The County has received grant funding for a Countywide Shoreline Plan; however, that plan will focus on sea-level rise.
A18	Community and Economic Development Goal	Strategic and Thoughtful Growth	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	Complete
A19	Community and Economic Development Goal	Strategic and Thoughtful Growth	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	Complete
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	Planning is complete. The infrastructure projects are estimated to be complete by 2027.
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.
A22	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Update zoning to promote single and multi-family housing, mixed use, light industry, and commercial opportunities and remaining residential opportunities. Ensure that zoning considers potential conflicts with adjacent properties that are not compatible.		CDD	The Planning Division will be initiating the Housing Element Rezone and amendment to the Affordable Housing Overlay District this fiscal year.
A23	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Enforce codes consistently in all districts to create consistent standard to code enforcement by using a combination of reactive and proactive code enforcement		CDD	Ongoing

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A24	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Enforce codes consistently in all districts to create consistent standard to code enforcement by using a combination of reactive and proactive code enforcement	Maintain code enforcement officers and provide proper training	CDD	The Code Enforcement Officer and one Code Enforcement Technician will attend off-site CACEO training later this calendar year. The other Code Enforcement Technician will attend virtual training later this calendar year.
A25	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Encourage objective decision-making versus subjective decision-making for application approvals to meet Oakley's vision and economic goals by focusing on formal plan and study outcomes		CDD	Staff continues to rely on the General Plan and Zoning Ordinance to ensure uniformity, consistency and equity when making decisions.
A26	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Require developer fees for proper infrastructure (e.g., roads and parks) to support development and growth.		CDD PW	Staff continues to assess the appropriate 'Impact Fees' based on the Development's Use, Size and Impact. Impact Fees are paid with the Permit Fees, prior to Permit Issuance.
A27	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:	Communicate and build consensus through the results of the special studies that are commissioned to provide for the feasibility of projects and engage the public at the beginning of all projects to ensure project delivery is not stunted or stopped without defining success from all stakeholders.		CDD PW	We use tools such as Engage (Envision) Oakley to receive public input on special projects, which is then forwarded to the City Council for consideration during work sessions.
A28	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship			ED CDD PW	The City evaluates opportunities for additional environmental enhancement projects.
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 encourage the districts to install recycled water infrastructure.

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A30	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Explore and report on green energy opportunities.		CDD PW	The City Hall Solar Roof project was completed in FY 23-24. Staff explores green energy grant opportunities. The City's Climate Action Plan is underway with a target date of 2025 for adoption. Opportunities may come from that Plan.
A31	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Explore and report on green energy opportunities.	Solar at City facilities	PW	The City Hall Solar Roof project was completed in FY 23-24.
A32	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Explore and report on green energy opportunities.	Expansion of City's EV Charging Program	PW	The City has constructed and installed EV charging stations at the Civic Center and at the new downtown parking lots.
A33	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Remove the allowance for non-drought tolerant landscaping.		CDD	Complete
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.
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	The Climate Action Plan is underway.
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

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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
A38	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.			ED	With the introduction on our new Economic Development Work Plan, we've streamlined growth strategies and conducted research on like cities to identify success practices and tailor our approach.
A39	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	With the introduction on our new Economic Development Work Plan, we've streamlined growth strategies and conducted research on like cities to identify success practices and tailor our
A40	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	With the introduction on our new Economic Development Work Plan, we've streamlined growth strategies and conducted research on like cities to identify success practices and tailor our approach.
A41	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	With the introduction on our new Economic Development Work Plan, we've identified specific areas and the properties have been declared surplus.
A42	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	Launched and closed the 1st & 2nd Small Biz Grant Program and initiated 3rd cohort in Sep 2024. The Facade Improvement Program has awarded grants to seven businesses and continues to support nine applicants with architectural consultations and permit assistance. A variety of potential financial options were presented to the Council.

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A43	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	The 2024 Coupon Book was published. We are actively engaging with small businesses through our Recreation social media platforms, promoting our programs and local events through all our social media platforms, and advertising financial assistance opportunities in partnership with the Chamber of Commerce.
A44	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.
A45	Community and Economic Development Goal	Business-Friendly	Beautify Oakley's streetscapes, parks, and business facades to attract and retain businesses and their customers			PW	Complete
A46	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	The Bridgehead Industrial Project application is currently undergoing a CEQA analysis (EIR). The project application includes a rezoning of the River Oaks Crossing Specific Plan to P-1 (Planned Unit Development) District.
A47	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
B1	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.			CMO	Ongoing
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.		CMO	Ongoing

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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.		CMO	Trainings will be scheduled in 2025 after the adoption of the updated Emergency Operations Plan.
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 at City Hall and Recreation Center was completed in FY 23-24.
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		CMO	Ongoing
B6	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Modernize the Oakley Emergency Operations Center (EOC).		CMO	Ongoing
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	PD continues to keep a close eye on this issue. The Special Operations sergeant is involved with the communication chain regarding the development of widening E. Cypress Road and communicates key information to officers.
B8	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.	East Cypress Corridor Specific Plan Area		PW	East Cypress Road corridor infrastructure improvement projects are currently underway and anticipated to be completed by 2027 in response to the emergency access and health and safety of the public in far East Oakley.
B9	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.	Main Street – improve areas to their full right-of-way		PW	Complete

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B10	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.	Complete Laurel Road, including widening to its full width, and the extension and over-crossing over the railroad track to Sellers Avenue		PW	The Right of Way acquisition process is underway while grant funding options are being explored for the extension of Laurel Road to Sellers Avenue
B11	Community Health and Safety	Safe Streets	Explore improving lighting for safety			PW	We make improvements where we can based on projects and community need.
B12	Community Health and Safety	Safe Streets	Align police resources with City's growth.			PD	PD is now allotted a total of 42 sworn officers. Traffic/Investigation Units remain fully staffed. SST is staffed 50% and we are adding a junior high SRO when we get enough staff on board.
B13	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Develop and implement a staffing plan to scale police personnel to City's growing safety needs.		PD HR	PD staffing is currently sitting at up to 42 sworn people. The "overhiring" of officers is still permissible and we are seeking qualified candidates.
B14	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	Complete
B15	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.		PD	In addition to maintaining ALPR contracts, we are working towards securing MOUs with Homeland Security Investigations and the Secret Service which will allow us to gain access to additional technology based forensic services.
B16	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	Complete

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B17	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	At this point, systems seem cost prohibitive and we are seeing a trend of agencies moving away from this technology due to cost issues, impacts on staff work loads and prosecution standards.
B18	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	PD continues to maintain service contracts with FLOCK and Vigilant for ALPR services and we have taken measures to have more live video feeds transmitted into the PD work spaces.
B19	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	PD continues to engage in neighborhood watch consultations, we roll out a robust National Night Out program and we enjoy a healthy social media presence/interaction with the community.
B20	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	PD continues to share resources with neighboring agencies, primarily in the form of traffic (COCOMO), drone operators and 3D scanner technology.
B21	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Expand the Citizen Emergency Response Training (CERT) program.		PD	PD identified a person in the community who was willing to be the lead in a CERT program. The
B22	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Dedicate traffic enforcement team to improve traffic safety		PD	The PD Traffic Unit remains fully staffed with three officers and a sergeant.
B23	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.			PD	The Traffic Unit now has three officers and a dedicated sergeant. The Traffic Unit participates in a traffic enforcement task force and they develop areas of interest for directed enforcement based on the needs of the City. Recently the Traffic Unit set high water marks for numbers of enforcement actions taken on a monthly basis.

