



CITY OF BRENTWOOD STRATEGIC PLAN

FY2016/17 & FY2017/18

Focus Area 1: Infrastructure

Mission Statement: *Provide a safe, efficient, sustainable and environmentally sound infrastructure system that delivers economic opportunity and enhances the quality of life in Brentwood*

Goals:

1. Regional Transportation: Be an engaged partner in regional transportation collaborating with Contra Costa Transportation Authority (CCTA), eBART, Transplan and other stakeholders.

Strategic Initiatives:

- a. Investing in Regional Transportation – Measure J Extension: Potential Measure J extension proposal to fund future regional transportation projects such as the State Route 239/Tri-Link connector to Tracy; State Route 4; eBART extension and Vasco Road.
- b. State Route 4/Balfour Road Interchange: Collaborate with partnering agencies and stakeholders to help secure funding and provide support to facilitate commencement of project construction.

2. Water, Wastewater and Solid Waste Services: Provide safe and sustainable Water, Wastewater and Solid Waste services for the build-out of the City per General Plan.

Strategic Initiatives:

- a. Water Supply and Water Plans: City has secured water supply to serve the build out population. Update Water Master Plan (2006) and Urban Water Management Plan (2010) (“Water Plans”) to be in compliance with State requirements.
- b. Bay Delta Conservation Plan (BDCP) and Related Issues: Monitor and collaborate with other stakeholders on the BDCP project and related issues. Protect City’s water supply and quality interests from BDCP project impacts.
- c. Water Conservation Program and State Mandate: Administer and monitor the Water Conservation Program to stay in compliance with State-mandated reduction of potable water consumption.
- d. Wastewater System and Wastewater Plans: Ensure availability of wastewater collection and treatment system for the General Plan build-out population. Update Wastewater Collection System Master Plan (2010) and Sewer System Management Plan (2013 Revision) (“Wastewater Plans”) to be in compliance with State requirements.

- e. Recycled Water System and Financing: Secure additional funding sources to expand the recycled water system including construction of recycled water storage and distribution lines.
 - f. Wastewater Treatment Plant Expansion: To accommodate new developments per General Plan, commence design and construction of Wastewater Treatment Plant expansion.
 - g. Solid Waste Hauling and Disposal Services: Secure long-term hauling and disposal service agreement to provide solid waste services at a competitive cost.
3. Local Transportation: Provide intra-city roadway circulation and bike/trail system that facilitates the efficient movement of people and goods to support build-out of the General Plan.

Strategic Initiatives:

- a. Roadway Improvements for Priority Area 1 (PA1) per General Plan Vision: Coordinate the design and construction of roadway improvements including bike lanes with stakeholders to induce the development of PA1 per the General Plan vision.
 - b. Brentwood Blvd. (North) Annexation Area Improvements: Coordinate the Brentwood Blvd. improvements with potential development projects in the northeast Brentwood annexation area.
4. Infrastructure Financing: Proactively secure funding and grant opportunities to fund improvement projects in the City to enhance the quality of life for Brentwood residents.

Strategic Initiatives:

- a. City's Development Fee Program (DFP) Update: Administer and monitor the Development Fee Program to ensure new developments pay their share for new infrastructure and provide necessary funding.
- b. Enterprise Rate Studies for Water and Wastewater due to Drought Impacts: Analyze the drought impacts on Water and Wastewater enterprise revenues and update the City's Water and Wastewater Rate Studies.
- c. State and Federal Grant and Loan Opportunities: Proactively pursue State and Federal grant/loan opportunities to fund major CIP projects such as roadways; Water and Wastewater Treatment Plant expansions; recycled water system; solar energy systems, etc.

Focus Area 2: Public Safety

Mission Statement: *Maintain a safe community through the provision of high quality public safety services and crime prevention measures.*

Goals:

1. Enhance Police Dispatch Services

Strategic Initiatives:

- a. Establish a new Police Dispatch/Communications Center for Brentwood.
- b. Update the existing Computer Aided Dispatch (CAD) and Records Management System (RMS) platforms.

2. Increase Traffic Safety

Strategic Initiatives:

- a. Develop a comprehensive public education and communication plan.
- b. Design a data-driven traffic enforcement plan to reduce traffic collisions.

