



AGENDA

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

Tuesday, May 23, 2023

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.

Agendas are posted in Oakley at Oakley City Hall-3231 Main Street, outside the gym at Delta Vista Middle School-4901 Frank Hengel Way and outside the Library at Freedom High School-1050 Neroly Road. Agendas are also posted on the City's Internet Website www.ci.oakley.ca.us.

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.

The City of Oakley provides social media options to stay connected to City Hall through Facebook, Twitter, Next Door and Instagram. Other opportunities to connect with City Hall include Engage In Oakley, Oakley OnDemand on the City's website, and by emailing info@ci.oakley.ca.us.

If you have a physically challenging condition and require special accommodations, please call the City

Clerk's office at (925) 625-7000.

Please keep cell phones/electronic devices turned off during the meeting. Please be advised that City Council meetings are video recorded and attendees may appear on video.

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**
- 1.3 Train Platform Update (Tamika Smith, San Joaquin Regional Rail Commission, Director of Rail Services)**

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.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.

3.1 Approve Minutes from the Regular Joint City Council/City Council Acting as the Successor Agency to the Redevelopment Agency/Public Financing Authority Meeting Held May 9, 2023 (Libby Vreonis, City Clerk)

[Minutes 05-09-23](#)

3.2 Acceptance of work associated with Capital Improvement Project Number 275 - Fiscal Year 2022/23 Curb, Gutter, & Sidewalk Repair and Replacement Project (Kevin Rohani, P.E., Public Works Director/City Engineer)

[Staff Report](#)

[1. Resolution](#)

[2. Notice of Completion](#)

3.3 Acceptance of work associated with Capital Improvement Project Number 276 – Fiscal Year 2022/23 Street Restriping Project (Kevin Rohani, P.E., Public Works Director/City Engineer)

[Staff Report](#)

[1. Resolution](#)

[2. Notice of Completion](#)

4.PUBLIC HEARINGS

4.1 Consideration of a Resolution Establishing a Master Fee Schedule and Updating Certain City Fees and Refuse Fees (Tim Przybyla, Finance Director)
Suggested Action: Staff Recommendation: 1) Receive the Staff Report, 2) Receive Questions from the City Council, 3) Open the Public Hearing, 4) Receive Public Testimony, 5) Close the Public Hearing, 6) Deliberate, 7) Summarize the Deliberation 8) Adopt the Resolution

[Staff Report](#)

[1. Resolution](#)

[2. Master Fee Schedule](#)

[3. Letter from MDRR Requesting an RRI Adjustment](#)

5.REGULAR CALENDAR

5.1 Strategic Plan SP 27+ Update (Joshua McMurray, City Manager)

[Staff Report](#)

[1. Strategic Plan Update Spreadsheet](#)

6.REPORTS

6.1 CITY MANAGER **(a) City Manager**

6.2 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

7.WORK SESSIONS

8.CLOSED SESSION

8.1 PUBLIC EMPLOYEE PERFORMANCE EVALUATION **Pursuant to Government Code Section 54954.5(e)** **Title: City Manager**

8.2 CONFERENCE WITH LABOR NEGOTIATORS **Agency designated representatives: Mayor Meadows, Vice Mayor Williams, City Attorney Cole** **Unrepresented employee: City Manager**

9.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/Oakley Public Financing Authority
held
May 9, 2023**

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 Aaron Meadows called the meeting to order at 6:30 p.m. in the Oakley City Council Chambers located at 3231 Main Street, Oakley, California 94561. Vice Mayor Anissa Williams and Councilmembers George Fuller and Hugh Henderson were also present. Mayor Meadows announced Councilmember Shannon Shaw was absent.

1.2 Pledge of Allegiance to the Flag (Dominic Leonor, 5th Grade Gehringer Elementary School Student)

Dominic Leonor led the Pledge of Allegiance to the Flag.

1.3 Presentation of Proclamations 1. Building Safety Month (Brent Smith, Community Development Director) 2. Public Works Week (Kevin Rohani, Public Works Director/City Engineer) 3. National Police Week (Paul Beard, Chief of Police)

Mayor Meadows presented proclamations to Brent Smith, Community Development Director, Kevin Rohani, Public Works Director/City Engineer, and Paul Beard, Chief of Police. Chief Beard was joined by officers Sergeant Foreman, Officers Burton and Navarette and Lieutenant Roberts. Chief Beard mentioned Sergeant Roberts will be attending National Police Week in Washington, D.C. along with his son, a Sheriff with the Contra Costa County Sheriff's Office, and he shared events that will occur in recognition of officers, fallen officers, and their families.

1.4 Update from Oakley Library Manager Lisa Cano-Loomis

Oakley Library Manager Lisa Cano-Loomis provided a Canva presentation focused on digital resources (newspapers) available through the Library in response to Councilmember Fuller's request during the previous meeting.

Councilmember Fuller thanked Ms. Cano-Loomis.

Ms. Cano-Loomis mentioned the Library is recognizing Free Comic Book Days all week, May 8-13 at the Library. She shared someone from Oakley won the bookmark design contest for this event. She announced there will be a virtual author talk on Thursday.

2) PUBLIC COMMENTS

Bud Chaddock thanked Oakley Police officers. He mentioned there is an amazing amount of action taken on their behalf to control drug issues and guns and they are getting a good grip on

it which he commended them for doing. He expressed that he loves that Oakley Police posts its achievements on social media; it keeps everyone abreast of what is going on, but he saw in one photo 3 baggies of pot buds and a ghost gun. He mentioned his friend who is familiar with 3-D printers says they have never done so good selling this stuff; it has gone off the charts with people making this stuff. He commended Oakley Police for getting it off the street. He discussed the proposed pot cultivation in Oakley and mentioned the City is going to need a lot of extra resources. He shared areas in Oakland and San Francisco have people getting raided and people held hostage. He inquired what the City is going to do about those issues and how it will keep the load off officers. He mentioned there are other sources for revenue and the location is too close to the school. He added that it will place an unneeded burden on officers who are already working to keep our streets safe and this will only increase crime.

3) CONSENT CALENDAR

- 3.1 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 April 25, 2023 (Libby Vreonis, City Clerk)**
- 3.2 Accept Report Out of Closed Session Memo (Derek P. Cole, City Attorney)**
- 3.3 City of Oakley Investment Report (3rd Quarter FY 2022/23) (Tim Przybyla, Finance Director)**
- 3.4 City of Oakley as Successor Agency to the Oakley Redevelopment Agency Quarterly Investment Report (3rd Quarter FY 2022/23) (Tim Przybyla, Finance Director)**
- 3.5 Two Resolutions Initiating the Fiscal Year 2023-24 Oakley Street Lighting and Landscape Assessment District No. 1 proceedings; initiating the process and declaring the intention to levy and collect assessments, and setting June 13, 2023, as the date for the Public Hearing (Kevin Rohani, P.E., Public Works Director/City Engineer)**
- 3.6 City of Oakley General Plan Annual Progress Report Calendar Year 2022 (Ken Strelo, Planning Manager)**
- 3.7 Consideration of a Resolution Amending an Agreement between Tyler Technologies and the City of Oakley for the Conversion from the Tyler Eden Enterprise Resource Planning (ERP) System to the Tyler Enterprise ERP System to Add Tyler's Managed Detection and Response Service and Authorizing the City Manager to Execute the Amendment to the Agreement (Tim Przybyla, Finance Director)**

It was moved by Councilmember Fuller and seconded by Councilmember Henderson to approve the Consent Calendar. Motion was unanimous and so ordered. (4-0)

4) PUBLIC HEARINGS

- 4.1 City of Oakley 2023-2031 Housing Element (Optional Amendments) (Ken Strelo, Planning Manager)**

Planning Manager Ken Strelo presented the staff report and provided a PowerPoint presentation.

Councilmember Fuller inquired since the rezoning is already on the Housing Element, if it automatically converts or comes back.

Mr. Strelo responded that it will come back. He explained the properties with the existing AHO overlay from the previous Housing Element would still need to come back either way to have the rezone done. He mentioned if HCD finds that the affordable housing overlay is insufficient those properties would need to be rezoned at the base zoning level.

Councilmember Fuller commented that in other words, it would be entirely open again to rezoning if they decide rezoning needs to be done.

Mr. Strelo confirmed that is correct.

Mayor Meadows opened the public hearing and called for public comments. There being none, he closed the public hearing.

Councilmember Fuller mentioned it is not staff's responsibility, but if the state keeps sending this back there is a chance that things don't go exactly as planned and it makes him nervous and bothers him to do that. He mentioned he will vote in favor, but he is hesitant about the constant changes they have to deal with.

Mayor Meadows mentioned it is not staff as Councilmember Fuller mentioned but rather the state.

It was moved by Councilmember Henderson and seconded by Vice Mayor Williams to adopt the resolution. Motion was unanimous and so ordered. (4-0)

5) REGULAR CALENDAR

5.1 Update on the Oakley Senior Center including a Resolution that would Approve the Third Amendment to the Lease Agreement between the City and the Oakley Senior Citizens (Joshua McMurray, City Manager)

City Manager Joshua McMurray presented the staff report.

Donna Baker, First Vice President of the Oakley Senior Center commented that recently someone asked if their doors were going to close, and she said unequivocally "absolutely not" and she doesn't believe the Council will let that happen either because they believe there should be a senior center for Oakley. She mentioned they are one of the few senior centers in the Bay Area and possibly the state that is independent of the city for which they serve. She indicated they are working very hard to up their financial status and have many more things planned, all in the proposal. She expressed that she understands the building will probably be torn down in the next 4 years and hopefully the seniors will be part of a new building with the Oakley Veterans whom they currently share the property with and possibly the Library. She mentioned she would appreciate acceptance of all the amendments Mr. McMurray has worked so hard on for the Seniors. She shared that she understands \$20k is limited support and hopes

that they only have to tap into it when needed so they are not going to try and take advantage. She asked the Board members to stand, members of the senior citizens to stand, and audience members who believe Oakley should have a senior center. She mentioned she wrote both documents but she had the help of everyone.

Scott Creamer apologized for not being here last month. He mentioned he is a Board member and volunteer at the Senior Center. He shared that they offer much to the community at through the Senior Center, not only for seniors; it is where self-defense class, country dance class, exercise class, hot lunches, and sewing are offered, and they have food give aways to anyone who comes in the door. He also mentioned they offer bingo, safe driving classes, monthly potluck lunches and more, and he encourages everyone to come on down. He thanked the Council for its support now and in the future.

Diane Merritt shared she is a Board member. She commented that she is happy to see the Council is interested in seeing the Senior Center thrive. She shared they have been working on several successful fundraisers and business establishments are contributing food and gift cards to support the Senior Center. She thanked the Council for its support. She shared that the Senior Center supports not just seniors but anyone needing assistance with food.

Mayor Meadows announced one public comment was received online and will be made part of the meeting record. It was submitted by Candy Hogan.

Allan Perry submitted a written comment in support of the Senior Center and did not wish to speak.

Vice Mayor Williams commented that the City pays for a grant writer and she thinks it is a flat fee. She inquired if there is any way to leverage the grant writer to help the Seniors if it doesn't incur additional cost to the City.

Mr. McMurray commented that he does not see an issue with that and can speak with the grant writer to start searching for grants they may be eligible for.

Vice Mayor Williams commented that she was excited to see the Senior's spaghetti dinner fundraiser as profitable as it was. She inquired if there will be an opportunity for them to use the Recreation Center for future events.

Mr. McMurray responded that the Recreation Center can be used by the Seniors, they have 3 future events already scheduled at the Recreation Center, and the City is working with them to waive the fees and for the deposit to be kept for all of the events.

Vice Mayor Williams commented that the City has big plans for the Library, Senior Center, and Veterans. She inquired what the plan is for temporary housing for Seniors and Veterans as there are really important services they are providing all of the time.

Mr. McMurray commented that he doesn't have an answer at this time. He explained that staff is in a phase of that project where it is going to hire a few more consultants on board to validate its initial assumptions and once validated, and there is a plan and path forward, staff will work on a temporary house for them until a permanent facility is constructed.

Vice Mayor Williams shared that she attended the Elected Women's Luncheon and got people from the County and people from Choice in Aging galvanized behind the Seniors so the Seniors should start getting calls from those folks.

It was moved by Vice Mayor Williams and seconded by Councilmember Henderson to adopt the resolution.

Councilmember Fuller requested clarification if something was added or changed.

Mr. McMurray explained the item for approval is the third amendment to the lease agreement; the other items he is committing to work with the grant writer, space for the Seniors if they should need to be relocated, and to use the Recreation Center for larger events, but these other items are not part of the motion.

Motion was unanimous and so ordered. (4-0)

6) REPORTS

6.1 CITY MANAGER (a) City Manager

City Manager Joshua McMurray reported that the City has hired Danielle Navarro as the Assistant City Manager who has over 20 years of municipal experience and mentioned she will add value to the services the City offers to the community. He thanked the Council for allowing organizational changes to occur to change the position from Assistant to the City Manager to Assistant City Manager. He announced that the Taste of Oakley has been canceled due to not enough registrants, Oakley's Got Talent will be held May 20th at the Recreation Center, the Memorial Day Remembrance Ceremony will be held May 27th at the Civic Center Park Amphitheatre, the City of Oakley will host the Contra Costa Mayors' Conference on June 1st, Friday Night Bites paired with a summer concert by Locked and Loaded will be held at Civic Center Plaza June 2nd, the Retro Summer Block Party and movie in the park, *Honey I Shrunk the Kids*, will be held at Civic Center Plaza June 3rd, and Summerfest will be held July 1st beginning at 10am in Downtown Oakley.

6.2 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

Councilmember Henderson reported he attended the Diablo Water District meeting on April 26, the swearing in of Oakley's newest Police Officer on May 1, and Friday Night Bites and first concert on May 5 which had nice attendance even though the rain tried to slow it down a bit.