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B24	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	Ongoing
B25	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	Ongoing
B26	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.			PD	Ongoing application of the OTS grant.
B27	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	Ongoing
B28	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.
B29	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	Complete
B30	Community Health and Safety	Safe and Healthy Neighborhoods	Promote community service opportunities to build the community and beautify Oakley			ALL	Ongoing
B31	Community Health and Safety	Safe and Healthy Neighborhoods	Implement Phase 2 of the Recreation Center			FIN PW REC	Staff will work with our grant writers to seek grant funding opportunities for this project.

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B32	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	Ongoing effort by PD as it relates to homeless issues.
B33	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	Ongoing
B34	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	Continue to bring awareness to the Countywide effort to support and promote the A3 crisis response.
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	The City maintains 37 (and growing) public parks at the highest standards.
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	The site of the prospective park is owned by private owners and any changes will be contingent upon their development plans.
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 of the Oakley Regional Park is complete and staff is pursuing grant opportunities to implement the Master Plan.

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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.	Envision Oakley as the front door of the Delta and one of California's natural wonders.	ALL	Economic Development marketing efforts are ongoing and staff and the City's grant consultants continue to look for grant funds to develop the 55-acre park.
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.	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 of the Oakley Regional Park is complete and staff is pursuing grant opportunities to implement the Master Plan.
C6	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	Complete
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.			PW	Ongoing
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.	Celebrate and promote our local history through educational and enrichment opportunities and consider work with historical society		REC ED	Ongoing
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.	Complete Phase 2 of Oakley’s Recreation Center to encourage indoor sports, Camp Room, and Teen Room for classes		FIN PW REC	Dependent on funding being secured

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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.	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	Ongoing
C11	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	Ongoing
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
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	We have continued to partner with non-profits at all of our City events. We have partnered with the Rotary Club of Oakley to host another Girls Empowerment Day for Delta Vista and O'Hara Park students.
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	The creation of a Neighborhood Committee was postponed due to the restart of the City's Leadership Academy and the creation of the City Council Senior-Specific Subcommittee.
D4	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.	Promote City Council/Community meetings through social media to inform about agendas where public can participate in person.	CMO	The PIO posts all City Council & Planning Commission agendas on the City's social media and in the weekly electronic newsletter, and includes City and community meetings and events notices in the Oakley Outreach newsletter, the City's electronic message board(s).

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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	Election updates were posted regularly during the candidate filing period and Recreation staff and the PIO regularly post events, classes, and public information on all of the City's social media platforms, utilize Constant Contact campaigns and the Oakley Outreach e-news, and created a new City YouTube channel.
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; the PIO includes a City Council debrief in each Oakley Outreach e-newsletter, and promotes business workshops and community events on the City's website and social media.
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	Ongoing; the City will publish a 2024 annual report in January 2025.

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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 City awarded a contract for a new website and is currently in the design phase with an estimated completion of February 2025.
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	City staff meets with seniors and the two-member City Council subcommittee as part of the Senior Specific-subcommittee; the Oakley Youth Advisory Council continues to hold public meetings and host events; and the Oakley Library & Community Center Stakeholders subcommittee meets monthly.
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	Efforts to stay in touch and communicate with the Agencies and Districts we do business with are ongoing. The PIO continues to send out a weekly email request that includes the school, water, and sanitary districts for community information to include in the Oakley Outreach e-newsletters.

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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	Efforts to stay in touch and communicate with the Agencies and Districts we do business with are ongoing. The PIO continues to send out a weekly email request that includes the school, water, and sanitary districts for community information to include in the Oakley Outreach e-newsletters.
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	Efforts to stay in touch and communicate with the Agencies and Districts we do business with are ongoing. The PIO continues to send out a weekly email request that includes the school, water, and sanitary districts for community information to include in the Oakley Outreach e-newsletters.
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	Efforts to stay in touch and communicate with the Agencies and Districts we do business with are ongoing. The PIO continues to send out a weekly email request that includes the school, water, and sanitary districts for community information to include in the Oakley Outreach e-newsletters. The City hosted ISD's Fats, Oil & Grease workshop in the summer (2024).
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	Staff continues to stay engaged with ISD to review projects and to encourage the district to install recycled water infrastructure.

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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	Staff works with Mt. Diablo Resource Recover to advertise events and conduct resident outreach. The City hosts monthly mulch and composting giveaways in partnership with MDRR.
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	The PIO includes ConFire's new PIO in the weekly requests for information for the Oakley Outreach e-newsletter. A ConFire update was provided to the City Council on August 13. The City Council and staff were invited to the E. Cypress station's new engine event in October 2024.
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	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 successfully developed a new joint use facility agreement with OUESD for the school-adjacent parks that was approved by the City Council and School Board.
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 successfully developed a new joint use facility agreement with OUESD for the school-adjacent parks that was approved by the City Council and School Board.

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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 as well as quarterly with the other 3 Delta-centered cities and the County. The City has maintained communication with the CCCFPD.
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	The Assistant City Manager attends monthly Multi-Agency Coordination Meetings facilitated by the County Office of Emergency Services for all cities, special districts, and other agencies within the County as well as the quarterly City Emergency Management meetings. City staff continues to work with the County to develop the Countywide Local Hazard Mitigation Plan, which once adopted, opens the City up to federal grant funding for infrastructure improvements.
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	The PIO includes periodic updates from the EBRPD and activities at Big Break Regional Shoreline on social media and in the Oakley Outreach e-news.
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. Tri-Delta Transit provided an update to the City Council on July 9. ConFire provided an update to the City Council on August 13,

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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	Staff partnered with the Friends of the Oakley Library, the Rotary Club of Oakley, the Contra Costa County Library team, Supervisor Burgis' team, the Veterans of Oakley, and the Oakley Senior Citizens with two Councilmembers as part of the Library & Community Center subcommittee. The Assistant City Manager created a brochure for the Oakley Senior Citizens. The City Manager and Assistant Manager discussed NGO capacity building with the East Contra Costa STRONG Collaborative Fund.
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 partnered with the Friends of the Oakley Library, the Rotary Club of Oakley, the Veterans of Oakley, and the Oakley Senior Citizens with two Councilmembers as part of the Library & Community Center subcommittee. The PIO posts Lions Club events on the City Hall marquee when submitted.
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	This is an ongoing effort
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

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Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
E1	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.			FIN	This is an ongoing effort. Staff presented the this during the budget presentation in June and will update again in February with a mid year review. Staff will continue to provide updates 2 times per year as well as any updates as needed if things change significantly.
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	This is provided each fiscal year.
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	Budget Education will continue to be an ongoing process. Our new ERP software will be used in the 2026 budget period and will require additional training and education.
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	Completed - This was provided as part of the budget presentation for fiscal year 2024/25
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	The Engineering Team collaborates with neighboring cities on project biddings. The IT Division utilizes the California Multiple Award Schedules program and other agencies' approved procurement programs to streamline the procurement process.
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).			FIN	We have through Dec 2026 to spend the allocated funding. An ARPA update will be provided with the Mid-Year Budget.

