

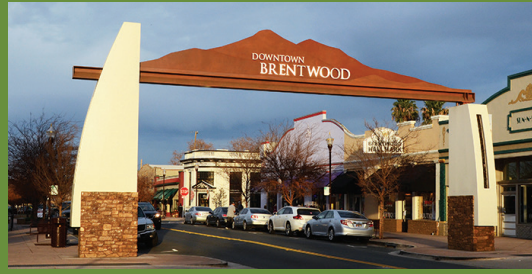


City of Brentwood
Economic Development Strategy
 Strategic Action Plan
 March 2018



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CRAFT CONSULTING GROUP

Craft Consulting Group is a Lafayette-based business and economic development consultancy committed to providing quality solutions for its public and private sector clients.

Established in 1991, the firm's area of expertise includes market research, strategic planning, industry cluster analysis, business planning, economic development, economic and labor market analysis, workforce development and sector strategies.

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EXECUTIVE SUMMARY

Economic development can be defined as *“a program, group of policies, or actions that seek to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base.”*¹

The city of Brentwood is a growing suburban community that has experienced rapid population growth since the early 1990’s. Attractive neighborhoods, quality public schools, and affordable housing have contributed to the city’s desirability as a place to live and raise a family. While these assets have allowed Brentwood to sustain strong population growth, employment growth has lagged over the same time period. The city’s economic challenges stem in large part from the structure of the local economy, which is dominated by small retail and local serving businesses. To address the need for diversification of the local economy and job creation, Brentwood issued a request for proposal to prepare an economic development strategy and action plan that would *“attract and retain businesses and industries that provide high-quality and high-paying jobs so that residents can live and work in Brentwood.”*

The proposed Economic Development Strategy for Brentwood is structured around a set of five goals and strategic initiatives. The Strategic Action Plan consists of the following five goals:

1. Build & Maintain a Healthy, Balanced Economy With a Diversity of Businesses
2. Strengthen & Expand Existing Local Businesses (Economic Gardening)
3. Foster Local Entrepreneurship & New Business Formation
4. Build a Vibrant Downtown & Retail Sector
5. Position Brentwood to Attract a High Quality Labor Force

To achieve the five goals, strategic initiatives are proposed with specific actions the city can take to strengthen and diversify the economy and create quality jobs for local residents. These actions are primarily the responsibility of the City’s Economic Development Division, and will be acted upon over the short-to long-term depending upon funding availability. Key actions include:

- » Creating a Business Development/ Workforce Training Center with co-working space for start-up and early-stage emerging growth companies;
- » Bringing a full-scale hospital to Brentwood;
- » Creating a Visitors & Tourism Bureau;

¹ International Economic Development Council (IEDC)

- » Creating a Brentwood Restaurant Association that capitalizes on the proximity to fresh farm products;
- » Development of a Next Generation Technology and Business Park with flex-space, incubator space, gigabit/dark fiber broadband infrastructure for advanced manufacturing, clean-tech, bio-medical, and high-tech uses;
- » Shifting the emphasis of economic development activities from business attraction (hunting) to Economic Gardening, targeting local emerging growth companies with the potential to create quality jobs, diversify the city's economic base, and create the conditions for businesses to thrive; and
- » Creating a Farm-to-Fork Program.

These game changers represent unique projects/programs that will have a catalytic effect in helping to diversify and expand Brentwood's economy over the short- to mid-term that can lead to improvement in the city's long-term competitiveness as an employment hub.

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BACKGROUND CONDITIONS & REGIONAL CONTEXT

Economic development can be defined as *“a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base.”*² But economic development is more than just creating or retaining jobs and growing the local tax base. *“It’s also about creating a climate that’s attractive for investors and businesses and a place where workers and their families can flourish.”*³ Economic development activities can *“range from workforce development, business recruitment and retention, regional marketing and branding, entrepreneurship and small business support to infrastructure investment.”*⁴ A strategy-driven plan for economic development helps *“build capacity and guide the economic prosperity and resiliency of an area or region. It is a key component by which the public sector, working in conjunction with other economic actors (individuals, firms, community and business organizations, educational institutions, and industries), creates the environment for regional economic prosperity.”*⁵

BACKGROUND CONDITIONS

The city of Brentwood is a growing suburban community that has experienced rapid population growth since the early 1990’s. Attractive neighborhoods, quality public schools, and affordable housing have contributed to the city’s desirability as a place to live and raise a family. While no longer a rural community, Brentwood has retained the historic character of its downtown, is bordered on the south and east by actively farmed prime agricultural land, and has an abundance of open space and outdoor

recreational activities. While these assets have allowed Brentwood to sustain strong population growth, employment growth has lagged over the same time period. Although Brentwood is primarily a residential community, it has seen some employment growth in the form of commercial development including retail shopping centers, light industrial buildings, medical facilities, and office complexes. The city’s economic challenges stem in large part from the structure of the local economy, which is dominated by small retail and local serving businesses.