Vice Mayor Williams reported she attended the Tri-Delta Transit meeting where an update from the CEO was provided regarding Transit Worker Appreciation Day; Tri-Delta and some its partners offered free fairs that day which resulted in a 28% increase in ridership in the Tri-Delta region alone, so they have asked them to look at possible supplementation. She mentioned there is a concerning trend happening as there have been 27 incidents of bus windows that

have been shot by a BB gun; there have been no incidents in Oakley; the bulk of incidents have been in Pittsburg, Antioch and Brentwood. She mentioned Police are aware and it can impact our residents because drivers are getting PTSD so they are having some issues with staffing drivers. She added that they are coming up with different solutions to provide protection and this is the first week since November that there has been no incident. She also reported Antioch has a crisis response team and there was a transitional housing ribbon-cutting that just happened so there is an opportunity to get people off the street. She also reported she attended the local Elected Women's Luncheon and got support for various things and discussed E. Cypress Road and the Seniors so hopefully they will start to get some galvanization from other officials.

Mayor Meadows welcomed Assistant City Manager Danielle Navarro. He reported he attended the Mayors Conference last week and the City of Oakley will be hosting the Mayors Conference June 1st with the business meeting in the Council Chambers followed by the business dinner at Skipolini's. He also reported he attended the swearing in ceremony for the 38th of 40 approved Police Officers and he attended Friday Night Bites which was a good event; it was lighter attended than other events due to weather.

City Manager Joshua McMurray requested a brief pause to get the City Attorney back on the phone. City Attorney Derek Cole attended the meeting remotely via teleconference.

(b) Requests for Future Agendas

Councilmember Fuller commented he was going to request correction to the 4/11/23 minutes during the last meeting but thought it would be better to review the transcript and unfortunately could not get one through the City so he made his own. He provided a handout of the revisions requested. He began to discuss the revisions.

Mayor Meadows inquired if there is a request for a future agenda item.

Councilmember Fuller commented that he wants to bring the 4/11/23 minutes back for reconsideration and he wants his support for Vice Mayor Williams' future agenda item from 4/11/23 to be included.

Mayor Meadows inquired if that was picked up by staff.

City Manager Joshua McMurray confirmed it has been added to the list for future agenda items.

Councilmember Fuller commented he would also like to include in his comments that he was saying it was not speculation. He commented that he would like to move to reconsider his vote for agenda item 3.3 on the 4/25/23 agenda, the minutes for 4/11/23.

City Manager Joshua McMurray commented that there is a process that may be helpful for the entire Council to hear and understand.

City Attorney Derek Cole explained that a motion to reconsider must be made at the same meeting at which the motion occurred; generally once the meeting is over they cannot bring it back for reconsideration; however, the caveat is that the Council can vote to suspend the rule of parliamentary procedure and could take a second vote to consider whether to reconsider, and if the second vote is in the affirmative, staff would schedule it for the following meeting. To summarize, he mentioned there would be three steps:

1. The Council could vote to suspend the rule of parliamentary procedure which requires 2/3 vote; 3 Councilmembers would need to affirm tonight, and, if affirmed; then
2. A motion to reconsider can be made which requires a majority; 3 Councilmembers would need to affirm; and
3. If affirmed, staff would place it on the next agenda for a vote.

It was moved by Councilmember Fuller to suspend the rule of parliamentary procedure to allow for reconsideration of the 4/11/23 minutes.

The motion died for lack of a second.

7) WORK SESSIONS

7.1 General Overview of City's General Fund Budget and Capital Improvement Program (CIP) for Fiscal Year 2023-2024 (Tim Przybyla, Finance Director and Kevin Rohani, P.E., Public Works Director/City Engineer)

Finance Director Tim Przybyla presented the staff report and provided a PowerPoint presentation.

Councilmember Fuller inquired about the City's total revenue that will come to the treasury.

Mr. Przybyla commented that he doesn't know yet, but he will have a figure on June 13 when he brings the entire budget to present to the Council.

Councilmember Henderson commented that they did really well on assessed valuation last year. He inquired what they are expecting for the future.

Mr. Przybyla commented that they are projecting a 6% increase over last year for the current fiscal year; they believe this is a realistic conservative projection for property tax.

Mayor Meadows commented that it is aggressive this year; the resale of homes is almost non-existent; new home sales are slow, which are the driving force behind an increase, unless there is still some lag with buildings coming online with the Logistics Center. He mentioned he believes they heard last week at the Mayors' Conference that the County is using 4%.

Mr. Przybyla commented that he discussed all of this with the consultant, and he is still comfortable with the 6% projection; the consultant mentioned there is an automatic 2% increase and they are not dealing with what is being built this fiscal year; it is based on assessment that is an increase from the prior fiscal year, so he thinks they are in good standing with that projection but he will look at it closer as the Mayor doesn't seem comfortable with that figure.

Mayor Meadows commented it is a good point because it is coming in from last year. He explained that 1st and 2nd quarter sales were okay, but they fell off in the 3rd and 4th quarters.

Mr. Przybyla agreed and continued his presentation. (Police Over Hiring slide)

Public Works Director/City Engineer Kevin Rohani joined the PowerPoint presentation to discuss current and upcoming street and park projects.

Vice Mayor Williams mentioned there is no design done for the Bridgehead Road Widening project. She inquired if staff can include bus access/complete streets. She mentioned there is tons of infrastructure money available, this is a direct path for Tri-Delta on Main Street, and it would also provide public transit access for Amazon workers. She inquired if staff can start working on more public transit/access.

Mr. Rohani explained any project Oakley or other Bay Area city designs has the complete streets program which includes pedestrian, vehicle, bike, and public transit and this project will start the conversation. He mentioned this widening project will lay the groundwork to work with future vendors south of the Amazon campus when they develop and even on E. Cypress Road will have complete streets.

Vice Mayor Williams shared that she saw cool stuff in Washington D.C., i.e., taking 2-lane streets and putting in a center island for public transit so she wants the City to think about the different ways people get around when looking at projects, and she knows Amazon has reached out a lot to Tri-Delta to try and figure out a route for the buses. She expressed she would like to have public transit become more at the forefront, especially on Main Street areas.

Mr. Rohani commented that they have reconstructed the intersection at Main and Bridgehead in conjunction with the Oakley Logistics Center project; they re-did the frontage along Bridgehead with their project, so the missing piece is the project they are proposing, from the railroad track to Main Street.

Councilmember Fuller inquired if staff will adjudicate the budget from the CIP when it comes back so there will be two separate approval processes.

Mr. McMurray confirmed that is correct; staff will continue that process.

8) CLOSED SESSION

None.

9) ADJOURN

There being no further business, the meeting was adjourned at 8:00 p.m.

Respectively Submitted,

Libby Vreonis
City Clerk



STAFF REPORT

DATE: May 23, 2023

TO: Joshua McMurray, City Manager

Approved and Forwarded to the City Council

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

SUBJECT: Acceptance of work associated with Capital Improvement Project Number 275 - Fiscal Year 2022/23 Curb, Gutter, & Sidewalk Repair and Replacement Project

Background and Analysis

The City's adopted FY 2022/23 Capital Improvement Program Budget designates funding for various infrastructure repair and replacement projects. This is consistent with the City of Oakley's Strategic Plan (Community Health & Safety) goals to improve the quality of the City's public infrastructure and to enhance the quality of life for our residents.

The City uses this annual project to perform the repair and replacement of damaged/ uplifted sidewalks or curb and gutter throughout the City of Oakley, to eliminate trip and fall hazards, and to provide safe sidewalks for pedestrians in the community. Tree roots are a major cause of sidewalk uplifts, and this project targeted some of the worst areas in the City where the tree roots have damaged the concrete beyond any temporary repairs. The successful completion of this project is a major step forward in keeping the public sidewalks in the community in good condition and enhances the quality of life for the residents.

The City Council had approved a 50-50 concrete cost share program to help property owners with cases of damaged and uplifted sidewalks. This program has made the replacement of damaged curb, gutter and sidewalks as simplified as possible for property owners as the City is responsible for the design and management of the construction of the project. At the end of the project, the property owners pay half the actual cost of the construction for the damaged concrete along their property, instead of being responsible for the whole cost of the design and construction.

The residents who participated in the program received a great value, and the project helped reduce the City and property owner's exposure to liability resulting from trip and fall incidents.

Consistency with the Oakley Strategic Plan 27+

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

Fiscal Impact

The contract with Mercoza Inc. was successfully completed on time for an amount of \$128,777 which is under the authorized budget of \$150,000.

Staff Recommendation

Staff recommends that the City Council Adopt the Resolution accepting CIP Project No. 275 – FY 2022/23 Curb, Gutter, & Sidewalk Repair and Reconstruction Project as constructed by Mercoza Inc., to be complete, and to direct the City Clerk to file a Notice of Completion for the project with the County Recorder.

Attachments

1. Resolution
2. Notice of Completion

RESOLUTION NO. XX-23

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY ACCEPTING
AS COMPLETE THE WORK PERFORMED BY MERCOZA INC., FOR THE
CONSTRUCTION OF CAPITAL IMPROVEMENT PROJECT NUMBER 275 – FISCAL
YEAR 2022/23 CURB, GUTTER, & SIDEWALK REPAIR AND RECONSTRUCTION
PROJECT**

WHEREAS, City staff, prepared plans, special provisions, and cost estimates related to CIP Project No. 275 – FY 2022/23 Curb, Gutter, & Sidewalk Repair and Reconstruction Project; and

WHEREAS, on November 8, 2022, by adopting Resolution Number 125-22 the City Council awarded a construction contract to Mercoza Inc., for the construction of CIP No. 275 – FY 2022/23 Curb, Gutter, & Sidewalk Repair and Reconstruction Project; and

WHEREAS, Mercoza Inc., has satisfied the contractual requirements necessary for the acceptance of CIP No. 275 to be deemed complete.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED, by the City Council of the City of Oakley that CIP Project No. 275 – FY 2022/23 Curb, Gutter, & Sidewalk Repair and Reconstruction Project is hereby accepted as complete.

BE IT FURTHER RESOLVED AND ORDERED, that the City Clerk is hereby directed to file a Notice of Completion for CIP No. 275 with the County Recorder.

PASSED AND ADOPTED by the City Council of the City of Oakley this 23rd day of May 2023 by the following vote:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

APPROVED:

Aaron Meadows, Mayor

ATTEST:

Libby Vreonis, City Clerk

Date

PURSUANT TO GOVERNMENT
CODE §6103 NO FEE IS REQUIRED
FOR THE RECORDATION OF THIS
DOCUMENT

WHEN RECORDED MAIL TO:

City Clerk
City Of Oakley
3231 Main Street
Oakley, CA 94561

RECORDING REQUESTED BY:

City Of Oakley
3231 Main Street
Oakley, CA 94561

SPACE ABOVE THIS LINE RESERVED FOR RECORDER'S USE

NOTICE OF COMPLETION

**Fiscal Year (FY) 2022/23 Curb, Gutter, & Sidewalk Repair & Replacement
Project – Capital Improvement Project Number 275**

NOTICE IS HEREBY GIVEN THAT:

The CITY OF OAKLEY, a political subdivision of the State of California, did, on November 8, 2022, enter into an agreement with Mercoza Inc., for the construction of Capital Improvement Program Project Number 275 – FY 2022/23 Curb, Gutter, & Sidewalk Repair & Replacement Project located on various streets located within the City of Oakley limits.

The Owner's nature of interest or estate in the property described below is in fee.

The work described in the contract documents was to furnish all material, labor, and equipment necessary to complete FY 2022/23 Curb, Gutter, & Sidewalk Repair & Replacement Project – CIP 275.

On May 23, 2023 said contract, as a whole was completed and the work was accepted by the City Council of the City of Oakley.

VERIFICATION

I have read the foregoing NOTICE OF COMPLETION and know the contents thereof; the same is true of my knowledge. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that this declaration was executed this 23rd day of May 2023 at Oakley, California.

Date: _____

By: _____
Libby Vreonis, City Clerk
City of Oakley, California

STAFF REPORT

DATE: May 23, 2023

TO: Joshua McMurray, City Manager

Approved and Forwarded to the City Council

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

SUBJECT: Acceptance of work associated with Capital Improvement Project Number 276 – Fiscal Year 2022/23 Street Restriping Project

Background and Analysis

The City's adopted Fiscal Year (FY) 2022/23 Capital Improvement Program (CIP) Budget designates funding for various infrastructure improvement projects. This is consistent with the City's goals to improve the quality of the City's public infrastructure and to enhance the quality of life for our residents.

The City's CIP Project No. 276 included the restriping of various City streets to help maintain visible stripes and delineations that are marked for usage by motorists and pedestrians. The work performed under this project focuses on the streets that are not in the plan for resurfacing in the next two years, and need the striping for lane delineation (centerline, edge line, crosswalk, pavement marking, etc.) to provide safer streets for the community.

This project was successfully completed by Centerline Striping Company, Inc. who provided enhanced markings at crosswalks for pedestrians in addition to centerline and edge line markings that enhanced the safety for the travelers on Oakley's City streets.

Consistency with the Oakley Strategic Plan 27+

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

Fiscal Impact

This project was completed on time and within the budget for a total of \$40,850.00.

Staff Recommendation

Staff recommends that the City Council Adopt the Resolution accepting CIP No. 276—FY 2022/23 Street Restriping Project as constructed by Centerline Striping Company,

Inc. to be complete, and to direct the City Clerk to file a Notice of Completion for the project with the County Recorder.

Attachments

- 1) Resolution
- 2) Notice of Completion

RESOLUTION NO. __-23

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY ACCEPTING AS COMPLETE THE WORK PERFORMED BY CENTERLINE STRIPING COMPANY, INC. FOR THE CONSTRUCTION OF CAPITAL IMPROVEMENT PROJECT NUMBER 276 – FISCAL YEAR 2022/23 STREET RESTRIPIING PROJECT

WHEREAS, City staff, prepared plans, special provisions, and cost estimates related to CIP No. 276 – Fiscal Year (FY) 2022/23 Street Restriping Project; and

WHEREAS, on December 13, 2022, by adopting Resolution No. 137-22, the City Council awarded a construction contract to Centerline Striping Company, Inc. for the construction of CIP No. 276 – FY 2022/23 Street Restriping Project; and

WHEREAS, Centerline Striping Company, Inc. has satisfied the contractual requirements necessary for the acceptance of CIP No. 276 as complete.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED, by the City Council of the City of Oakley that CIP Project No. 276 – FY 2022/23 Street Restriping Project is hereby accepted as complete.