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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	Complete
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 went live on our new EERP software as of July of 2024 for Financials and on track to go live in January of 2025 for HR/Payroll. The new functionality of the software will help us to improve transparency and public access.
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	East Cypress Road corridor infrastructure improvement projects are currently underway and anticipated to be completed by 2027 in response to the emergency access and health and safety of the public in far East Oakley.
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	Ongoing
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	Complete
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	Safeway has been approved and is beginning construction.

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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	This is an ongoing effort, as outlined in our 2023 Work Plan. The City is consistently reaching out and cultivating the relations with brokers, corporations, and developers to boost sales tax revenue and create jobs. We will be conducting further research to develop sustainable financial plans and explore additional options.
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	The City utilizes a contract grant writer and lobbyist.
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	The City is still exploring options.
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 the approach used on all project programming.
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	This is still in process and will likely not happen until July of 2025.
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	Complete

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E19	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:			FIN ALL	See responses to subobjectives below.
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	The software conversion began in Sept 2024 with an anticipated go live of March 2025 in time for the 2025/2026 renewal period.
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	We just went live on our new software for financials in July of 2024. In the coming months we will be able to utilize the software for financial reporting.
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	Ongoing effort by PD
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	We just went live on our new software for financials in July of 2024. In the coming months we will be able to utilize the software for financial reporting.
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	Asset Management will be part of the software conversion. This is not scheduled until the end of Fiscal year 2025 and beginning of FY 2026
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

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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 of Oakley received the GFOA ACFR award in FY 2022/2023 and will apply for the 2023/2024 fiscal year in December 2024.
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	FIN	The City of Oakley applied for the CSMFO Budget Award for FY 2024/2025 Budget.
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	Staff will continue to review these annually and suggest changes when they are needed.
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	Staff continues to refine the performance measures in the annual budget.
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	Staff continues to look to the future with every financial obligation that is considered. The 10 year plan is reviewed anytime an ongoing cost is recommended to ensure our future remains fiscally sound. The 10 year plan is presented each year to the City Council with the annual budget.
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	Ongoing

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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	Complete
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	Complete
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	Complete
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	Ongoing
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	Complete
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	Ongoing
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	Ongoing recruitment is occurring. We have our first recruit in the academy (7/24).

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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
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	Staff continues to seek out wellness events for the team and encourages participation. The HR team along with our Events Committee continues to look for ways to team build and provide appreciation events to show staff they are valued and important to the success of the City.
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	This is an ongoing effort to continually look for ways to keep staff morale high. The Assistant City Manager meets regularly with the Communications Committee, which provides feedback from all departments on employee's interests in training, City information, and activities.
F9	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.			ALL	Ongoing
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	Ongoing

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

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

Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
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		CMO	The City implemented cybersecurity measures that are ongoing, has installed a new firewall and SAN, and continues to utilize the helpdesk ticketing system. The IT Division is in the process of converting the City's telephone and internet service to a new provider.
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	Succession Planning and training will be an ongoing process that we continue to strive for.
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	The City utilizes a contract grant writer and lobbyist.
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	We continue to look for ways to grow our recreational offerings to the community.
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	Ongoing
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	The police recruit position is complete. We have one recruit in the academy and we have two candidates going through a background process to see if they would be suitable for the next academy (7/24).
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	Ongoing, Staffing levels always varry but we are running below a 3% vacancy rate.

Strategic Plan 2022-2027+ Objectives Dashboard
2024 Update

Objectives Status Color Key:
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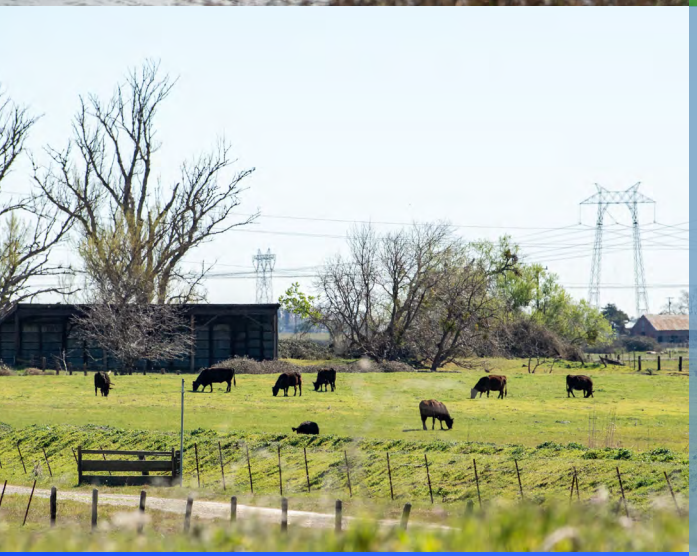
Com-plete	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	FY 24-25 (1st Quarter)
F18	Sustainable Organization	N/A	Create a City-wide Succession Plan that anticipates retirement, attrition, and promotions, and provides opportunity for development and growth, to build a well-rounded team that is prepared to serve the City now and well into its future.			HR ALL	The reorganization completed in August 2023 was the first steps in creating this. We are now set up as Dept/Divisions with Directors and managers that will allow for succession planning. Succession Planning and training will be an ongoing process that we continue to strive for.
F19	Sustainable Organization	N/A	Reinforce a safe and healthy work environment to protect our employees and minimize compensation claims.			HR PD	We are always looking for ways to promote employee wellness. We work hard to have a monthly event that employees can participate in.
F20	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
F21	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
F22	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
F23	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
F24	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