2 International Economic Development Council (IEDC)

3 Western City, “Changing How We Think About Economic Development”, May 2017

4 National Association of Counties, “Strong Economies, Resilient Counties: The Role of Counties in Economic Development,” July 2014

5 U.S. Economic Development Administration, “Comprehensive Economic Development Strategy Content Guidelines”

Economic development activities in the city of Brentwood are currently guided by several policy documents. The primary document is the Economic Development Element of the General Plan, which establishes goals, policies, and actions to achieve the city's long-term vision for economic growth and job creation. A two-year Strategic Plan adopted by the City Council identifies short-term goals and initiatives for the period covering 2016-2018. Other reports and studies that provide guidance on economic development in Brentwood include:

- » 2011 Comprehensive Economic Development Strategy Update
- » 2014 Status Report on the 2011 Economic Development Strategy
- » 2014 Economic Development Opportunity Analysis
- » 2014 Agriculture in the Brentwood Area
- » 2016 Downtown Specific Plan

In late 2012, Brentwood's Community Development staff embarked upon a series of four public workshops that were held as part of the City's General Plan update to identify the community's economic vision for the future. In addition, online surveys were developed to gather information from the public related to the General Plan Update. Brentwood's 2014 General Plan provides a framework to guide decisions on growth and development, consistent with the quality of life desired by residents and businesses. Participants in the visioning process identified several key issues related to the city's economy including:

- » More business development and expansion, including new light industrial, agricultural tourism/activities, and "big" employers;
- » Increase local jobs, including high paying jobs;
- » Need a broader employment base: industrial, high-tech, and manufacturing;
- » Downtown is an asset that needs to be vibrant and revitalized;
- » Lack of employment opportunities and good local jobs;
- » Business creation and retention;
- » Improving building facades and architecture;
- » Expand agriculture-based economy, including agri-tourism, wineries, and u-pick farms;

The Economic Development Element of the 2014 General Plan supports the need to sustain and diversify the city's economy, recognizing the importance of supporting existing local businesses while broadening and expanding the employment base and economic opportunities within the city. A major objective for Brentwood is to *"attract and retain businesses and industries that provide high-quality and high-paying jobs so that residents can live and work in Brentwood."*⁶ In addressing this objective, an economic development strategy is needed that will shift the city's focus from being a "bedroom community" to becoming a hub for business expansion and jobs.

⁶ City of Brentwood, "Economic Development Strategy Request for Proposal", April 29, 2016

The City's Economic Development Division, located in the City Manager's Office, is responsible for administering and coordinating programs designed to encourage business creation, expansion, retention, and attraction. A two-person economic development team implements the City's Economic Development Strategy by overseeing a wide variety of services and initiatives, including business assistance and attraction, an economic development grant program, marketing, business networking, and expansion assistance for existing businesses.

In April 2016 city staff issued a request for proposal to prepare an Economic Development Strategy with policies and implementation measures that would guide the Economic Development Division's vision and work plan through 2020. In Q3 2016, Craft Consulting Group was hired to prepare an Economic Development Strategy and Action Plan.

ECONOMIC ASSESSMENT

A comprehensive assessment of Brentwood's economy was conducted by the consultant team to better understand the current economic climate and trends, competitive advantages, challenges, and opportunities for future expansion and diversification. Key factors influencing the city's economy are identified and addressed in a background report on existing conditions and opportunities.⁷ A separate report identifies and addresses the city's strengths, weaknesses, opportunities, and threats (SWOT

analysis)⁸ that impact the development of a strategy and implementation plan to expand and diversify the local economy. The SWOT analysis (see Appendix B) highlights the city's current assets, competitive positioning, capabilities, and capacity for economic development. It also identifies internal and external factors that can keep the city from realizing its potential. The SWOT analysis also evaluates the strengths and weaknesses of Brentwood as a business location. Finally, the consultant team also conducted an assessment of the city's economic development work program and marketing components to identify what is working and what needs to be improved.

Key Findings from the Economic Assessment & SWOT Analysis

1. Local employment over the past 15-years has grown at less than 1 percent annually (0.74% Annual Average Growth Rate). Annual job growth since 2010 has averaged 3.1 percent.
2. The baseline economic forecast for Brentwood over the next ten years (2016-2026) is positive with projected job growth of 1,567 net new jobs (with an average of 157 jobs per year) for an Annual Average Growth Rate (AAGR) of 1.2%.
3. Opportunities for accelerated job growth beyond the baseline forecast include improved business performance, expansion of the small business sector, target industry cluster development, new business formation, and expansion of the healthcare sector.