BE IT FURTHER RESOLVED AND ORDERED that the City Clerk is hereby directed to file a Notice of Completion for CIP No. 276 with the County Recorder. The Notice of Completion is hereby attached as Exhibit A.

PASSED AND ADOPTED by the City Council of the City of Oakley at a meeting held on the 23rd of May 2023 by the following vote:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

APPROVED:

Aaron Meadows, Mayor

ATTEST:

Libby Vreonis, City Clerk

Date

PURSUANT TO GOVERNMENT
CODE §6103 NO FEE IS REQUIRED
FOR THE RECORDATION OF THIS
DOCUMENT

WHEN RECORDED MAIL TO:

City Clerk
City Of Oakley
3231 Main Street
Oakley, Ca 94561

RECORDING REQUESTED BY:

City Of Oakley
3231 Main Street
Oakley, CA 94561

SPACE ABOVE THIS LINE RESERVED FOR RECORDER'S USE

NOTICE OF COMPLETION

**Capital Improvement Project Number 276 – Fiscal Year 2022/23 Street
Restriping Project**

NOTICE IS HEREBY GIVEN THAT:

The CITY OF OAKLEY, a political subdivision of the State of California, located at 3231 Main Street Oakley, California 94561, did, on December 13, 2022, enter into an agreement with Centerline Striping Company, Inc. for construction of Capital Improvement Project Number 276 – Fiscal Year (FY) 2022/23 Street Restriping Project located on the streets of: Main Street, Laurel Road and Empire Avenue in Oakley, California 94561.

The Owner's nature of interest or estate in the property described below is in fee.

The work described in the contract documents was to furnish all material, labor, and equipment necessary to complete the CIP No. 276 – FY 2022/23 Street Restriping Project on the streets of: Main Street, Laurel Road and Empire Avenue in Oakley, California 94561.

On May 23, 2023, said contract, as a whole was completed and the work was accepted by the City Council of the City of Oakley.

I hereby certify under penalty of perjury that the facts set forth in the foregoing Notice of Completion are true and correct.

Executed at Oakley, Contra Costa County, State of California, on May 23, 2023.

Date: _____

By: _____
Libby Vreonis, City Clerk
City of Oakley, California

VERIFICATION

I have read the foregoing NOTICE OF COMPLETION and know the contents thereof; the same is true of my knowledge. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed this 23rd day of May 2023 at Oakley, California.

Date: _____

By: _____
Libby Vreonis, City Clerk
City of Oakley, California

STAFF REPORT

DATE: May 23, 2023

TO: Joshua McMurray, City Manager

FROM: Tim Przybyla, Finance Director

Approved and Forwarded to the City Council

SUBJECT: Consideration of a Resolution Establishing a Master Fee Schedule and Updating Certain City Fees and Refuse Fees

Background Information and Analysis

Per the City's Statement of Financial Policies, a review and update of the City's Fees is to be performed on a bi-annual basis, to recover the full cost of services, except when the City Council determines that a subsidy from the General Fund in the public interest. City staff completed a cost of service study in keeping with this policy.

Like prior studies, the fees are a result of the calculation of the cost of providing services offered by the Planning Division, the Public Works/Engineering Department, the Administrative divisions and departments and the Police Department. With few exceptions, new full cost recovery is recommended for fees the City charges and deposits collected for the listed services. A copy of the proposed Master Fee Schedule update, showing the changes and additions of certain fees and deposits is attached to this report. The proposed changes include the following:

- **Planning Department Services**
 - o Variances Section:
 - ✓ Replace Variances name with Planning Commission/City Council Review.
 - ✓ Add a line for Zoning Administrator Review, with a fee of \$649.
 - o Conditional Use Permits:
 - ✓ Replace Conditional Use Permit name with Planning Commission/City Council Review.
 - ✓ Replace Zoning Administrator Fees name with Zoning Administrator Review.

- o Development Plans/Design Reviews:
 - ✓ Replace Zoning Administrative Review Repaint/Re- façade name with Zoning Administrator Review – Minor (Building Additions, Re-Facades, and Re-Paints).
 - ✓ Replace Zoning Administrator Review - All Others name with Zoning Administrator Review – Major (All Others).
- o Subdivisions:
 - ✓ Replace Major Subdivisions name with Tentative Map for 5 or More Lots (Major Subdivision).
 - ✓ Replace Parcel Maps name with Tentative Parcel Map for Less than 5 Lots (Minor Subdivision).
- o Other Fees:
 - ✓ Zoning Verification Letter fee increased from \$50 to \$274.31.
- **Public Works Services:**
 - o Small Encroachment Permit Category:
 - ✓ The Site Access Permit fee decreased from \$227 to \$215.
 - o Large Encroachment Permit Category:
 - ✓ Large Permit > \$10,000; the Time and Material Deposit amount is updated from Based on Estimate plus Bond to Based on Estimate plus Bond (see plan check and inspection rates below).
 - o Other Encroachment
 - ✓ Utility Company or District Project Fee updated to only a fixed fee of \$445.
 - ✓ Work Done Without Permits fixed fee increased from \$455 to \$1,000.
 - ✓ No inspection Notification for Permitted Work fixed fee increased from \$455 to \$1,000.
 - o Temporary Road Closures/Construction/Special Events:
 - ✓ Not for Profit Applicant fixed fee increased from \$57 to \$60.
 - o Public Improvement Plan Review:
 - ✓ Plan Review from \$10,000 to \$25,000; the Time and Material Deposit amount decreased from \$4,000 to \$500.
 - o Public Improvement Inspection:
 - ✓ Added Public Improvement Inspection from \$10,000 to \$50,000 with the Time and Material Deposit amount of \$2,000 plus 6.5% if improvements.

- **Mt. Diablo Resource Recovery/Sanitation and Refuse Fees:**
 - ✓ A 5.31 Refuse Rate Index adjustment, discussed in further detail, below.

Legal Requirements

State law contains a number of provisions which affect a City's establishing and updating City fees. They can be summarized generally as follows: a City may set fees to recover the full cost of providing services, but fees cannot be levied in excess of the cost of service or for general revenue purposes. A cost of service study may be used as the basis to calculate and set fees to recover the full cost of providing services; and to make findings that the fees reflect a reasonable estimate of the cost of providing the applicable services.

As for the process of adopting fees, State law requires that changes to the City's fees be presented to the City Council at a public hearing; and that there be two publications of the meeting notice, so that advance notice is provided to any party that requests to be notified of any proposed fee adjustments, and that the full package of the proposal is made available to the public no less than 10 days prior to the Hearing. In addition, approved changes to City fees may take effect no less than 60 days after approval.

Staff has met the publishing and noticing requirements for the proposed changes herein, and Staff is recommending that any changes approved pursuant to this item, with the exception of refuse rates, become effective on Saturday, July 22, 2023, which is 60 days from the date of this meeting. The refuse rates, which are discussed below, only require 30 days of notice from the refuse services provider and if approved will become effective on July 1, 2023.

On March 22, 2022, the City Council provided authority by way of resolution for the incorporation of the timing and implementation of solid waste related fees into the annual City Master Fee Schedule process as is customary with all other City fees and allowing the City Manager the authority to ministerially review and approve customary annual RRI adjustments providing said adjustment request is equal to, or less than the annual index calculation as provided for within the Agreement. City Council will still separately, and as a stand-alone action, consider base rate applications and adjustments every four or five years. This is the first year that the Master Fee Schedule update will include the Mt. Diablo Resource Recovery (MDRR) rates pertaining to customers within the City of Oakley, which rates include a 5.31% Refuse Rate Index (RRI) adjustment. Pursuant to our Franchise Agreement with MDRR, residential rates may be adjusted annually by the RRI, and RRI increases over 5.0% require City Council approval. The requested 5.31% RRI adjustment equates to an increase of \$2.50 per month for a 32-gallon residential customer and is slightly lower than the Consumer Price Index (CPI) of 5.49% for the same period. The requested increase reflects the current inflationary circumstances of the economy and the resulting effect

on the cost of goods and services. Staff has reviewed the calculations and supporting documentation that MDRR has provided and found the request to be valid and justified.

Consistency with the Oakley Strategic Plan 27+

The approval of this resolution is consistent with the SP 27+ Finance and Fiscal Responsibility Goal to leverage the City's financial resources for the long-term benefit of our residents and businesses.

Fiscal Impact

The fiscal impact of the recommended action is not expected to be significant overall. The recommendations generally include minor increases to the existing fee levels.

Recommendation

Staff recommends the City Council adopt the resolution establishing the City's Master Fee Schedule and incorporating the proposed changes in City fees to become effective July 22, 2023 and approving the Refuse Rate Index adjustments for Mt.Diablo Resource Recovery to become effective on July 1, 2023.

Attachments

1. Resolution
2. Master Fee Schedule
3. Letter from MDRR Requesting an RRI Adjustment

RESOLUTION NO. __-23

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OAKLEY
ADOPTING A MASTER FEE SCHEDULE**

WHEREAS, the City Council of the City of Oakley has the authority to establish fees for City services; and

WHEREAS, the City finds it necessary to recover the costs of providing certain City services and said fees do not exceed the reasonable costs of providing the services for which fees are imposed; and

WHEREAS, the consolidation of all City fees will assist the public, as well as City staff in readily locating fees and to continue governmental transparency; and

WHEREAS, the proposed Master Fee Schedule will supersede any previously adopted or established fee for specified City services; and

WHEREAS, the Master Fee Schedule will be evaluated each year to ensure that services are provided while consideration is taken into account in regards to cost recover for services provided by the City; and

WHEREAS, public comment has been received on the compilation of existing fees into a Master Fee Schedule (Exhibit "A") and proposed fee modifications contained within the Master Fee Schedule; and

WHEREAS, the City Council has granted authority for MDRR to adjust annual residential refuse, recycling, and organics collection rates per the Refuse Rate Index (RRI); and

WHEREAS, the City Council has granted authority for the City Manager to incorporate the timing and implementation of solid waste related fees into the annual City Master Fee Schedule process and to ministerially review and approve customary annual RRI adjustments provided said adjustment request is equal to, or less than the annual index calculation as provided for within the Agreement between MDRR and the City of Oakley; and

WHEREAS, RRI increases over 5.0% require City Council approval and the requested RRI adjustment equates to 5.31%.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF OAKLEY DOES
HEREBY FIND, PROCLAIM, ORDER AND RESOLVE AS FOLLOWS:**

Section 1. The foregoing recitals are true and correct, and the City Council so finds and determines.

Section 2. That the fees shown in Exhibit "A" are hereby adopted and supersede any previously established fee for the identified City services.

Section 3. The City fees shown in Exhibit "A" shall become effective June 22, 2023.

Section 4. The MDRR fees shown in Exhibit "A" shall become effective July 1, 2023, after a 30-day notice has been provided by MDRR to their customers.

The foregoing resolution was introduced at a regular meeting of the City Council of the City of Oakley held on the 23rd day of May 2023 and adopted by the following vote:

AYES:

NOES:

ABSTENTION:

ABSENT:

APPROVED: _____
Aaron Meadows, MAYOR

ATTEST:

Libby Vreonis, CITY CLERK

Master Fee Schedule
Effective July 22, 2023



GENERAL ADMINISTRATIVE SERVICES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
Passport Photos	\$15.00		
Passport Execution Fee	\$35.00		
Copying (8 1/2 x 11)	\$.40 1st page\$.25 thereafter		
Copying (8 1/2 x 14)	\$.65 1st page\$.50 thereafter		
Copying (11 x 17 or color copies)	\$1.00 1st page\$.75 thereafter		
Promotional Items			Cost + 10%
Return Check Fee	\$25/\$35		\$25 for 1st, \$35 for Subsequent
Zoning/Subdivision Map			Time and Materials Charge
General Plan Copy			Time and Materials Charge
Subpoena Services	\$24 per hour plus \$.10 per page		
Subpoena Witness Fees		\$275.00	Per Day plus current IRS rate per mile of travel
Research & Information Services		Based on Staff Estimate	Time and Materials Charge
Administrative Hearing			Time and Materials Charge
Administrative Penalty Citation	\$100.00		For 1st citation in 1 year; \$200 and \$500 for subsequent citations in 1 year
Copy of Meeting on Flash Drive, CD, or DVD			Varies, fee is cost of recording media only
Recreation Class Cancellation Fee			\$38 maximum or class fee if cancelled within 2 weeks of the first class
Filing Fee for Notice of Intent to Circulate an Initiative Petition		\$200.00	Deposit is refunded to the filer if, within one year of the date of filing the notice of intent, the elections official certifies the sufficiency of the petition.
Business License Annual Fee	\$100.00		\$100 plus \$10 per full time equivalent employee (pro-rated by quarter for new licenses)
CASP Annual Fee	\$4.00		Per SB 1186
Transfer of License or Location	\$10.00		
Lost License/Duplicate License	\$10.00		
EV Vehicle Charging Fee	\$.30/kwh		
SPECIAL PERMITS & LICENSES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
Adult Business Permits		\$1,704.00	Time and Materials Charge
Massage Parlor Permits		\$1,196.00	Time and Materials Charge
Masseuse Permits	\$364.00		Ability to charge are subject to limits by State Law.
Bingo Licenses			
New	\$50.00		
Renewal	\$10.00		
Public Dance Licenses	\$406.00		
Sound Amplification Permit	\$406.00		
Taxicab Owner Permit	\$316.00		
Taxicab Driver Permit	\$316.00		
Tobacco License	\$458.18		Per License (Resolution 03-19)