LIVE



WORK

PLAY

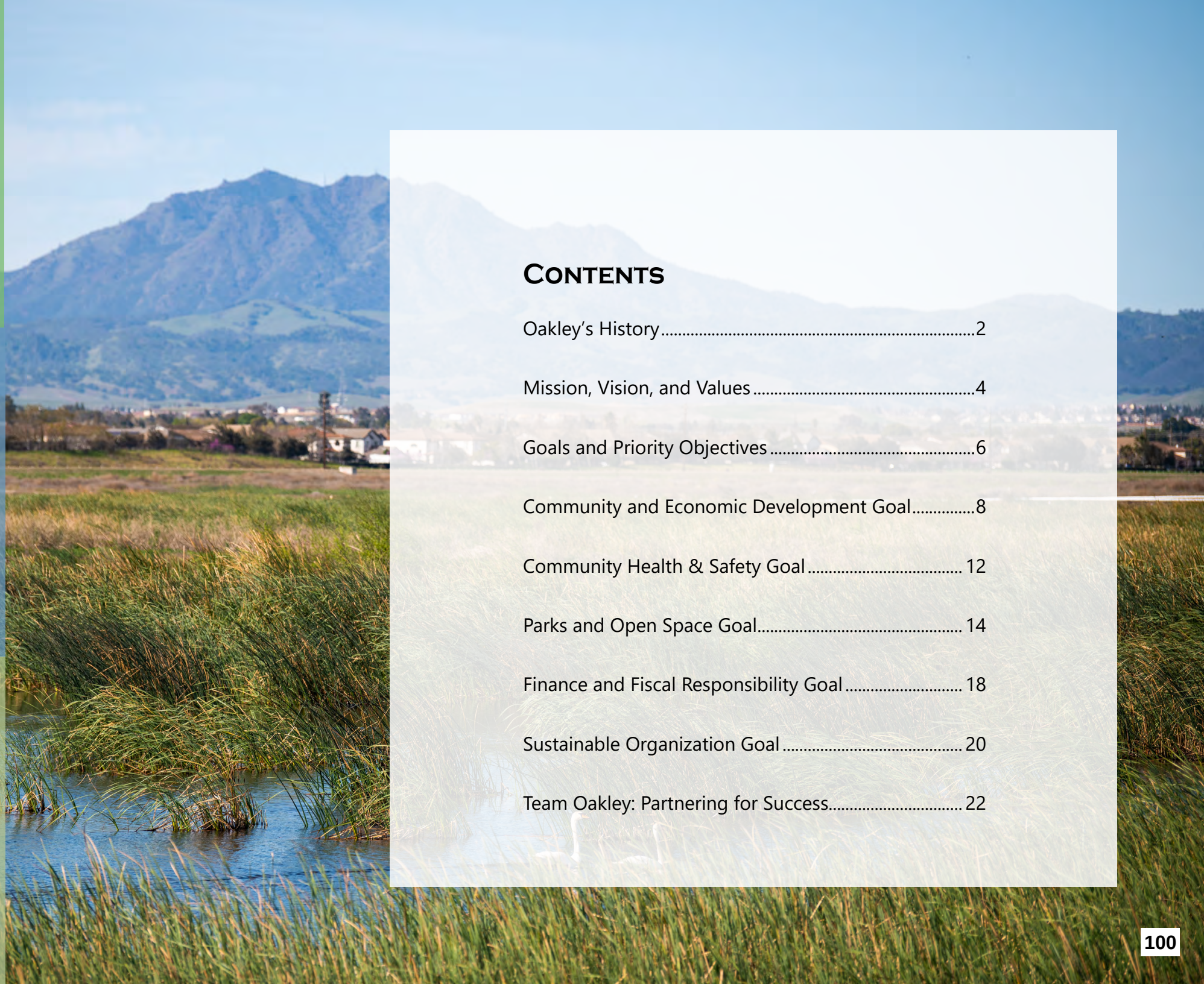
OAKLEY
CALIFORNIA

City of Oakley

STRATEGIC PLAN

2022–2027+

Adopted April 2022



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OAKLEY
CALIFORNIA

Mayor Randy Pope

Joshua McMurray

Oakley has a vision for its future: Action. For the 5-year Strategic Plan 2027+ (SP27+), the City engaged many diverse community voices to explore who we are, who we want to be, and where we want to go. This process resulted in a clear mission, inspiring vision, redefined values, and a path forward. Now, more than ever, we recognize and celebrate the history, uniqueness, and future potential of our Delta city.

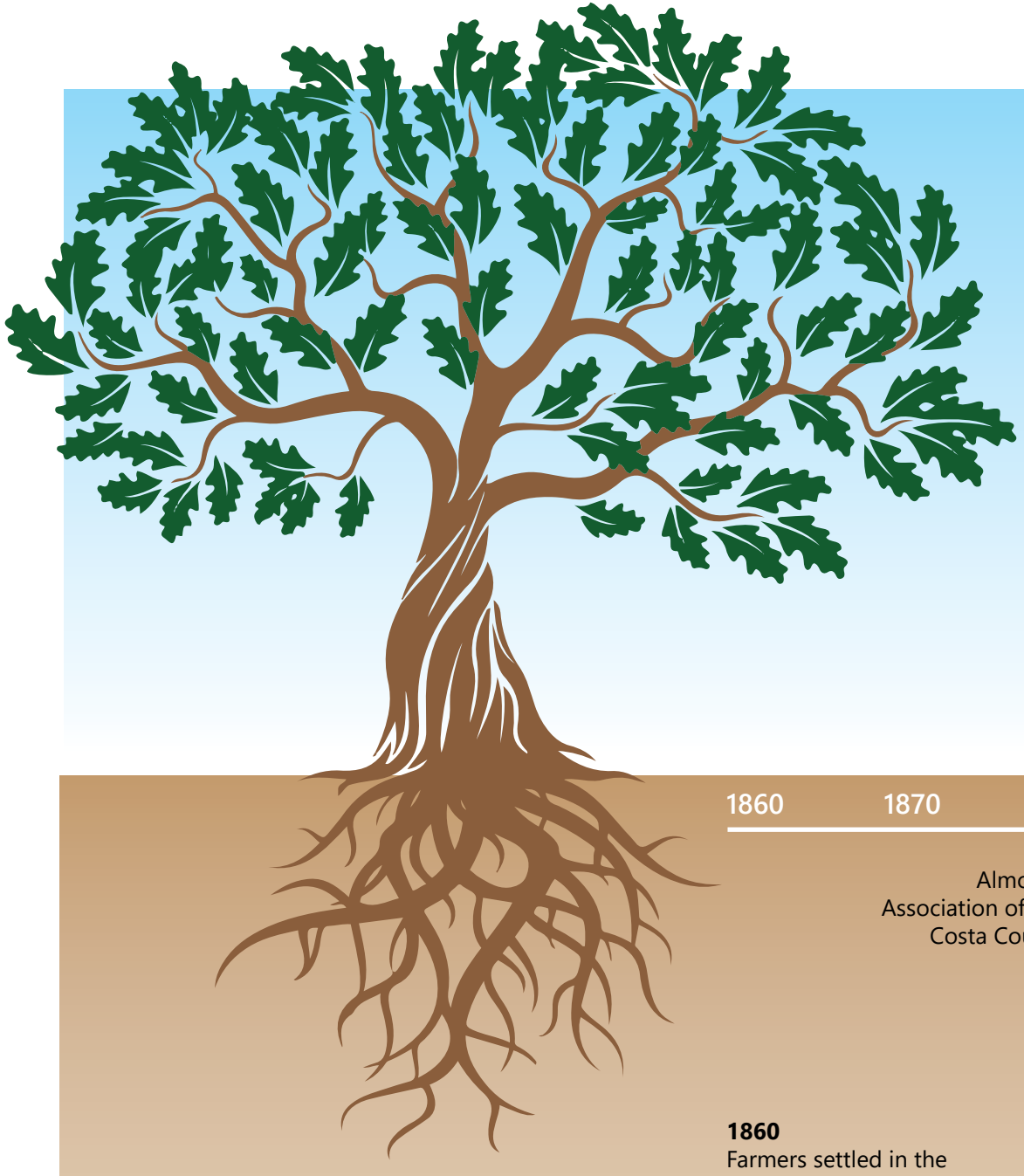
This time in the City's history is filled with excitement, growth, and so much possibility. SP27+ provides us with a long-term framework to provide exceptional service to residents and businesses while capitalizing on the shoreline to enhance the overall quality of the area for both visitors and businesses, investing in people and technological advances for organizational sustainability, and leveraging recent successes, like the Logistics Center, that can provide regional jobs and associated economic activity and investment. The SP27+ gives us focus and keeps our priorities centered around what matters most to our engaged residents, businesses, and partners.