⁷ Craft Consulting Group, "Brentwood Economic Development Strategy: Existing Conditions and Outlook", December 2016

⁸ Craft Consulting Group, "Brentwood Economic Development Strategy: SWOT Analysis", February 2017

4. A number of existing companies have expressed interest in expanding, while other firms are considering moving to Brentwood given favorable market conditions if space is available.
5. Industrial real estate has a very low vacancy rate of 1.0% and a limited product offering. The lack of available commercial office and industrial building space will act as a constraint on business expansion and job growth.
6. There is a limited supply of “shovel-ready” buildable industrial zoned land.

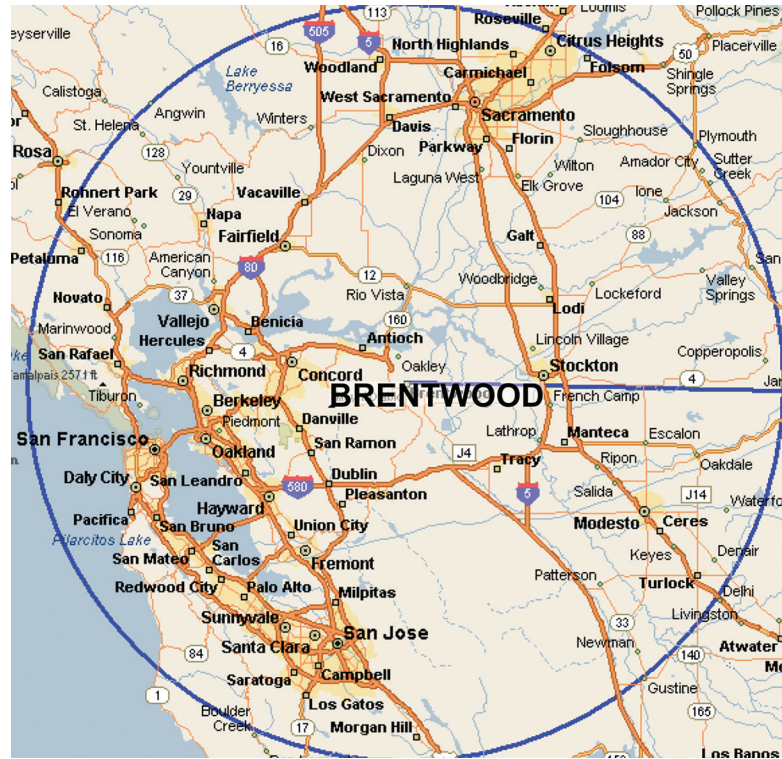
BRENTWOOD'S ECONOMIC CONTEXT

Brentwood is a rapidly growing suburban community struggling to expand its economic base and create a broad range of employment opportunities for local residents. Most employment growth has been in the form of commercial development for retail shopping centers, light industrial buildings, medical facilities, and office buildings that primarily attract local serving businesses in the retail, hospitality, construction, and healthcare sectors. While job growth is occurring, population growth has occurred at a much faster pace. This poses a challenge for the city, which is trying to shift the focus from residential development to job creation and expansion of the local tax base in order to have a more balanced economy.

Regional Context & Outlook

Brentwood sits astride two regions, the San Francisco Bay Area and the Northern San Joaquin Valley (a three county region

comprised of San Joaquin, Stanislaus, and Merced counties), which are part of a growing Northern California Mega-region.⁹ This mega-region boasts one of the fastest growing economies in the United States with a population of 12.2 million.



Housing affordability in the Bay Area has been one of the causes of population growth in the inland portions of the mega-region. While possessing distinct economic systems and socio-economic structures, there are growing inter-regional linkages between the Bay Area and the Northern San Joaquin Valley through economic and labor market integration, commuting, and migration patterns. Located in the East Bay, Brentwood is situated in the center of this emerging mega-region. By providing affordable housing, Brentwood is attracting skilled labor that commutes

⁹ Bay Area Council Economic Institute, “The Northern California Mega-region: Innovative, Connected, & Growing”, June 2016

to job markets primarily in the inner Bay Area and Silicon Valley. To become an employment center, Brentwood must compete with other cities in the mega-region as a potential location for target industries that are suitable for locating in Brentwood given its competitive advantages. Accordingly, Brentwood's business retention, expansion and attraction strategy must capitalize on the city's most compelling assets.