PLANNING DEPARTMENT SERVICES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
VARIANCES:			
Planning Commission/City Council Review		\$2,900.00	Time and Materials Charge
Zoning Administrator Review	\$649.00		
CONDITIONAL USE PERMITS:			
Planning Commission/City Council Review		\$3,500.00	Time and Materials Charge
Zoning Administrator Review	\$649.00		
SIGN PERMITS:			
Administrative Approval	\$81.00		
Planning Commission Approval		\$1,500.00	Time and Materials Charge
DEVELOPMENT PLANS/DESIGN REVIEWS:			
ZoningAdministrator Review – Minor (Building Additions, Re-Facades, and Re-Paints)	\$162.00		
ZoningAdministrator Review – Major (All Others)	\$1,215.00		
Planning Commission/City Council Review - Minor (ZA referrals, significant painting/facades)		\$2,400.00	Time and Materials Charge
Planning Commission/City Council Review - Major (Tent. Map- Homes, New Commercial/Industrial Construction)		\$4,000.00	Time and Materials Charge
SUBDIVISIONS:			
Tentative Map for 5 or More Lots (Major Subdivision)		\$12,000.00	Plus \$100 per lot/unit over 50
Tentative Parcel Map for Less than 5 Lots (Minor Subdivision)		\$5,500.00	Time and Materials Charge
Reversion to Acreage		\$1,900.00	Time and Materials Charge
Condo/Conversion tentative map		\$7,000.00	Plus \$100 per lot/unit
REZONINGS:			
Rezoning		\$6,500.00	Time and Materials Charge
GENERAL & SPECIFIC PLANS:			
Preliminary Review ("Merit" Review for Applicant)		\$2,000.00	Time and Materials Charge
Formal General Plan and Specific Plan Submittal		\$10,000.00	Time and Materials Charge
APPEALS:			
Applicant appeal		\$1,500.00	Time and Materials Charge
Neighbor/Non-Applicant Appeal	\$109.00		
PERMIT EXTENSIONS:			
Administrative	\$162.00		
Public hearing		\$1,000.00	Time and materials charge
TREES:			
Application to Destroy, Cut Down or Remove Protected Tree	\$450.00		Per tree; only charged if not part of a project
Appeal of Decision to Destroy, Cut Down or Remove Protected Tree	\$140.00		Per tree
Damage to Protected Tree (Penalty)	Per OMC		
OTHER FEES:			
Zoning Verification Letter	\$274.31		
Additional HCP Application Review Fee (for applicable projects)		\$700.00	Time and Materials Charge
Firearm Sales License and Renewals	\$219.00		
Home Occupation Permit	\$109.00		
Short Term Rental Permit	\$129.00		
Vendor Permit and Renewal	\$129.00		
DEVELOPMENT AGREEMENTS:			
Preliminary Review ("Merit" Review for Applicant)	\$500.00		
Completion of Review		\$3,000.00	Time and Materials Charge
Construction and Debris Plan Fees (Solid Waste Diversion)	\$41.00		
Residential Density Bonus Review		\$1,400.00	Time and Materials Charge

PUBLIC WORKS SERVICES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
ENCROACHMENT PERMIT REVIEW & INSPECTIONS:			
SMALL ENCROACHMENT PERMIT CATEGORY			All fees include inspection and current USA fee
General Encroachment Permit (Curb, Sidewalk, Driveway)	\$370.00		
Tree Removal	\$215.00		
Debris Box/Storage Container	\$215.00		
Site Access Permit	\$215.00		
LARGE ENCROACHMENT PERMIT CATEGORY			
Large Permit <= \$10,000	\$1,480.00		
Large Permit > \$10,000		Based on Estimate + Bond (see plan check and inspection rates below)	Time and Materials Charge
OTHER ENCROACHMENT			
Utility Company or District Project	\$445.00		Time and Materials Charge
Work Done Without Permits	\$1,000.00		Plus double inspection and permit fees
No Inspection Notification for Permitted Work	\$1,000.00		Plus inspection fees
MISCELLANEOUS ROAD PERMIT APPLICATIONS:			
House Move Review	\$613.00		
House Move Inspection	\$230.00		
Extra Legal Load	\$16.00		\$16 set by State; or \$100/yr + \$100 security deposit
Road Closure Permit, Ext / Mod (Major Construction Projects)	\$3,135.00		
TEMPORARY ROAD CLOSURES/CONSTRUCTION/SPECIAL EVENTS:			
Not For Profit Applicant	\$60.00		
For Profit Applicant	\$799.00		
SUBDIVISION MONUMENT CHECKING:			
1 - 2 Monuments	\$575.00		
3 - 5 Monuments	\$690.00		
6 - 9 Monuments	\$800.00		
10 or more new monuments	\$915.00		Plus \$66 per monument over 10
Error Resolution / Discussion		\$1,850.00	Time and Materials Charge
MAP CHECKING:			
Final Map		\$6,500.00	Time and Materials Charge Plus \$60 per lot
Parcel Map		\$3,000.00	Time and Materials Charge Plus \$60 per lot
Base Map Revision	\$60.00		Per Lot
Certificate of Correction Review		\$1,500.00	Time and Materials Charge
Amended Map Revision		\$1,500.00	Time and Materials Charge Plus \$60 per lot
ROAD VACATIONS:			
Map Exists		\$2,302.00	Time and Materials Charge
No Map Exists		\$2,302.00	Time and Materials Charge
ROAD MISCELLANEOUS:			
Road Name Change-Public Road	\$1,790.00		Plus \$265 for 1 intersection & \$64 each additional intersection
Address Change/Private Road Name Change	\$1,790.00		
PUBLIC IMPROVEMENT PLAN REVIEW:			
Plan Review			
\$10,000 - 25,000		\$500.00	Plus 8% of improvements
\$25,001 - \$50,000		\$6,000.00	Plus 6% of improvements
\$50,001 or more		\$7,500.00	Plus 2% of improvements over \$50,000
Landscaping Plan Review (Parks Department)		\$2,000.00	Plus 2% of improvements
Commercial Site Plan Review		\$7,500.00	Plus 2% of improvements
C.3 Compliance Review		\$4,200.00	Time and Materials Charge
Bridges or Major Structures		\$15,000.00	Plus 6% of improvements

PUBLIC WORKS SERVICES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
RELATED REVIEW:			
Drainage Review (no improvement plans)		\$2,400.00	Time and Materials Charge
Condition of Approval Compliance Check (no improvement plans)		\$2,000.00	Time and Materials Charge
Certificate of Compliance		\$2,475.00	Time and Materials Charge
Lot line adjustment		\$3,900.00	Time and Materials Charge
PUBLIC IMPROVEMENT INSPECTION:			
\$10,000 - \$50,000		\$2,000.00	Time and Materials Charge Plus 6.5% of improvements
\$50,001 - 100,000		\$6,000.00	Time and Materials Charge Plus 6.5% of improvements
\$100,001 or more		\$15,000.00	Time and Materials Charge Plus 4.5% of improvements over \$100,000
Commercial Site Plan Inspection		\$6,500.00	Time and Materials Charge Plus 8% of improvements
Bridges or Major Structures		\$14,000.00	Time and Materials Charge Plus 7% of improvements
Landscaping (Parks Department)		\$3,500.00	Time and Materials Charge Plus 8% of improvements
FLOODPLAIN MANAGEMENT PROGRAM:			
Flood Zone Determination - Office Review	\$80.00		Per lot, \$402 max for adjacent lots
Flood Zone Determination - Field Visit Review	\$432.00		Plus \$67/lot, \$734 max for adjacent lots
Floodplain Management Compliance	\$48.00		Per Parcel
Floodplain Permit Application		\$2,000.00	Time and Materials Charge
Floodplain Base Map Revision	\$56.00		Per Lot
Floodplain Map Amendments		\$2,000.00	Time and Materials Charge
GRADING:			
Plan review:			
\$100,000 or less		\$3,000.00	Time and Materials Charge Plus 3% of improvement value
\$100,001 or more		\$4,000.00	Time and Materials Charge Plus 1% of amount over \$100,000
Inspection:			
\$100,000 or less		\$5,000.00	Plus 5% of improvement value
\$100,001 or more		\$6,000.00	Time and Materials Charge Plus 4% of amount over \$100,000
Stock Pile Permit		\$3,000.00	Time and Materials Charge

POLICE SERVICES	FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
Abandoned Vehicle			No Charge
ABC Permit Letter	\$50.00		
Accident Report - Property Damage Only	\$12.00		
Accident Report - Injury (1-20/20+ / Extensive)	\$12.00		
Photos to CD	\$25.00		
Booking Fee	\$564.00		
Citation Sign-Off			
Vehicle Inspection – Resident			No Charge
Vehicle Inspection – Non-resident	\$38.98		
Clearance Letter:			
Fee for Resident	\$15.00		
Fee for Non-Resident	\$42.00		
Concealed Weapons Fee:			
Initial Fee (Plus State Fingerprinting Processing Fee)	\$450.00		Plus Current DOJ Fees
Renewal Fee (Plus State Fingerprinting Processing Fee)	\$75.00		Plus Current DOJ Fees
Crime Reports	\$12.00		
DUI Emergency Response Cost Recovery			Actual cost for staff, equipment, lab work.
False Alarm Response (more than 2 in 30 days)	\$100.00		After 2 alarms in 30 days
Livescan Applicant Fingerprinting	\$21.00		Plus Current DOJ Fees
Gun Storage Services pursuant to Court Order:			
Administrative Processing Fee Per Incident	\$12.00		
Storage Fee (per month or any fraction thereof) per Gun	\$5.00		
Parties and Nuisances – Subsequent Calls for Service			Hourly Charge; \$415 minimum
Review of Local Criminal History	\$44.00		
Rotational Tow Application Fees	\$350.00		
Special Event Permit –No ABC Liquor License Letter Required	\$411.00		
Special Event – Non-Profit Organization (with or without ABC letter)	\$411.00		
Second Hand Dealer License/Pawns	\$165.00		Plus Current DOJ Fees
Solicitor/Peddler Permits	\$245.00		
Subpoena Duces Tecum (Per EC 1563)	\$24 per hour plus \$.10 per page		Per EC 1563
Production of Documents Only	\$15.00		
Appearance Request (officer/records)	\$275.00		
Vehicle Abatement	\$492.00		
Vehicle Repossession Fee (VIN Verification charge individuals only)	\$70.00		
Stored Vehicle Release – Recovered Stolen Vehicle			No Charge
Stored Vehicle Release	\$100		

SCHEDULE OF CONSTRUCTION PERMIT FEES				
BUILDING FEES				
TOTAL VALUATION		FEE		
\$1.00 to \$2,000.00		\$69.25		
\$2,001.00 to \$25,000.00		\$69.25 for the first \$2,000.00 plus \$14.00 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.000		
\$25,001.00 to \$50,000.00		\$391.25 for the first \$25,000.00 plus \$10.10 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00		
\$50,001.00 to \$100,000.00		\$643.75 for the first \$50,000.00 plus \$7.00 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00		
\$100,000.00 to \$500,000.00		\$993.75 for the first \$100,000.00 plus \$5.60 for each additional \$1,000.00 or fraction thereof, to and including \$500,000.00		
\$500,001.00 to \$1,000,000.00		\$3,233.75 for the first \$500,000.00 plus \$4.75 for each additional \$1,000.00 or fraction thereof, to and including \$1,000,000.00		
\$1,000,001.00 and UP		\$5,608.75 for the first \$1,000,000.00 plus \$3.65 for each additional \$1,000.00 or fraction thereof		
OTHER INSPECTION FEES		FIXED FEE	TIME & MATERIAL DEPOSIT	ADDITIONAL FEE OR DEPOSIT COMMENT
Inspections Outside of Normal Business Hours		\$69.25		Per Hour (Minimum of 2 Hours)
RE-Inspection Fees Assessed Under Provisions of Section 305.8		\$69.25		Per Hour
Inspections for Which no Fee is Specifically Indicated		\$69.25		Per Hour
Additional Plan Review Required by Changes, Additions & Revisions to Plans		\$78.50		Per Hour
For Use Outside Consultants for Plan Checking & Inspections or Both				Time and Materials Charge
Energy Compliance Fees				25% of the Building Fee Applicable to all Structures with Heaters or any Conditioned Space
Access Compliance Fees				25% of the Building Fee Applicable on all Buildings Except Residential Use Buildings with Fewer Than four (4) Dwelling Units
BUILDING VALUATION DATA SUPPLEMENT				ADDITIONAL FEE OR DEPOSIT COMMENT
The work listed in this supplement shall be valued based on the gross square footage of the work, or where noted, as a lump sum. Where actual costs are higher, those costs shall be used for the valuation.				
Residential Addition				\$ 94.80 Sq. Ft.
Residential Remodel (to existing floor area)				By Value
Residential Use Conversion from Garage				By Value
Sun room with 60% glazing, cabanas, other similar structures if conditioned space and Integrated with main Structure				\$18.65 Sq. Ft.
Patio Cover				By Value
Deck				\$13.56 Sq.Ft.
Deck - With Cover				By Value
Retaining Wall				By Value
Freestanding Fence				By Value
Portable Doughboy Pools or Portable Spa (Electrical Only)				\$156.16 Includes Applicable City Fees
Portable Doughboy Pools or Portable Spa With Gazebo or Decking				By Value
Remodel or Tenant Improvement Work in Commercial Buildings				By Value
Re-Roofing-Single Family or Duplex				\$178.80 Includes Applicable City Fees
Commercial Building Re-Roof				By Value
Pre Fabricated Home on Permanent Foundation (Use minimum Electrical, Mechanical, and Plumbing Inspection Fees)				By Value
Moved Building				By Value