As one community oriented around action, we collectively set our sights on strategic and thoughtful growth, safe and healthy neighborhoods, vibrant open spaces, collaborative engaged partnerships, and a sustainable organization that will benefit current and future residents and businesses. These goals will be realized through our collective values, to set our **PATH** forward: **Promoting** fair and equitable stewardship of our community, **Advocating** for a collaborative environment, demonstrating **Transparency** for accountability, and leading with **Honesty** and integrity. Together we can cultivate an inclusive and vibrant City where we live in a safe community, work together, and play in our backyard.

We look forward to working with you as we take action toward creating a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.

Randy Pope
Mayor

Joshua McMurray
City Manager



Oakley's History

Officially incorporated on July 1, 1999, Oakley is the 11th newest city in California. Oakley is one of the last pioneer communities established inland from California's great coastal centers. Located beyond the extensive San Francisco Bay, the area was historically known as a railroad town along the Santa Fe railroad line and became San Francisco's easternmost frontier for agricultural production in the 1960s.

Early landholders in the 1860s, including Fred Babbe, Andrew Walker, Samuel Sellers, James O'Hara, Edward Emerson, and Benjamin F. Porter, all grew vegetables, fruits, and grains for the San Francisco Market.

1860 1870 1880 1890 1900 1910 1920

1860
Farmers settled in the Oakley area

1889
Almond Growers Association of East Contra Costa County formed

1898
First Postmaster appointed

1900
Santa Fe Railroad first train

1905
Oakley Hotel built

First annual Oakley Jack Rabbit Bar-b-que

1913
First library established

Oakley Women's Club founded

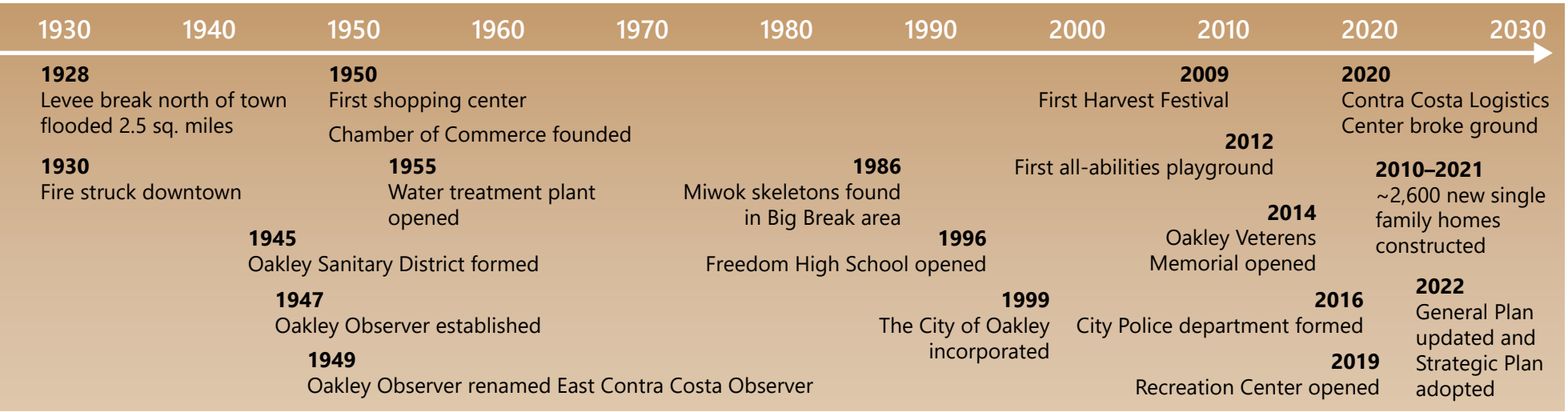
1915
Vineyards developed

1924
Fire struck Oakley, burning most of the businesses in town

In 1898, a native of Ohio and Civil War veteran Randolph Marsh bought 12 acres in the northwest quarter of Section 25 of eastern Contra Costa that became Oakley Township, and the streets, Main, Acme, Ruby, Star, and Home, so christened by Marsh, recall his name today. During the same period, Mary O'Hara, wife of Oakley pioneer James O'Hara, became the first president of the Ladies Improvement Club, which was later known as Oakley Women's Club, established one of the first free libraries in Contra Costa County.

From the early 1900s through the 1960s, Oakley was a very self-sufficient town as it supported an automotive and farm equipment dealership, a hotel, four schools, several grocery stores, movie theaters, restaurants, and bars. The Atchison, Topeka, and Santa Fe railroad – also known as one of the larger railroads in the United States in the 1900s – stopped in Oakley morning and night, allowing easy transport to Stockton for more expanded shopping opportunities and cultural enrichment. Transformation of Oakley from an exclusively agricultural community to a bedroom community supporting an industrial waterfront caused community changes in the late 1950s.

Today, Oakley has blossomed into a growing suburban community of planned business and commercial development, landscaped parks, shopping centers, and abundant leisure opportunities, including excellent fishing and recreational boating opportunities along the Delta.



Mission, Vision, and Values

As part of the SP27+ community process, the City's Mission, Vision, and Values reflect our mission to grow with purposeful intent while embracing our diverse and vibrant communities who choose to build their lives and livelihoods in Oakley's Delta heartland. In recognition that the City is under new leadership and that our community has almost doubled in size, the City is committed to a **PATH** forward to create a better Oakley today while anticipating who Oakley is becoming. Although the City is still young we are advancing to meet the planned growth that was set almost 25 years ago. The SP27+ revisits what is important to the diverse communities and recalibrates the City's collective priorities while not losing sight of what binds us together through our core values. We encourage every citizen, business, and visitor to support our Mission, enliven our Vision, and promote our Core Values to realize a City where anyone can choose to Live, Work, and Play.