3. Promote Crime Prevention

Strategic Initiatives:

- a. Increase the number of Neighborhood Watch participants in Brentwood.
- b. Hold four crime prevention seminars throughout the city.

4. Enhance Public Relations

Strategic Initiatives:

- a. Design and implement a communication strategy to increase community awareness and engagement.
- b. Design and implement a media strategy.
- c. Conduct one Citizens Academy.

5. Improve Disaster Preparedness

Strategic Initiatives:

- a. Conduct one emergency/disaster table top exercise that involves the activation of the Emergency Operations Center (EOC).
- b. Increase public access to disaster preparedness information.
- c. Conduct one joint training exercise between police and fire for the management of a critical incident involving hazardous materials.

Focus Area 3: Economic Development

Mission Statement: *Maintain and enhance Brentwood's quality of life by developing an economy that is vibrant and diverse.*

Goals:

1. Establish and implement the vision for a vibrant Downtown

Strategic Initiatives:

- a. Work within the boundary of the Downtown core and identify key opportunity sites.
- b. Explore a sustainable business structure and income source for the Downtown.
- c. Develop a Beautification Program for Downtown.

2. Establish a business development program focused on an economy of diverse businesses including the enhancing of the agriculture industry

Strategic Initiatives:

- a. Update the Economic Development Strategy.

3. Create a business friendly culture through commerce facilitation, incentives and technology

Strategic Initiatives:

- a. Create marketing materials that are tailored to specific industries and sectors.
- b. Improve the overall identity and signage of the city.
- c. Identify potential incentives that facilitate commerce.

4. Promote tourism in and around Brentwood through special events, outdoor attractions and amenities, and recreational opportunities

Strategic Initiatives:

- a. Coordinate a year-round calendar of special events that focuses on all of Brentwood.
- b. Develop the "Explore Brentwood" Marketing Program.
- c. Establish and implement a Citywide Banner Program.

Focus Area 4: Land Use Planning

Mission Statement: *To continue developing Brentwood as a high-quality, diverse and balanced community while protecting natural and agricultural resources.*

Goals:

1. Establish a diverse and balanced community with safe and attractive neighborhoods, complemented by job generating employment centers

Strategic Initiatives:

- a. Prepare a community build-out plan for the phasing of future development.
- b. Prepare a specific plan for General Plan Priority Area 1.
- c. Work with the City of Antioch to prepare an updated boundary agreement.
- d. Work with the school districts to prepare a plan for future school sites.
- e. Prepare a plan for future disposition or development of City-owned parcels.

Focus Area 5: Community and Neighborhood Services

Mission Statement: *Provide community and neighborhood services to enrich lives and to maintain facilities, infrastructure and resources, to maximize Brentwood's high quality of life.*

Goals:

1. Maintain and operate a comprehensive system of parks, trails and recreation facilities in and around Brentwood

Strategic Initiatives:

- a. Update the 2002 Parks, Trails & Recreation Master Plan.
- b. Prepare a plan for development of a regional multi-purpose park and recreational facility.
- c. Continue to work with strategic partners to support the development of local and regional recreation amenities:
 - Vineyards Event Center
 - Marsh Creek State Park
 - Three Creeks Restoration Project

2. Enhance the quality of life for all city residents through the provision of recreational, cultural and social resources

Strategic Initiatives:

- a. Update the Joint Use Facilities Agreement with the school districts.
- b. Implement the recreation registration software.
- c. Explore partnerships with community service providers to expand opportunities for recreation, community events, education, cultural arts and social resources.

Focus Area 6: Fiscal Stability and Operational Management

Mission Statement: *Providing high quality services that are cost efficient in a fiscally responsible and transparent manner.*

Goals:

1. Provide exceptional customer service through knowledgeable, responsive, and accessible employees

Strategic Initiatives:

- a. Establish a Citywide customer service training program.
- b. Establish a Citywide work force training and development program.

2. Manage financial resources to ensure fiscal stability

Strategic Initiatives:

- a. Implement a performance-based budget.

3. Use technology to enhance the delivery of City services

Strategic Initiatives:

- a. Expand Wi-Fi to Sunset Park and Corp. Yard.
- b. Implement a Citywide social media program.
- c. Implement Voice Over Internet Protocol (VOIP) phone system.