ELECTRICAL INSPECTION FEES			ADDITIONAL FEE OR DEPOSIT COMMENT
New Dwelling			15% of the Building Permit Fee
Addition or Alteration to Dwelling Unit			20% of the Building Permit Fee, \$69.25 minimum
New Commercial Building			25% of the Building Permit Fee, \$69.25 minimum
Shell Building			25% of the Building Permit Fee, \$69.25 minimum
Commercial Alterations & Tenant Improvements			20% of the Building Permit Fee, \$69.25 minimum
Electrical Permit			\$69.25 minimum. See * note.
*An electrical permit is required for all electrical work regulated by the Electrical Code. Fees for work not included in items 1-5 above shall be calculated using Building Fees and based on the contract amount of the electrical work. Where such electrical work is performed in conjunction with a building permit, the fee may be added to that permit, and a separate electrical permit is required.			
MECHANICAL INSPECTION FEES			ADDITIONAL FEE OR DEPOSIT COMMENT
New Dwelling			10% of the Building Permit Fee
Addition or Alteration to Dwelling Unit			15% of the Building Permit Fee, \$69.25 minimum
New Commercial Building			15% of the Building Permit Fee, \$69.25 minimum
Shell Building			15% of the Building Permit Fee, \$69.25 minimum
Commercial Alterations & Tenant Improvements			10% of the Building Permit Fee, \$69.25 minimum
Mechanical Permit			\$69 25 minimum. See * note below
*A mechanical permit is required for all mechanical work regulated by the Mechanical Code. Fees for work not included in Items 1-5 above shall be calculated using Building Fees and based on the contract amount of the mechanical work. Where such mechanical work is performed in conjunction a building permit, the fee may be added to that permit, and a separate mechanical permit is not required.			
PLUMBING INSPECTION FEES			ADDITIONAL FEE OR DEPOSIT COMMENT
New Dwelling			15% of the Building Permit Fee
Addition or Alteration to Dwelling Unit			20% of the Building Permit Fee, \$69.25 minimum
New Commercial Building			20% of the Building Permit Fee, \$69.25 minimum
Shell Building			20% of the Building Permit Fee, \$69.25 minimum
Commercial Alterations & Tenant Improvements			15% of the Building Permit Fee, \$69.25 minimum
Plumbing Permit			\$69 25 minimum. See * note below
* A plumbing permit is required for all plumbing work regulated by the Plumbing Code. Fees for work not included in Items 1-5 above shall be calculated using Building Fees and based on the contract amount of the plumbing work. Where such plumbing work is performed in conjunction a building permit, the fee may be added to that permit, and a separate plumbing permit is not required.			
MISCELLANEOUS FEES	FIXED FEE		ADDITIONAL FEE OR DEPOSIT COMMENT
Re inspections (When return trips to the site by an inspector are necessary)	\$69.25		Per Hour
Owner-requested inspection of an existing building	\$69.25/\$207.75		Per Hour with a 1 Hour Minimum. If Overtime is required the rate shall be \$207.75 per hour with a 1 Hour Minimum
Inspection for Change of Occupancy	\$80.00		Per Hour with a 1 Hour Minimum
Investigation of work without permit. When a Stop Work Notice is issued for work being performed without permits or performed beyond the scope of existing permits, a special investigation and inspection shall be made before permits may be issued for such work.			An investigation fee shall be charged equal to two times the amount of all permits fees required by this ordinance, with a minimum of \$125.00. The fee is additive to the permit fees. This provision shall not apply to emergency work when it can be proven to the satisfaction of Building Official that such work was urgently necessary, that it was not practical to obtain a permit before the work was commenced, and that a permit was applied for as soon as practical.

PERMIT PROCESSING AND ISSUANCE PROGRAM	FIXED FEE		ADDITIONAL FEE OR DEPOSIT COMMENT
Plan Review-Applicable when plans are required beyond a plot or site plan.			65% of Building Permit Fee
Permit Review and Processing Applicable when review for compliance can be determined through a plot or site plan, or references to a master plan previously reviewed and approved by the department.			25% of Building Permit Fee. (Subsequent houses also). \$78.50 per hour minimum.
Additional Processing Applicable when additional plan review is required due to: 1) incomplete or unacceptable follow-through by applicant on deficiencies found in the initial plan review; 2) significant revisions submitted after plan review is well underway; or 3) revisions submitted during construction to reflect field changes.	\$78.50		Per Hour
Plan Scanning:			
8 1/2 x 11	\$0.13		Per Sheet
11 x 17 to 12 x 18	\$0.25		Per Sheet
17 x 22 to 18 x 24	\$0.81		Per Sheet
24 x 34 to 24 x 36	\$1.62		Per Sheet
36 x 44 to 36 x 48	\$2.97		Per Sheet
Large Format Scanning	\$0.27		Per Square Foot
CONSTRUCTION INSPECTION PROGRAM			ADDITIONAL FEE OR DEPOSIT COMMENT
Building Permit			The Building Permit fee shall be as set forth in the Fee Schedule (Table No. 1-A)
Energy Compliance			25% of Building Permit or processing fees. Applicable on all structures with heated or air conditioned space.
Accessibility			25% of Building Permit or processing fees. Applicable on all building permits except residential use buildings with fewer than 4 dwelling units.
State of California Earthquake Assessment Fee			Residential: .10 per each \$1,000 building Valuation Commercial: .21 per each \$1,000 building Valuation
ADMINISTRATION AND OVERHEAD COSTS; ACTUAL COSTS			
City of Oakley administrative and overhead costs are equal to 27% of all Construction Permit Fees. The City’s administrative and overhead costs shall be included in the total amount charged for all Building Inspection Department services in a manner prescribed by the Building Inspection Department. Actual costs include the City's administrative and overhead costs. Section 2: VALUATION The determination of value or valuation under any provisions of the City Building Code shall be made by the Building Official. The total valuation to be used with the Fee Schedule shall be determined using the Building Valuation Data contained in the Building Standards magazine, published by the International Conference of Building Officials, Whittier, California. The data in the March-April issue of each year shall be used for the ensuing fiscal year. Work not listed in the Building Valuation Data shall be valued per the Building Valuation Data Supplement. The valuation to be used in computing Construction Permit Fees shall be the total valuation of all construction work for which the permit is issued, as well as all finish work, painting, roofing, mechanical, electrical, plumbing, beating, air conditioning, elevators, fire extinguishing systems, and any other permanently installed equipment. For industrial facilities, the value of process equipment and heavy machinery supported by the structure or by its own foundation shall be included. Contractor overhead and profit shall be included. The valuation of grading, retaining walls, paving and other site work, and any demolition work, shall be included unless such work was included in other permits issued by the Building Inspection Department. The valuation data is used to establish consistent criteria for calculating permit fees, and the calculated total valuation does not necessarily reflect actual costs. The County Assessor does not rely on these costs, but performs independent assessments of the permitted work.			

CODE ENFORCEMENT	FIXED FEE		ADDITIONAL FEE OR DEPOSIT COMMENT
Annual Rental Registration & Inspection fee	\$108.00		Fee for property not inhabited by tenants or vacant and not listed for rent on January 1st of each calendar year will be prorated on a monthly basis
Re-Inspection Fee	\$112.00		
Non Compliance for Failure to Register & Pay Fee/Code Enforcement Violations:			
First Citation	\$100.00		
Second Citation	\$200.00		
Third Citation	\$500.00		
Administrative Penalty Citation for Building and Safety Codes			
First Citation	\$130.00		
Second Violation of the Same Ordinance Within One Year	\$700.00		
Each Additional Violation of the Same Year Within One Year of First	\$1,300.00		
Rental Property Owners failing to register and pay the annual fee by January 31 st of the calendar year or within 30 days of renting the property will be issued an Administrative Citation. Administrative Citations are in addition to the Rental Registration and Inspection Fee and any other citations issued for Building and/or Code Enforcement violations.			

PARKS & RECREATION				
User Groups: Group 1: Oakley Resident and Oakley Based Non Profits Group 2: Non-Resident and Non-Oakley Based Non Profits Group 3: Community Partner Group 4: Private Business, Group or Organizations				
PICNIC AREA AND SPORTS FIELDS				
FACILITIES	GROUP 1	GROUP 2	GROUP 3	GROUP 4
Sports Area	\$7.00 per hour	\$17.00 per hour	As Outlined in Individual Agreement	\$40.00 per hour
Creekside and Nunn Wilson Park Group Picnic Areas (up to 100 people)	\$100.00 per day	\$125.00 per day	As Outlined in Individual Agreement	\$200.00 per day
Crockett and Summer Lake Park Group Picnic Areas (under 50 people)	\$75.00 per day	\$100.00 per day	As Outlined in Individual Agreement	\$150.00 per day
A \$150 damage deposit is due at the time of application to reserve any park or sports area.				
RECREATION CENTER FEES				
FACILITIES	GROUP 1	GROUP 2	GROUP 3	GROUP 4
or less people Monday -Thursday	\$55.00 per day	\$75.00 per day	As Outlined in Individual Agreement	\$100.00 per day
Recreation Center Great Room Add on Kitchen to full room rental or side A for \$100	M-Th \$150.00 per day F-Su \$225.00 per day	M-TH \$175.00 per day F-Su \$250.00 per day	As Outlined in Individual Agreement	M-TH \$225.00 per day F-Su \$300.00 per day
or side A for \$100	M-Th \$75.00 per day	F-Su \$135.00 per day	As Outlined in Individual Agreement	F-Su \$150.00 per day
Kitchen Available Monday - Friday for \$50 per hour				
Recreation Center Deposit \$250, insurance required on all rentals. *Large events and events serving alcohol will require \$500 deposit and security				
CIVIC CENTER PARK STAGE & AMPITHEATER				
Temporary Use Permit				\$100 application fee + \$500 deposit
Special Event/Road Closure Permit (if required)				\$50 application fee*
Park Rental Fee				\$250 per day
*Additional fees may apply based on the nature of your event				

MT. DIABLO RESOURCE RECOVERY /SANITATION AND REFUSE FEES			
RESIDENTIAL CUSTOMERS	MONTHLY FEE		
32 Gallon Trash Service	\$49.64		
64 Gallon Trash Service	\$69.42		
96 Gallon Trash Service	\$78.76		
32 Gallon Senior-Low Income Trash Service	\$42.14		
Additional Recycling Container	\$15.59		
Additional Green Waste Container	\$15.59		
MISCELLANEOUS FEES AND CHARGES			
RESIDENTIAL CUSTOMERS	FEE	COMMERCIAL CUSTOMERS	FEE
Account reinstatement Fee	\$20.00	Account reinstatement Fee	\$75.00
Go-Back Service Fee	\$35.00	Go-Back Service Fee	\$35.00
Same Day Service Fee	\$55.00	Same Day Service Fee	
Admin Fee (Payment w/live Rep)	\$2.00	Cart Service (per cart)	\$40.00
Overloaded/Contaminated Container		Bin Service (per bin)	\$115.00
1) First offense - Phone call	-	Admin Fee (Payment w/live Rep)	\$2.00
2) Second offense - Phone call and warning letter	-	Overloaded/Contaminated Container	
3) Third offense - Letter and fee	\$50.00	1) First offense - Phone call	-
		2) Second offense - Phone call and warning letter	-
		3) Third offense - Letter and fee	-
		a) Cart Fee	\$75.00
		b) Bin Fee	\$150.00



April 5, 2023

Joshua McMurray
City Manager
City of Oakley
3231 Main Street
Oakley, CA 94561

VIA EMAIL

Re: REQUEST FOR INTERIM YEAR RRI RESIDENTIAL RATE ADJUSTMENT

Dear Joshua,

Oakley Disposal Service, Inc., *DBA Mt. Diablo Resource Recovery – Oakley* (MDRR), appreciates the long-standing partnership we have with the City of Oakley. The City has been a true partner and we sincerely appreciate the leadership everyone has shown to implement the unfunded state mandates and diversion requirements of recycling and SB1383 implementation. We always remain committed to working collaboratively in exploring long term sustainable solutions as your *Trusted, Proven and Essential* partner.

Pursuant to our Franchise Agreement, residential rates are able to be adjusted annually by the Refuse Rate Index (RRI). At this time, and after applying the prescribed calculations, we are respectfully requesting consideration of adjusting our residential rates by a 5.31% RRI (*Per the Agreement, RRI requests over 5% require Council approval*). For comparison, the applicable CPI is slightly higher at 5.49%. This proposed RRI adjustment equates to an increase of \$2.50 per month for a 32-gallon residential customer.

This requested increase reflects the current inflationary circumstances of the economy and the resulting effect on goods and services. As you will see in the attachments, Fuel, Vehicle Replacement & Maintenance are the highest line-items in the RRI. In comparison, both Labor and Disposal are lower and more predictable due to current contractual agreements which are in place and are actually below the CPI in comparison to the other RRI line-items.

It is our understanding that this proposed adjustment, once reviewed by City staff, would then be included for consideration as part of the annual fiscal budget process, and revised through the annual Master Fees and Charges Update. These proposed adjusted rates would go out in our June billing notifications with the proposed adjustments reflected in July 2023 customer statements.

Enclosed you will find several supporting attachments which include the proposed adjusted rates, the RRI adjustment calculations, RRI index tables and other background documents. Also, per recent discussions pertaining to contamination monitoring, we have included for your information a list of our company wide related miscellaneous fees and charges which we understand would also be included in the schedule of City Master Fees and Charges.

Please let our team know if any additional information is needed to consider and process this request. We appreciate the time you and City staff has spent with our team and look forward to further discussing this request at the earliest opportunity. Please do not hesitate to contact either myself, Salvatore Evola or Charlie Wicke should you have any questions or need additional information.

Best Regards,



Patrick Dolim
Chief Financial Officer

CC: Ken Strela - Planning Manager, City of Oakley
Tim Przybyla - Finance Director, City of Oakley
Brent Smith - Community Development Director, City of Oakley
Kish Rajan - CEO, Oakley Disposal Service, Inc.
Gary Lazdowski - COO, Oakley Disposal Service, Inc.

Attachments:

- 1) RRI Application Summary
- 2) Excel File with:
 - Tab 1 - RRI Adjustment Calculation
 - Tab 2 - RRI Index Tables
 - Tab 3 - Rate Sheet (current & proposed)
 - Tab 4 - Related miscellaneous fees & charges



STAFF REPORT

DATE: May 23, 2023

TO: City Council

Approved and Forwarded to the City Council

FROM: Joshua McMurray, City Manager

SUBJECT: Strategic Plan SP 27+ Update

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. Through a clear and compelling mission and vision and thoughtful, community-oriented values, goals, and objectives, it does this. 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.