Mission

The City of Oakley will create a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.

Vision

The City of Oakley celebrates our unique Delta lifestyle and small-town feel where we Live in a safe dynamic community, Work together to build the future, and Play in our own backyard.

Core Values

Our values guide us on a **PATH** to where we want to Live, Work, and Play in the heart of the Delta.

Promote fair and equitable stewardship for the welfare of our diverse individuals that comprise our inclusive community.

Advocate a professional and family-friendly environment where Council, Staff, and the Public can envision and realize the City's future together with a recognition of our shared commitments and opportunities.

Transparency is how we will create accountable partnerships to cultivate communication and collaboration to engage our thriving community.

Honesty and integrity are the foundation for building trust and fostering teamwork to live our mission and vision.

Goals and Priority Objectives

Throughout the SP27+ process, it was broadly acknowledged that the City is growing fast since its incorporation in 1999. With the population doubling in almost 2 decades the City is well positioned to design its future and take advantage of its home-town position on the edge of the Delta. With input from more than 400 community members, it is recognized that Oakley is converging from a rural farm town to a central location that can provide and serve local and regional jobs while providing a safe and vibrant community. More than 69 percent of the community said that Oakley was a good to excellent place to live based on its access to schools and regional jobs, its safe hometown feel, and abundant parks and active community events. But with rapid growth also comes challenges and the community participation helped to steer the SP27+ in the direction of addressing key stressors in order to keep us on the path where Oakley residents, businesses, and visitors can Live, Work, and Play in the heart of the Delta. Primarily participants asked for the City to create more access to shopping, groceries, and jobs while balancing housing with infrastructure demands to manage traffic congestion and public safety.

The SP27+ Goals and Priority Objectives were developed with no implication of hierarchy of importance and outlined in the following sections. It also should be recognized that some goals will be launched in tandem and some may not be launched for years to come based on shifting circumstances and priorities. What is critical is that the City has a vision and plan that allows Council and Staff to weigh priorities and measure them purposefully while respecting investments made for both short- and long-term gains. The joint commitment of the Council and Staff is to move the City's goals forward and achieve alignment based on purposeful communication to partner for informed decision-making to advance progress.

The City's goals, illustrated below, will be accomplished through priority objectives that will be measured, evaluated, and prioritized though the annual budgeting process to realize and advance the City's potential.

Oakley's Goals

Community and Economic Development

- Strategic and Thoughtful Growth
- Business-Friendly Environment
- Local Jobs

Community Health and Safety

- Safe Streets
- Healthy Neighborhoods and Community Resources

Parks and Open Space

- Parks and Public Areas
- Programs and Recreation

Community and Collaborative Partnerships

- Community Outreach and Engagement
- Collaborative Partnerships

Finance and Fiscal Responsibility

Sustainable Organization

Community and Economic Development Goal

The City of Oakley will inspire and encourage Community & Economic Development through strategic and thoughtful growth, a business-friendly environment, and local employment opportunities.

Strategic and Thoughtful Growth Sub-goal

We will strategically plan and thoughtfully align our residential, commercial, and industrial growth to meet our short- and long-term vision.

Strategic and Thoughtful Growth Objectives

- 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.
  - 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.
  - Prioritize planning by targeting new businesses that align with Oakley's vision.
- Provide affordable housing sites that meet our legislated Regional Housing Needs Allocation (RHNA).
- 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.
  - Leverage the train platform that will offer better access for Downtown programming.
  - Create better streetscapes that can promote traffic calming.

The City of Oakley will strategically plan and thoughtfully align the town's residential, commercial, and industrial growth to meet both its short- and long-term goals.

- Consider funding elements of the Downtown Specific Plan with American Rescue Plan Act (ARPA) monies.
- Revitalize and draw people downtown to live, work, and play.
  - —*Develop an expanded downtown with additional buildings and mixed use.*
  - —*Consider a park, including programming specific to Economic Development, from north 2nd Street to Rose Ave.*
  - —*Develop or sell City-owned properties based on community benefit.*
  - —*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.*
  - —*Research rezoning of River Oaks Crossing*

- 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.
  - 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).
- Plan and develop Cypress Corridor holistically with improvements and commerce to service new development to ease downtown traffic (e.g., grocery, restaurants).
- Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:
  - Update zoning to promote single and multi-family housing, mixed use, light industry, and commercial opportunities and remaining residential opportunities. Ensure that zoning considers potential conflicts with adjacent properties that are not compatible.
  - Enforce codes consistently in all districts to create consistent standard to code enforcement by using a combination of reactive and proactive code enforcement.
    - —*Maintain code enforcement officers and provide proper training.*
  - Encourage objective decision-making versus subjective decision-making for application approvals to meet Oakley's vision and economic goals by focusing on formal plan and study outcomes.
  - Require developer fees for proper infrastructure (e.g., roads and parks) to support development and growth.
  - Communicate and build consensus through the results of the special studies that are commissioned to provide for the feasibility of projects and engage the public at the beginning of all projects to ensure project delivery is not stunted or stopped without defining success from all stakeholders.
- Enhance Environmental Stewardship
  - Collaborate with the water and sewer special districts to maximize the distribution and use of recycled water.
  - Explore and report on green energy opportunities.
    - —*Solar at City facilities*
    - —*Expansion of City's EV Charging Program*

The City of Oakley's business-friendly environment will attract residential, commercial, and industrial partners to revitalize Oakley where people will come to Live, Work, and Play.

- Remove the allowance for non-drought tolerant landscaping.
- Ensure new residential construction meets adopted standards for energy efficiency, including solar and power storage.
- 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.

- 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.

Oakley will partner with and attract businesses that can employ our regional workforce to invest in local talent.

Business-Friendly Environment Sub-Goal

Our business-friendly environment will attract residential, commercial, and industrial partners to revitalize Oakley where people will come to Live, Work, and Play.

Business-Friendly Environment Objectives

- 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.
  - Develop a Business Vision for Oakley that will attract and retain high-quality, diverse commerce through incentives for businesses including small businesses.
  - Develop a Property Utilization Plan on City-owned properties to maximize the City's potential return on investment.
- 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.
- Showcase businesses through active engagement and outreach (e.g., social media, storefronts images, local business newsletter with coupon book included).
- Continue to streamline business license fee/permits.
- Beautify Oakley's streetscapes, parks, and business facades to attract and retain businesses and their customers.

Local Employment Opportunities Sub-Goal

We will partner with and attract businesses that can employ our regional workforce to invest in local talent and expertise.

Local Employment Opportunities Objectives

- Capitalize on Logistics Center and strategize with developers and surrounding property owners to create job opportunities.
- Create employer-employee partnerships to reduce State's regulations on vehicle miles traveled (VMT) and complement our existing housing (Logistics Center development).

OAKLEY

We will partner with and attract businesses that can employ our **regional workforce** to invest in **local talent** and expertise.

Community Health & Safety Goal

The City of Oakley will protect our public and prioritize safe streets, healthy neighborhoods, and robust community resources to benefit our most valued assets — our people.

Safe Streets Sub-Goal

We will preserve and secure the City of Oakley with safe streets that are welcoming to motorists, cyclists, and pedestrians.

Oakley will preserve and secure safe streets that are welcoming to motorists, cyclists, and pedestrians.

Safe Streets Objectives

- Create an Emergency Disaster & Response Plan including resiliency resources.
  - Develop a Communication Plan for emergency responders, Public Works, the public, and other key stakeholders.
  - Provide and reinforce public and staff training through regular community meetings.
  - Ensure resiliency to power outages (traffic controls, cellular and broadband backup, generators).
  - Implement training, communicate broadly, and seek grants for implementation.
  - Modernize the Oakley Emergency Operations Center (EOC).
- 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.
  - East Cypress Corridor Specific Plan Area
  - Main Street – improve areas to their full right-of-way
  - Complete Laurel Road, including widening to its full width, and the extension and over-crossing over the railroad track to Sellers Avenue
- Explore improving lighting for safety.
- Align police resources with City's growth.
  - Develop and implement a staffing plan to scale police personnel to City's growing safety needs.
  - Streamline and civilianize where appropriate (i.e., admin, budget/finance, records, property, fleet management, etc.).

- Improve and invest in technology.
  - *Map accident scenes to open roads quicker.*
  - *Research red light cameras to supplement sworn enforcement officers.*
  - *Create a larger "cyber shield" over the City via a robust camera program.*
- Establish strong neighborhood watch programs, including National Night Out, and maintain close communication between the neighborhoods, the City Council, Oakley Police, and City Hall.
- Collaborate with neighboring agencies to maximize efficiencies with shared resources (e.g., equipment).
- Expand the Citizen Emergency Response Training (CERT) program.
- Dedicate traffic enforcement team to improve traffic safety.

- 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.
  - Implement traffic-calming policy and update to new practices for increased traffic as Oakley grows.
- Promote Safe Pedestrian and Bike Routes.
  - Collaborate with School Districts to apply for State and Federal grants to create safer and more accessible connectivity.
  - Improve trail connectivity to provide pedestrians and cyclists safe passage.

Safe and Healthy Neighborhoods + Community Resources Sub-Goal

We will offer a high quality of life by partnering with residents and businesses to promote and maintain a safe and healthy living and work environment with community resources to serve our diverse community.

Safe and Healthy Neighborhoods + Community Resources Objectives

- Rejuvenate our downtown and residential and business developments to discourage blight through beautification and development of standards for commercial code enforcement.
- Promote community service opportunities to build the community and beautify Oakley.
- Implement Phase 2 of the Recreation Center.
- 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.
  - Initiate and partner with other agencies to create regional support to provide services to help unhoused persons.

Oakley will maintain close communication between the neighborhoods the City Council, Oakley Police, and City Hall to manage traffic.

Parks and Open Space Goal

The City of Oakley will capitalize on our greatest Delta asset where our residents, businesses, and visitors can recreate and relax.

Parks and Public Areas Sub-Goal

We will upgrade and maintain our City parks and open spaces to be a focal point that encourages community use and civic pride.

Parks and Public Areas Objectives

- Upgrade and develop parks and open space for diverse interests and expanded under-served 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).
  - Envision, develop, and fund Oakley's 55-Acre Regional Park and seek grant funding that will compete at the State level.
    - *—Envision Oakley as the front door of the Delta and one of California's natural wonders.*
    - *—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.*
  - Create and maintain sporting fields (bocce, baseball/softball, soccer, equestrian arena) and provide shade, bathrooms, and lighting services.

Programs and Recreation Sub-Goal

We will serve our diverse people, parks, and programs by providing inclusive activities and access to engage the City's family and friends in science, culture, sports, and creativity.

Programs and Recreation Objectives

- 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.
  - Complete Phase 2 of Oakley's Recreation Center to encourage indoor sports, Camp Room, and Teen Room for classes.
  - 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.
  - Promote Oakley's events and recreation and differentiate our offerings from adjacent cities.

OAKLEY

We envision Oakley as the **front door of the Delta** and one of California's **natural wonders**.

Community and Collaborative Partnerships Goal

The City of Oakley will build strong community and collaborative partnerships to be mutually beneficial and co-create shared goals.

Community Outreach and Engagement Sub-Goal

We will engage and partner with our residents and businesses in meaningful and relevant dialogue to realize our shared vision and values.

Community Outreach and Engagement Objectives

- 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.
  - 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.
    - *Promote City Council/Community meetings through social media to inform about agendas where public can participate in person.*
  - 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.).
  - Actively uphold Oakley's Governance Guidelines & Protocols Policy to encourage productive partnerships, positive communication, and achievement of short- and long-term goals.
- 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.
  - Communicate how Oakley is living its core values and meeting its stated mission and vision (e.g., newspapers, electronic boards, website, newsletter, social media).
  - Modernize website to be user friendly, transparent, functional, and reflective of the City's vision.
- Communicate and uphold the City's information systems to reinforce transparency and access to build trust.

Collaborative Partnerships Sub-Goal

We will foster and maintain strong relationships with our public-private partnerships to mutually benefit our shared goals.

Collaborative Partnerships Objectives

- Consider creating new partnerships that will involve community participation (e.g., Park and Arts Commission).
- 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.*
  - Ironhouse Sanitary District
    - —*Consider opportunities for water reuse (e.g., recycled and industrial water).*
  - Mt. Diablo Resource and Recovery (MDRR)
  - CONFIRE
  - School District
    - —*Explore joint-use opportunities to optimally partner with elementary and high school (e.g., satellite classrooms and recreation, library).*
    - —*Re-visit agreements with shared facilities and public access.*
  - County/Region/State
    - —*Encourage collaboration for public safety and enforcement particularly where there is multi-jurisdictional responsibility (e.g., fire, road access, school sites).*
    - —*Discuss Regional Park interests.*
    - —*Invite key electeds, Board representatives, and others to speak at Council meetings for outside updates and perspective.*
  - 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.*
    - —*Consider creating a Sister City.*
    - —*Consider expanding outreach to NGOs beyond our region.*

We will celebrate Oakley with community events and activities that unite us.

Finance and Fiscal Responsibility Goal

The City of Oakley will leverage its financial resources for the long-term benefit of our residents and businesses while maintaining sufficient reserves to provide stability and ensure a successful future.