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 SP 27+ Update.

Attachments

1. Strategic Plan Update Spreadsheet
2. Strategic Plan 27+

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
A1	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).			CDD ED	Brent Harumi	This is an ongoing effort. A strong effort to ensure a quality mix of tenants in the new mercantile building has taken place over the last several months.
A2	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Attract businesses that create alternative revenue sources to property tax through sales and business taxes and employ our residents.		CDD ED	Brent Harumi	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A3	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Seek, in conjunction with the community, sustainable economic opportunities to attract businesses and create jobs, while being sensitive to the types of businesses the community needs and wants.		CDD ED	Brent Harumi	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A4	Community and Economic Development Goal	Strategic and Thoughtful Growth	Strategically plan and pursue commerce that meets the new service demands of local residents and attracts customers as a destination (e.g., grocery store, retail, entertainment, and light industrial near Amazon and on west end).	Prioritize planning by targeting new businesses that align with Oakley's vision.		CDD ED	Brent Harumi	This is an ongoing effort. The pending update to the City's Economic Development Workplan will help guide Staff in the future.
A5	Community and Economic Development Goal	Strategic and Thoughtful Growth	Provide affordable housing sites that meet our legislated Regional Housing Needs Allocation (RHNA).			CDD	Ken	Staff is ready to move forward to begin the process for an Affordable Housing Overlay or a Rezone based on HCD direction.
A6	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.			CDD	Ken	Action 1.8 of the 2023-2031 Housing Element speaks to "Amendments to the Downtown Specific Plan" with a timeframe of December 2024. This objective could go hand in hand with those efforts.
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	Brent Kevin	This effort is ongoing and we seek to enhance road, bicycle & pedestrian access with each project, when feasible.
A8	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Leverage the train platform that will offer better access for Downtown programming		ED CDD PW	Harumi Brent Kevin	Staff continues to monitor the progress of the platform and is mindful of its opportunities when planning development projects.
A9	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Create better streetscapes that can promote traffic calming		PW	Kevin	PW is focusing on improving physical infrastructure.
A10	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Consider funding elements of the Downtown Specific Plan with American Rescue Plan Act (ARPA) monies		CDD ED	Brent Harumi	There are currently downtown-focused projects in progress utilizing ARPA monies.
A11	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play		CDD ED	Brent Harumi	This is an ongoing effort. Staff continues to meet with prospective developers looking to locate in proximity to the OLC.
A12	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Develop an expanded downtown with additional buildings and mixed use.	CDD	Brent	"Amendments to the DSP" will likely result in increased population, addressing the "live". The desire is for that to positively affect the commercial scene, which will increase jobs in the Downtown.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Harumi Brent Kevin	The Downtown Infrastructure Improvement project is underway and will include new Gateway Plaza near 2nd Street.
A14	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Develop or sell City-owned properties based on community benefit.	CMO	Josh	204 2nd Street property - closed escrow on May 1, 2023
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	Josh Kevin Tim Brent Chief Lindsey	City is actively working on a new Downtown library project that has the potential to include a mixed income residential component along with space for community groups. PD pays more attention to homeless and quality of life issues in the downtown area. PD is preparing to start up the Police Special Services Unit, which will, in part, focus on the downtown area.
A16	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Revitalize and draw people downtown to live, work, and play	Research rezoning of River Oaks Crossing	CDD	Ken	Work has not started. Staff is trying to time this item with the library project, which will require amendments to the Downtown Specific Plan.
A17	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.		CDD ED	Harumi Brent	Ongoing effort, work on a tourism focused program has kicked of in 2023.
A18	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.	Expand marina zoning: restaurants, recreational access, fishing tournaments, 55-acre park	CDD ED	Harumi Brent	Zoning Text Amendments approved in 2022 to allow for more flexibility on our shoreline.
A19	Community and Economic Development Goal	Strategic and Thoughtful Growth	Update Oakley's Downtown Specific Plan to reflect and envision the City's future.	Develop a vital Shoreline Plan to attract both people and commerce to our waterfront.	Determine viable economic uses of the Oakley shoreline and visit other cities to see how they attracted visitors as a destination (e.g., new Science Center)	CDD ED	Harumi Brent	Zoning Text Amendments approved in 2022 to allow for more flexibility on our shoreline.
A20	Community and Economic Development Goal	Strategic and Thoughtful Growth	Plan and develop Cypress Corridor holistically with improvements and commerce to service new development to ease downtown traffic (e.g., grocery, restaurants).			ED CDD PW	Harumi Brent Kevin	The new Infrastructure Improvement project on East Cypress Road will include sidewalks, bike lanes, street lights in addition to widening of the roadway.
A21	Community and Economic Development Goal	Strategic and Thoughtful Growth	Reinforce Planning Commission to understand Oakley's vision and encourage public engagement:			CDD	Brent	Staff continues to facilitate monthly meetings where the Planning Commission reviews projects and receives informational updates from City Staff and Outside Agencies
A28	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship			ED CDD PW	Harumi Brent Kevin	City Hall Solar Roof project will be completed which is the first solar roof project on public facilities in Oakley