Finance and Fiscal Responsibility Objectives

- 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.
  - Educate Executive Leadership and Council on annual budget through communication, reporting, and training to create better partnership on fiscal strategies.
  - 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).
  - Partner with Special Districts and agencies to realize economies of scale and efficiencies.
- 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.
  - Implement technology upgrades to improve transparency and public access to City documents and remote transactions.
  - 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.
  - Complete a feasibility study pertaining to broadband services and free Wi-Fi throughout the City.
  - Provide one free session of City-run summer camp to Oakley residents.
- 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.
  - Seek to supplement existing funding sources with State and Federal grants for special projects.
  - Consider the implementation of an EIFD (enhanced infrastructure financing district) to make infrastructure improvements that will attract businesses and generate revenue.

- 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.
  - 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.
- Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:
  - Service for public-business license applications/other applications
  - Financial modeling and finance/budget balancing
  - Public safety and roads
  - 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
  - Infrastructure and asset management
- 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.*
    - —*Continue to apply for and receive the California Society of Municipal Financial Officers' Operating Budget Excellence Award.*
  - Continue to update the Budget Strategies and Financial Policies in the City's annual budgets.
  - Consider how to include performance audits in the City's budget to provide accountability for performance and compliance.
  - Maintain 10-year budget forecast to be updated with each annual budget.
  - Establish a 30% General Fund Reserve Policy to protect the City's operations from a sudden drop in property tax and development-related revenues.
  - Establish a formal policy for the restrictions on and allowed uses of funds in the 30% General Fund Reserve 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.*
  - Align Strategic Plan Goals and Objectives into the annual budget document, including performance measures.

Oakley will leverage financial resources for the long-term benefit of our residents and businesses.

Sustainable Organization Goal

The City of Oakley will create a vibrant municipal workforce that reflects our commitment to an inclusive and equitable community and can meet our mission today while striving for our envisioned future tomorrow.

Sustainable Organization Objectives

- 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.
  - Provide appropriate training and professional development to keep up with regulatory requirements and skill sets to maintain the City.
  - Properly staff our Police Department to best protect and serve Oakley.
  - Address staffing limitations by hiring, contracting, or prioritizing programs, projects, and initiatives to scale appropriately.
  - Base the City's performance on execution of SP27+ and other major initiatives.
  - 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.
  - 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).

Oakley will encourage employee wellness by creating a safe and healthy work environment.

- Identify and invest in resources to execute the City's responsibilities.
  - Invest in Electric Vehicle fleet, which would require downtown charging stations.
  - 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.
  - 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.*
    - *Parks & Recreation staff to keep up with demands of new parks and recreational programming.*
    - *Public Works staff to keep up with demands of new housing, parks and infrastructure development and maintenance.*
    - *Police to keep up with growing safety needs.*
    - *Other needs as determined.*
- 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.
- Reinforce a safe and healthy work environment to protect our employees and minimize compensation claims.
- 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+.
  - 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.
  - Reinforce Team Oakley: Council, staff, and the public by celebrating successes and communicating obstacles for full transparency to create a learning environment.
  - Inspire and encourage Oakley staff to be visible and work with the community at large.
  - Acknowledge roles and responsibilities per the City's Governance Guidelines & Protocols Policy Framework to guide the execution of the Strategic Plan.

Oakley will create accountable partnerships among the trio of City Council, staff, and the community to deliver on this co-created Strategic Plan.

Team Oakley: Partnering for Success

The City of Oakley recognizes that the implementation of the SP27+ is incumbent on the strength of our partnership with the Council and community of residents, businesses, and stakeholders that benefit from the City's success. Our strategic planning process included outreach to more than 400 community members and stakeholders that actively responded to a survey of questions and attendance at 4 public meetings to co-create the City's new mission, vision, values, and priority objectives. With our unique new leadership of both Council and staff alike, along with a new community that has doubled since our City's incorporation less than 25 years ago, together we re-envisioned who Oakley is becoming. **We are thankful to all of those who participated to help co-design our shared future as we implement key goals that will meet our desires for today and for future generations to come.**

City Council Members

Randy Pope, Mayor

Aaron Meadows, Vice Mayor

Anissa Williams

George Fuller

Sue Higgins

Stakeholders-Partners

Jeff Quimby, Contra Costa Water District

Tyson Zimmerman, Angela Lowrey, Dawn Morrow, Ironhouse Sanitary District

Jeffrey Palmquist, Oakley Union Elementary School District Superintendent

City Staff

Joshua McMurray, City Manager

Tim Przybyla, Finance Director

Kevin Rohani, Public Works Director

Paul Beard, Police Chief

Jeri Tejeda, Human Resources Director

Brent Smith, Community Development Director

Libby Vreonis, City Clerk

Lindsey Bruno, Recreation Director

Felicia Escover, Assistant to the City Manager

Strategic Planning Consultants

Ellen Cross, Strategy Driver, Inc.

Maria Pascoal, GEI Consultants

OAKLEY

Thank you for helping Oakley co-create a resilient future and a vibrant and evolving community that welcomes and values all people.

OAKLEY
CALIFORNIA

City of Oakley

3231 Main Street, Oakley, CA 94561

(925) 625-7000

https://www.ci.oakley.ca.us/

Business Name	Primary Contact Email Address	Primary Address Phone #	Full Primary Address	Active Licenses
ALICE RODRIGUEZ DESIGN	ALIZ_RODRIGUEZ@YAHOO.COM	(650) 281-7177	228 CAPUTO CIR OAKLEY CA 94561	HOME BASED BUSINESS LICENSE
ALYSSA SOARES	ALYSSAMARIESOARES03@GMAIL.COM		3460 MAIN ST STE 111 OAKLEY CA 94561	BUSINESS LICENSE
ECLIPSE AWNING WORKZ		(925) 446-7082	60 LAURITZEN LN OAKLEY CA 94561	BUSINESS LICENSE
GABRIELLE MARTINEZ-DOMANTAY	GABYDOMANTAY@GMAIL.COM	(925) 421-6778	3460 MAIN ST STE 111 OAKLEY CA 94561	BUSINESS LICENSE
JASMINE HERNANDEZ	JASMINEH3610@GMAIL.COM	(925) 642-1777	4700 MAIN ST #B OAKLEY CA 94561	BUSINESS LICENSE
OAKLEY HEATING AND AIR LLC	OAKLEYHEATINGAC@YAHOO.COM	(925) 695-5310	400 NORCROSS LN OAKLEY CA 94561	HOME BASED BUSINESS LICENSE
SKYLINK TECH	EWLTAN@YAHOO.COM	(916) 425-5028	74 PEONY CT OAKLEY CA 94561	HOME BASED BUSINESS LICENSE
SWEET RI TREAT	SWEETRITREAT@GMAIL.COM		5685 MAIN ST OAKLEY CA 94561	BUSINESS LICENSE
TWIN PINES PLUMBING	ATTACKONPEBBLEBEACH@GMAIL.COM	(925) 250-1920	1820 GATEWAY DR OAKLEY CA 94561-2600	HOME BASED BUSINESS LICENSE
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