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Brent Kevin	Staff continues to stay engaged with ISD and DWD to review projects and to have dialogue on collaborative efforts for water efficient developments. Recently, Staff worked cooperatively on the new DWD Corporation Yard and Emergency Operations Center.
A30	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Explore and report on green energy opportunities.		CDD PW	Brent Kevin	Staff continues to have dialogue with MCE to identify viable opportunities for Green Energy.
A31	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship		Solar at City facilities	PW	Kevin	The Solar Panels are being installed on City Hall roofs and will be operational by Summer 2023.
A32	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship		Expansion of City's EV Charging Program	PW	Kevin	After the recent installation of EV charging stations in downtown parking lots, the next site that will receive EV charging stations is the Recreation Center.
A33	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Remove the allowance for non-drought tolerant landscaping.		CDD	Brent	Completed in September 22
A34	Community and Economic Development Goal	Strategic and Thoughtful Growth	Enhance Environmental Stewardship	Ensure new residential construction meets adopted standards for energy efficiency, including solar and power storage.		CDD	Brent	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	Brent Kevin	Staff has budgeted funds to develop and implement a Climate Action Plan. Oakley General plan requires it to be done by 2025.
A36	Community and Economic Development Goal	Strategic and Thoughtful Growth	Complete a comprehensive update of the City's Zoning Code.			CDD	Brent	Target completion date by end of 2025.
A37	Community and Economic Development Goal	Strategic and Thoughtful Growth	Complete a comprehensive update of the City's Zoning Code.	Ensure consistency with current and future vision for Oakley and the recently updated Oakley General Plan.		CDD	Brent	Target completion date by end of 2025.
A39	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.			ED	Harumi	Waiting for the completion of our Economic Development Workplan Update (initiated Winter 2022).
A40	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Conduct a Stimulate Oakley Business analysis for Oakley and compare to adjacent cities for differentiators and opportunities.		ED	Harumi	Yiftee Gift card Program launched and was very successful in 2022. Small Business Grant Program being developed and will be ready in 2023.
A41	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Develop a Business Vision for Oakley that will attract and retain high-quality, diverse commerce through incentives for businesses including small businesses.		ED	Harumi	Waiting for the completion of our Economic Development Workplan Update (initiated Winter 2022).
A42	Community and Economic Development Goal	Business-Friendly	Research other "like cities" to develop a Strategic Business Outreach Plan.	Develop a Property Utilization Plan on City-owned properties to maximize the City's potential return on investment		ED	Harumi	204 2nd Street disposed of on 5/1/2023.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
A43	Community and Economic Development Goal	Business-Friendly	Bolster and support existing businesses through the use of financial and funding incentives such as business low-interest loans, grant funding, ARPA funding, and promote "buy local" incentives.			ED	Harumi	Yiftee Gift card Program launched and was very successful in 2022. Small Business Grant Program being developed and will be ready in 2023.
A44	Community and Economic Development Goal	Business-Friendly	Showcase businesses through active engagement and outreach (e.g., social media, storefronts images, local business newsletter with coupon book included)			ED REC	Harumi Lindsey	Staff have continued to offer the Shop Oakley Coupon book and have begun highlighting them on social media on Shop Oakley Saturdays. For Taste of Oakley the event as expanded to be one week of deals that ended in the in person event. While the in person event was cancelled the week of deals and participating businesses are actively being promoted on social media.
A45	Community and Economic Development Goal	Business-Friendly	Continue to streamline business license fee/permits			FIN PW CDD	Tim Kevin Brent	Ongoing effort that will be optimized with the new Tyler Munis Platform, with a expected completion of Summer 2025.
A46	Community and Economic Development Goal	Local Employment	Beautify Oakley's streetscapes, parks, and business facades to attract and retain businesses and their customers			PW	Kevin	The construction of the new Downtown Infrastructure improvements make major enhancement to the downtown streetscape
A47	Community and Economic Development Goal	Local Employment	Capitalize on Logistics Center and strategize with developers and surrounding property owners to create job opportunities.			CDD ED	Brent Harumi	Staff continues to have productive dialogue with interested Developers, that have expressed desire for 'Light Industrial' and 'Research & Development' Type Uses, near the CCLC.
A48	Community and Economic Development Goal	Local Employment	Create employer-employee partnerships to reduce State's regulations on vehicle miles traveled (VMT) and complement our existing housing (Logistics Center development).			CDD ED	Brent Harumi	Ongoing effort.
B1	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.			PD	Chief	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B2	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Develop a Communication Plan for emergency responders, Public Works, the public, and other key stakeholders.		PD	Chief	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B3	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Provide and reinforce public and staff training through regular community meetings.		PD	Chief	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
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	Kevin	The installation of emergency generators for both facilities will be completed by end of 2023
B5	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Implement training, communicate broadly, and seek grants for implementation		PD	Chief	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B6	Community Health and Safety	Safe Streets	Create an Emergency Disaster & Response Plan including resiliency resources.	Modernize the Oakley Emergency Operations Center (EOC).		PD	Chief	Ongoing effort. Now that we have an Assistant City Manger, the emergency management function of the City shifts to that role.
B7	Community Health and Safety	Safe Streets	Address streets and main arteries vulnerable to fire, flood, and traffic hazards with improving infrastructure and evacuation plans to provide for safe passage for people including emergency responders.			PD PW CMO	Chief Kevin Josh	Ongoing effort. We have secured MOU's with property owner, RD 2025 and RD 799 for the East Cypress evacuation route. The City is also constructing the Burroughs property frontage improvements along with the improvements needed to widen the canal crossing and the roadway improvements from Jersey Island Road to Bethel Island Road.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
B8	Community Health and Safety	Safe Streets	Explore improving lighting for safety			PW	Kevin	We make improvements where we can, based on projects and community need.
B9	Community Health and Safety	Safe Streets	Align police resources with City's growth.			PD	Chief	PD staffing is currently sitting at 38 sworn bodies. We have made huge growth and we are able to conduct Traffic operations now and our Investigations Unit is far more productive and efficient than ever before.
B10	Community Health and Safety	Safe Streets	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	Chief Jeri	In concert with HR, Finance and the City Council we are on track to "overhire" officers to compensate for the officers who are off on 4850 time. We have a waiting list for our employ for the first time in our history and our 39th and 40th sworn officers are identified and are set to be sworn in with us in just a few weeks.
B11	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Streamline and civilianize where appropriate (i.e., admin, budget/finance, records, property, fleet management, etc.).		PD HR	Chief Jeri	We are seeking to assign more responsibilities to our non sworn staff, especially in the area of Fleet, to free up sworn officers and better serve the organization of the City of Oakley.
B12	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.		PD	Chief	We looked at going to Brentwood PD for dispatch services, but it was cost prohibitive.
B13	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Map accident scenes to open roads quicker	PD	Chief	LEICA Scanner has been used several times and it has been beneficial, saving man hours and salary costs.
B14	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Research red light cameras to supplement sworn enforcement officers.	PD	Chief	Red light camera program has its place, and benefits in the law enforcement industry. Cost issues are the most obvious concerns, but also the monitoring of the data, identification of the offenders, mechanism of enforcement and court testimony have to be considered in an all
B15	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Improve and invest in technology.	Create a larger "cyber shield" over the City via a robust camera program	PD	Chief	Additional locations have been identified for ALPR's- requires budgeting.
B16	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Establish strong neighborhood watch programs, including National Night Out, and maintain close communication between the neighborhoods, the City Council, Oakley Police, and City Hall		PD	Chief	We have a neighborhood watch advisor (Jurkiewicz) and we have held a few meetings. We participate in National Night Out and we have increased our social media presence which provides the Oakley community with transparency and updates on things happening in their neighborhoods.
B17	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Collaborate with neighboring agencies to maximize efficiencies with shared resources (e.g., equipment).		PD	Chief	OPD continues to share traffic enforcement/VSET/SWAT resources with/from other agencies.
B18	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Expand the Citizen Emergency Response Training (CERT) program.		PD	Chief	I have had discussions with citizens interested in CERT. Program needs a kick start.
B19	Community Health and Safety	Safe Streets	Align police resources with City's growth.	Dedicate traffic enforcement team to improve traffic safety		PD	Chief	Traffic enforcement team is up and running. We will add our third officer to it this calendar year.
B20	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.			PD	Chief	Traffic enforcement team is up and running. We will add our third officer to it this calendar year. Traffic officers focus on areas of concern where the majority of collisions occur.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
B21	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.	Consider road improvements such as delineators for areas where speed is an issue.		PD PW	Chief Kevin	This is always monitored and has already been implemented at some intersections.
B22	Community Health and Safety	Safe Streets	Prioritize road improvements and provide robust enforcement to manage traffic, given accidents are the #1 safety challenge.	Implement traffic-calming policy and update to new practices for increased traffic as Oakley grows.		PD PW	Chief Kevin	During FY 2023/24 Traffic Calming measures have been implemented on Teakwood Drive and Chianti Drive.
B23	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.			PD	Chief	A bike rodeo is being considered.
B24	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.	Collaborate with School Districts to apply for State and Federal grants to create safer and more accessible connectivity		PD	Chief	Grants are monitored for there feasibility. The PD has routine contact with school administration staff.
B25	Community Health and Safety	Safe Streets	Promote Safe Pedestrian and Bike Routes.	Improve trail connectivity to provide pedestrians and cyclists safe passage.		PW	Kevin	This is an ongoing effort as new projects get implemented.
B26	Community Health and Safety	Safe and Healthy Neighborhoods	Rejuvenate our downtown and residential and business developments to discourage blight through beautification and development of standards for commercial code enforcement			CDD ED	Brent Harumi	Standards need to be finalized and presented to the City Council for consideration.
B27	Community Health and Safety	Safe and Healthy Neighborhoods	Promote community service opportunities to build the community and beautify Oakley			ALL		This effort is ongoing and is the responsibility of each Department within City Hall. We are currently trying to partner with Freedom High School to provide internships for high school students.
B28	Community Health and Safety	Safe and Healthy Neighborhoods	Implement Phase 2 of the Recreation Center			FIN PW REC	Tim Kevin Lindsey	We will work with our new grant writers to seek grant funding opportunities for this project.
B29	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).			CDD REC PD CMO	Brent Lindsey Chief Josh	The Recreation Department list's additional service phone numbers inside the annual Recreation Guide as well as updating various pages of the website to reflect updated contact information for local organizations. This change has been implemented in two guides since the goal was established.
B30	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).	Educate and promote use of 211 for essential community services.		REC CMO	Lindsey Josh	The Youth Advisory Council partnered with NAMI Contra Costa County to offer two opportunities for Ending the Silence, a virtual workshop to end the stigma of talking about mental health. It was also an opportunity for youth to become Youth Mental Health Ambassadors.
B31	Community Health and Safety	Safe and Healthy Neighborhoods	Connect and promote the County and Non-Governmental Organizations (NGOs) resources available to assist our vulnerable populations (e.g., unhoused persons, people seeking mental health assistance, Veterans services).	Initiate and partner with other agencies to create regional support to provide services to help unhoused persons		CMO	Josh	The County is rolling out a Comprehensive Plan to Address Homelessness. The County also funded the A3 initiative. A3 is Contra Costa County's innovative approach to provide timely and appropriate mental and behavioral health crisis services to anyone, anywhere, at anytime in the county.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Kevin Brent Lindsey	This is an ongoing effort that involves public input thru workshops, surveys and additional opportunities for the public to convey their expressed tastes and preferences.
C2	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision a Downtown Park to attract people downtown (e.g., new park parallel to the railroad tracks with a museum and bocce ball courts).		PW CDD REC	Kevin Brent Lindsey	This is an ongoing effort and will be implemented as funding sources get secured
C3	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision, develop, and fund Oakley's 55-Acre Regional Park and seek grant funding that will compete at the State level.		PW CMO FIN	Kevin Josh Tim	The Master Planning process is underway and will be completed by end of 2023
C4	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Envision, develop, and fund Oakley's 55-Acre Regional Park and seek grant funding that will compete at the State level.	Include trail and waterway access to attract outdoor sporting such as hiking, kayaking, boating, and recreational and sports fishing that would serve as an amenity to draw homeowners and sporting events alike.	PW	Kevin	The Master Planning process is underway and will be completed by end of 2023
C5	Parks and Open Space	Parks and Public Areas	Upgrade and develop parks and open space for diverse interests and expanded underserved areas to reinvigorate "play" in Oakley.	Create and maintain sporting fields (bocce, baseball/softball, soccer, equestrian arena) and provide shade, bathrooms, and lighting services.		PW	Kevin	Staff is working on creation of a new Oakley Park and Trail map that will be published by end of 2023
C6	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.			PW	Kevin	This is an ongoing effort
C7	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Celebrate and promote our local history through educational and enrichment opportunities and consider work with historical society		REC ED	Lindsey Harumi	Staff coordinated with the ECCHS to have a booth at special events, displayed the banners that were funded through ARPA at the Recreation Center and now at City Hall.
C8	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Complete Phase 2 of Oakley's Recreation Center to encourage indoor sports, Camp Room, and Teen Room for classes		FIN PW REC	Tim Kevin Lindsey	
C9	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Continue to offer special events and streamline the process for community groups to host events that create a sense of Oakley community and showcase the importance of families, youth, seniors, and Veterans		REC PW CDD	Lindsey Kevin Brent	The Recreation Division has continued to offer our annual events, expanding our Movies in the Plazas to Block Parties, and our Rock the Chalk into Art in the Park. The events will also expand this year to include Juneteenth.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
C10	Parks and Open Space	Programs and Recreation	Upgrade parks and open space to be accessible and attract the many interests of our diverse residents and visitors and provide access for all.	Promote Oakley's events and recreation and differentiate our offerings from adjacent cities		REC	Lindsey	The Recreation Division has continued to offer our annual events, expanding our Movies in the Plazas to Block Parties, Harvest Festival into Oaktober and our Rock the Chalk into Art in the Park. The events will also expand this year to include Juneteenth. Plans are underway to add an unique art component and unique participatory opportunity to Heart of Oakley.
D1	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.			ALL		Ongoing effort.
D2	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Encourage community neighborhood involvement, such as cleanup walks, that reinforce healthy lifestyles and shared goals with Oakley Police, Council, and City Hall.		PD + Others	Chief	Staff partnered with MDRR and hosted a community drop off day at City Hall.
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	Josh	CM's Office to institute a Neighborhood Committee in 2023 to help with various issues in the City.
D4	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.		Promote City Council/Community meetings through social media to inform about agendas where public can participate in person.	CMO	Josh	Ongoing task.
D5	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Celebrate Oakley in demonstrating and communicating our achievements in accomplishing SP27+, community events, and activities that unite us (e.g., Heart of Oakley, Harvest Festival, Christmas Tree Lighting, Summerfest Celebration, etc.).		ALL		Ongoing
D6	Community and Collaborative Partnerships	Community Outreach and Engagement	Focus on establishing community trust and public-private partnerships through positive dialog and tangible outcomes.	Actively uphold Oakley's Governance Guidelines & Protocols Policy to encourage productive partnerships, positive communication, and achievement of short- and long-term goals.		ALL		Ongoing
D7	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.			REC CMO	Lindsey Josh	Staff have continued to increase social media positing, as well as website postings. Some examples include biweekly social media posts drawing attention to current planning projects, police activity, events and more.
D8	Community and Collaborative Partnerships	Community Outreach and Engagement	Increase Oakley's communication through outward-facing media, social media platforms, and website.	Promote City Council agendas and decisions via social media with updates on economic activity, business growth, and community events		CMO	Josh	Ongoing. Staff intends to start promoting new businesses through ribbon cuttings and social media posts.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Josh	This is an ongoing effort.
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	Lindsey Josh	The website RFP will be released this summer and will seek a vendor to overhaul the City's website, the Opportunity Oakley website and create a new Police Department website.
D11	Community and Collaborative Partnerships	Community Outreach and Engagement	Communicate and uphold the City's information systems to reinforce transparency and access to build trust.			CC FIN CMO ALL		Ongoing
D12	Community and Collaborative Partnerships	Collaborative Partnerships	Consider creating new partnerships that will involve community participation (e.g., Park and Arts Commission).			CMO	Josh	CM's Office to institute a Neighborhood Committee in 2023 to help with various issues in the City.
D13	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly			CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D14	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Diablo Water District		CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D15	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Diablo Water District	Develop collaborative efficiencies to serve our shared constituents	CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D16	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Ironhouse Sanitary District		CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
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	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D18	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	Mt. Diablo Resource and Recovery (MDRR)		CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D19	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	CONFIRE		CMO	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Josh	Effort to stay in touch and communicate with the Agencies and Districts we do business with is ongoing.
D21	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	School District	Explore joint-use opportunities to optimally partner with elementary and high school (e.g., satellite classrooms and recreation, library).	CMO	Josh	Staff is currently working with the OUESD to develop a new joint use facility agreement. The City also signed an MOU with the LUHSD to ensure they could hold the Freedom High Junior Prom at the Oakley Recreation Center on May 6, 2023.
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	Josh	Staff is currently working with the OUESD to develop a new joint use facility agreement.
D23	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State		CMO	Josh	The CM meets monthly with the General Manager's of the water and sewer districts. We have maintained communication with the CCCFPD since the consolidation with ECCFPD.
D24	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Encourage collaboration for public safety and enforcement particularly where there is multi-jurisdictional responsibility (e.g., fire, road access, school sites).	CMO PD	Josh Chief	This effort is ongoing as we continue to enhance our delivery of services.
D25	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Discuss Regional Park interests.	CMO	Josh	City maintains a positive working relationship with the EBRPD.
D26	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	County/Region/State	Invite key electeds, Board representatives, and others to speak at Council meetings for outside updates and perspective.	CC	Libby	The City Council gets regular updates from executives who represent the various special districts and agencies in which we work and partner with.
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	Josh	See updates below.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Josh	Staff released a request for proposals earlier this year for the alcohol services at specific City events as a fundraising opportunity for local nonprofits. Staff received a total of 6 proposals which is a dramatic increase over the one received in 2022. Staff is also working to bring updates forward in the summer regarding the many non-profit grant awards we issued in the Summer of 2022.
D29	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs	Consider creating a Sister City	ED	Harumi	We have explored the idea and had preliminary discussions with the Japanese consulate in San Francisco.
D30	Community and Collaborative Partnerships	Collaborative Partnerships	Establish, align, and maintain partnerships with local Special Districts, Agencies, NGOs, and Commerce to realize our responsibilities to deliver on the General Plan and Specific Plan and where goals mutually align and meet quarterly	NGOs	Consider expanding outreach to NGOs beyond our region	CMO	Josh	Task not started yet
E1	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.			FIN	Tim	We started by reporting earlier to the City Council regarding our estimated results of FY 21/22. We have improved the investment report, with PFM. We will strive to make further improvements in the Mid-Year Budget Review and additional quarterly reporting. Extra focus will be placed on monitoring revenue projections and the potential impacts of a recession, next year.
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	Kevin Tim	Item to be presented at a future City Council meeting.
E3	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Educate Executive Leadership and Council on annual budget through communication, reporting, and training to create better partnership on fiscal strategies.		FIN	Tim	We started by reporting earlier to the City Council regarding our estimated results of FY 21/22. We have improved the investment report, with PFM. We will strive to make further improvements in the Mid-Year Budget Review and additional quarterly reporting. Extra focus will be placed on monitoring revenue projections and the potential impacts of a recession, next year.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Tim	The 30% Reserve Policy has been put in place and given recognition through the budget process. When the City's Standard & Poors rating was improved, that we publicized as well.
E5	Finance and Fiscal Responsibility	N/A	Communicate on financial updates including financial health, priorities, and unexpected expenditures.	Partner with Special Districts and agencies to realize economies of scale and efficiencies.		PW	Kevin	Engineering Team works with neighboring agencies to take advantage of bidding opportunities on similar public projects.
E6	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).			ALL	Tim	This has been an ongoing effort with various allocations being brought to the City Council. The allocations have addressed many areas that impact how the City provides services.
E7	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Consider input by the community on how funds should be prioritized.		FIN CMO	Tim	We considered input from the Community for several of the ARPA allocations.
E8	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Implement technology upgrades to improve transparency and public access to City documents and remote transactions.		FIN	Tim	We have an agreement and statement of work from Tyler Munis for our new Enterprise Resource Planning system to consider and to move forward with. Implementation is likely to begin in July of 2023.
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	Josh	We have made the East Cypress Road improvements a high priority and are working within our capacity and with development partners to ensure the improvements are constructed in a timely manner.
E10	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Complete a feasibility study pertaining to broadband services and free Wi-Fi throughout the City		ED	Harumi	We have hired a consultant to assist us with the RFP. That work will start in 2023.
E11	Finance and Fiscal Responsibility	N/A	Determine how the City will leverage its strong financial position with development revenues and ARPA Covid Relief money (\$10M).	Provide one free session of City-run summer camp to Oakley residents.		REC	Lindsey	The Recreation Division offered one free week of camp in summer 2022 and received approval to offer the program again in 2023. The community continues to take advantage of this opportunity.
E12	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.			CDD ED	Brent Harumi	Business retention and expansion efforts are currently being reviewed with our Economic Development Workplan update.
E13	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.	Attract more businesses (commercial and industrial) to increase Oakley's per-capita Sales and Use Tax revenues.		ED	Harumi	Business retention and expansion efforts are currently being reviewed with our Economic Development Workplan update.
E14	Finance and Fiscal Responsibility	N/A	Develop a sustainable financial plan that will identify opportunities for less dependency on property taxes while maintaining the quality of life that residents and businesses expect.	Seek to supplement existing funding sources with State and Federal grants for special projects		CMO ALL	Josh	We have hired a new grant writing and lobbyist firm to assist with this effort.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Tim Kevin	As we continue discussions with consultants regarding the potential development of a library and of commercial and/or housing developments, we will see if an EIFD might be an option to consider. It has not seemed to be the best option to date, though.
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	Kevin	This is an on-going effort
E17	Finance and Fiscal Responsibility	N/A	Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance	Create an internal services fund for facilities maintenance and improvements.		FIN	Tim	Finance will work with Public Works/Engineering to make this happen.
E18	Finance and Fiscal Responsibility	N/A	Align infrastructure spending and long-term growth so we can plan beyond two years to improve streets and parks and provide for long-term maintenance	Establish a minimum baseline for General Fund contributions for street maintenance and improvements and include a growth factor in the recurring operating transfers budget each year.		FIN	Tim	Started with the FY 22/23 Budget.
E19	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:			FIN ALL	Tim	While some new software programs have been added, most progress in this area will take place with the Enterprise Resource Planning conversion, which is expected to being in July of 2023.
E20	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Service for public-business license applications/other applications		FIN	Tim	Same as above.
E21	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Financial modeling and finance/budget balancing		FIN	Tim	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.
E22	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Public safety and roads		PD PW	Chief Kevin	Efforts are being made across the board to increase traffic enforcement, road design, City projects, etc....
E23	Finance and Fiscal Responsibility	N/A	Modernize Oakley to accommodate growth and improve efficiency by funding technology to improve:	Customer-Friendly access to the City's financial reporting information and to allow easier transactions without the need for customers to come to City Hall		FIN ALL	Tim	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.
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	Kevin Tim	Most progress in this area will take place with the ERP conversion, which is expected to being in July of 2023.
E25	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy			FIN	Tim	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	Tim	Ongoing

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Tim	The City received the GFOA ACFR Award for FY 20/21 and submitted its FY 21/22 ACFR for award but has not received the results of that submittal, yet. We will also submit our FY 22/23 financial statements for consideration of award after the fiscal year and audit of the financial statements have been completed.
E28	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to receive third party professional acknowledgment of our City's financial practices:	Continue to apply for and receive the California Society of Municipal Financial Officers' Operating Budget Excellence Award.	FIN	Tim	The City of Oakley received the CSMFO Budget Award for FY 22/23 and the FY 23/24 Budget will be presented to the City Council for approval on June 13th and submitted for award within 60 days of the fiscal year end. It should be mentioned that because of the City's sound financial policies and practices, Oakley has been recognized by the State Auditor as being ranked among the top three fiscally-safe cities in the State of California.
E29	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Continue to update the Budget Strategies and Financial Policies in the City's annual budgets.		FIN	Tim	This is reviewed annually.
E30	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider how to include performance audits in the City's budget to provide accountability for performance and compliance		FIN	Tim	We did implement performance measures into the FY 22/23 Budget for the first time. This will be refined in future budgets, as well.
E31	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Maintain 10-year budget forecast to be updated with each annual budget		FIN	Tim	and 2023/2024, the latter of which has been presented to the City Council in the Budget Work Session and will be included in the
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	Tim	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	Tim	It is likely that this will be completed in conjunction with the FY 24/25 Budget.
E34	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider separating out the Capital Improvement Project (CIP) budget from the general operational budget.		FIN	Tim	Completed with the FY 22/23 Budget.
E35	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Consider separating out the Capital Improvement Project (CIP) budget from the general operational budget.	Itemize individual project line items for Council consideration in addition to aggregated projects.	FIN	Tim	Completed with the FY 22/23 Budget.
E36	Finance and Fiscal Responsibility	N/A	Develop a Financial Strategy and Reporting Policy	Align Strategic Plan Goals and Objectives into the annual budget document, including performance measures		FIN	Tim	Completed with the FY 22/23 Budget. Will be reviewed and improved on annually.
F1	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.			HR	Jeri	We are constantly looking to improve on our process.
F2	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Create a competitive compensation package that is sustainable to attract and retain our greatest assets – our people.		HR	Jeri	Completed with the adoption of the FY 22/23 Budget.
F3	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Provide appropriate training and professional development to keep up with regulatory requirements and skill sets to maintain the City		ALL	ALL	Effort to ensure training for all employees is 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	Jeri Chief	PD staffing is now effectively full. We have determined it to be feasible and meaningful to possibly overhire officers and add officers in the next fiscal year.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	CMO	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	CMO	Ongoing effort
F7	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Encourage employee wellness by creating a safe and healthy work environment, an Employee Assistance Program (EAP), regular employee appreciation events and team building, and the employee wellness program.		HR	Jeri	Hired Psych Law for PD and continue to offer EAP for all others. Had our wellness fair with almost 50 participants. Continue monthly wellness events, continue employee welcoming and appreciation events
F8	Sustainable Organization	N/A	Create a Recruitment and Retention Plan that will hire and retain staff to serve Oakley's growing demands and sustain the level of service our residents and businesses expect.	Rebuild and re-energize staff by surveying all employees to understand what would make Oakley a great place to work (e.g., work life balance, work from home schedule).		HR	Jeri	Strategic plan had an employee portion of the survey. Did OPEN Enrollment survey, Employee Forum questions etc. We will also be reaching out this year for input on job descriptions-with evaluations, we will review job descriptions to ensure they are accurate.
F9	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.			ALL	Josh	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.
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	Tim Kevin Chief	We will monitor availability of incentives and seek grant funding related to Electric Vehicles and related infrastructure for charging Electric Fleet vehicles.
F11	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Upgrade IT services to include new computer systems and more efficient IT response to computer and technical issues to ensure projects can be delivered efficiently		FIN	Previously Tim. Currently Danielle	During Fiscal Year 2022/2023, the management of IT services was moved to the City Manager's Office and are to be handled by the new Assistance City Manager.
F12	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.		HR	Jeri	Once job description questionnaires are complete, we will do a look at the future needs of the entire City.
F13	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Grant writer to identify State and Federal grants to support Oakley	CMO	Josh	We have hired a new grant writing and lobbyist firm to assist with this effort.

Strategic Plan 2022-2027+ Objectives

##	Goal	Subgoal	Objective	Sub Objective	Sub Sub Objectives	Assigned Dept(s)	Assigned Lead	FY 22-23
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	Kevin Lindsey	The Recreation Division has increased independent instructor led classes, as well as seeking event vendors and partners to provide some of the services typically staffed by employees to free up employees.
F15	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Public Works staff to keep up with demands of new housing, parks and infrastructure development and maintenance.	PW	Kevin	This is an on-going effort
F16	Sustainable Organization	N/A	Identify and invest in resources to execute the City's responsibilities.	Consider fulfilling staffing and hiring needs based on comprehensive Staffing Plan as aligned with SP27+ and other major initiatives.	Police to keep up with growing safety needs	PD	Chief	PD staffing is now effectively full. We have determined it to be feasible and meaningful to possibly overhire officers and add officers in the next fiscal year.
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	ALL	Effort is also covered under other goals.
F18	Sustainable Organization	N/A	Create a City-wide Succession Plan that anticipates retirement, attrition, and promotions, and provides opportunity for development and growth, to build a well-rounded team that is prepared to serve the City now and well into its future.			HR ALL	Jeri	Once job description questionnaires are complete, we will do a look at the future needs of the entire City.
F19	Sustainable Organization	N/A	Reinforce a safe and healthy work environment to protect our employees and minimize compensation claims.			HR PD	Jeri Chief	An area for a small gym has been identified and created. This will allow officers to work on their overall fitness.
F21	Sustainable Organization	N/A	Establish trust in City Hall.	Reinforce the investment of our revitalized staff and Council and create measurable partnerships among the trio of Council, staff, and the community to deliver on Oakley's co-created SP27+.		CMO	Josh	Ongoing effort
F22	Sustainable Organization	N/A	Establish trust in City Hall.	In order to recruit and retain staff, Oakley must improve its public-private partnership and live its established values to attract residents, businesses, and employees alike.		ALL	ALL	Ongoing effort
F23	Sustainable Organization	N/A	Establish trust in City Hall.	Reinforce Team Oakley: Council, staff, and the public by celebrating successes and communicating obstacles for full transparency to create a learning environment.		ALL	ALL	Ongoing effort
F24	Sustainable Organization	N/A	Establish trust in City Hall.	Inspire and encourage Oakley staff to be visible and work with the community at large.		ALL	ALL	Ongoing effort
F25	Sustainable Organization	N/A	Establish trust in City Hall.	Acknowledge roles and responsibilities per the City's Governance Guidelines & Protocols Policy Framework to guide the execution of the Strategic Plan.		ALL	ALL	Ongoing effort



LIVE



WORK



PLAY



City of Oakley
**STRATEGIC
PLAN**
2022–2027+

Adopted April 2022

CONTENTS

Oakley’s History 2

Mission, Vision, and Values 4

Goals and Priority Objectives 6

Community and Economic Development Goal.....8

Community Health & Safety Goal 12

Parks and Open Space Goal..... 14

Finance and Fiscal Responsibility Goal 18

Sustainable Organization Goal 20

Team Oakley: Partnering for Success..... 22



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.

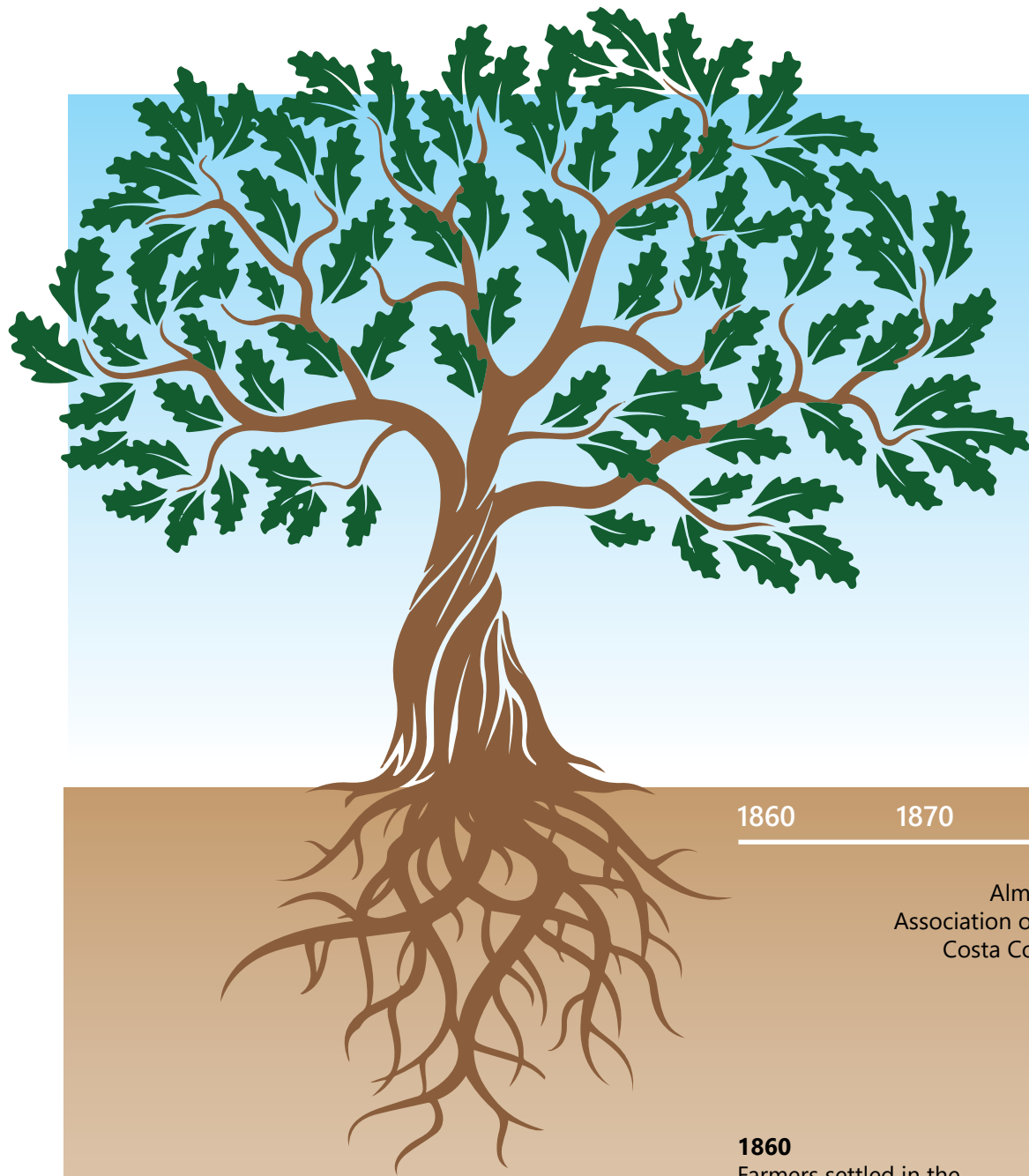
We look forward to working with you as we take action toward creating a resilient future that fosters and attracts a vibrant and evolving community that welcomes and values all people.

A blue ink signature of Randy Pope, consisting of a stylized 'R' and 'P'.

Randy Pope
Mayor

A blue ink signature of Joshua McMurray, consisting of a stylized 'J' and 'M'.

Joshua McMurray
City Manager



OAKLEY’S HISTORY

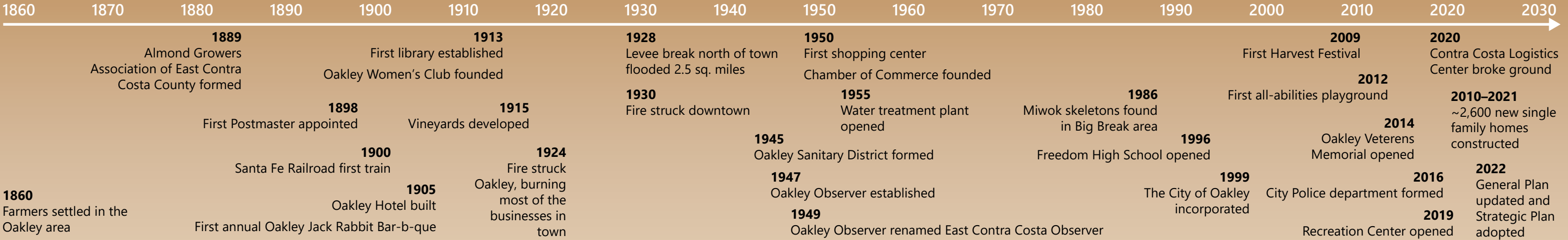
Officially incorporated on July 1, 1999, Oakley is the 11th newest city in California. Oakley is one of the last pioneer communities established inland from California’s great coastal centers. Located beyond the extensive San Francisco Bay, the area was historically known as a railroad town along the 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.

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.

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



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 through the annual budgeting process to realize and advance the City's potential.

Oakley's Goals





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 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).
 - 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.



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

- 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.

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 Tejada, 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



The Oakley City Council formally accepted the final Strategic Plan 2022-2027+.

OAKLEY

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





City of Oakley

3231 Main Street, Oakley, CA 94561

(925) 625-7000

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