Brentwood has a number of assets, such as affordably-priced housing, family-friendly neighborhoods, quality public schools, a beautiful natural setting, an educated population and skilled workforce, and a business-friendly city government, that create an attractive place for businesses looking to locate and expand. Many of these assets were identified during the visioning workshops held during the update of the City's General Plan. These workshops addressed the future vision for Brentwood, as well as key assets, issues, and challenges. During the visioning process, when participants were asked "what do you value most about Brentwood?" and "what makes this a special place to live or work?" the most common responses were:

- » Small-town charm and sense of community;
- » Family atmosphere, including good schools and parks;
- » Downtown area;
- » Newer roadway system and infrastructure;
- » Open space and farmland/agriculture;
- » Safe place to live

Quality of life factors, including creeks and open space, access to the Delta, the community's agricultural heritage, the historic character of downtown, the quality of local public schools, a community college satellite campus, a low crime rate, a family friendly atmosphere, affordable housing, a small town feel with big city amenities, and a mild climate, make Brentwood an attractive place to live. These qualities help attract the type of workforce talent that companies are seeking. While companies seldom base their site-selection decisions solely on quality of life factors, they do play an important role in the site selection decision-making process. In addition to building on its assets, Brentwood must also address the challenges that will impede its economic progress.

The findings of the SWOT analysis (see Appendix B) indicate that Brentwood is a good place to raise a family due to its combination of good schools, below average crime rate, higher than average educational attainment levels, and high rate of home ownership. Employers looking to locate in Brentwood have access to a diverse workforce with a mix of occupational backgrounds. The most prevalent occupations in Brentwood are office and administrative support (15.8%), sales (12.4%), management (10.9%), education/training (6.7%), healthcare practitioners (6.5%), and construction (5.6%) occupations. There are also a large number of residents who work in computer and math occupations. Other strengths include the presence of core companies in key industry clusters

(residential building and services, advanced manufacturing, and food and beverage production and processing), an emerging healthcare sector, and lower labor costs than in the inner Bay Area. Challenges include a limited supply of industrial zoned land, a lack of shovel ready development sites for light industrial buildings, the availability of low cost office and industrial space, and proximity to Bay Area and Central Valley regional markets and suppliers. Other challenges include needed improvements to regional transportation infrastructure with better access to I-5, limited space available to meet the needs of companies looking to expand or relocate, and misperceptions among many commercial real estate brokers that Brentwood is a bedroom community located at the end of a “cul-de-sac”.

Situated at the conjunction of the outer range of Bay Area coastal foothills, the Sacramento-San Joaquin Delta, and the Central Valley, Brentwood enjoys mild weather bordering on Mediterranean and semi-arid climates. Surrounded by farmland, agriculture continues to play a role in the local economy, but has been declining in importance as the city has become suburban in character. Brentwood continues to maintain its small-town culture and neighborly vibe. The city has worked to retain the historic character of its downtown and features a new civic center that was completed in 2012. A year-round schedule of activities and events in the downtown, including a summer concert series and a weekly Farmers’ Market, help maintain a small town feel.

Although Brentwood is primarily a residential community, it has seen some employment growth in the form of commercial development; including retail shopping centers adjacent to SR-4; the Sunset Industrial Complex in Northeast Brentwood; John Muir Health Outpatient Center; business parks such as Sand Creek Business Center; and various neighborhood retail shopping centers. *“Concurrent with the housing boom of the early and mid 2000’s the city experienced a substantial increase in retail and service uses, as well as moderate growth in the light industrial sector.”*¹⁰ Despite these increases, the city still has a large job-housing imbalance with the majority of its workforce commuting to jobs outside the city and region.

While no longer a rural community, Brentwood has a strong agricultural heritage that is still active. The city is bordered on the south and east by the county’s agricultural core, which consists of 11,000 acres of prime agriculture land that is actively farmed. Family-



¹⁰ City of Brentwood General Plan Update, “Existing Conditions Report”, April 9, 2013

owned farms in the Brentwood area attract approximately 180,000 visitors¹¹ annually from around the Bay Area and throughout Northern California to pick fresh produce, including peaches, cherries, figs, corn, and other specialty crops, during the u-pick season.

Brentwood is part of the larger East Bay regional economy and changes in local employment are determined in part by the performance of the regional, state and national economies. As such, the city's economy needs to be better integrated with the larger regional economy, especially targeted industry clusters. The long-term prosperity of Brentwood and its quality of life depends in part on the city's capacity to take advantage of opportunities to develop a balanced, sustainable economy that is spread across a broad base of economic activity.

Adoption of a comprehensive economic development strategy begins with an analysis of the community's economic structure, assets, and competitive advantages, along with identifying a shared vision focused on target industry clusters that have the capacity to stimulate sustained economic growth. The consultant team conducted an assessment of the existing conditions that are driving Brentwood's economy and identifies potential opportunities for future

employment growth. The background report on existing conditions, trends, and opportunities is intended to serve as the foundation for developing strategies that will contribute to the expansion and diversification of the city's economic base. *"By targeting sectors where they have a robust competitive advantage, communities can seek to reduce the impact of future dips in the business cycle on local employment and economic activity. Regions that better link education and training programs to the workforce needs of employers can attract businesses and create more opportunities for residents. Developing new industries and companies will also require fostering entrepreneurship and innovation, through research institutions, incubators, and funding programs."*¹² Core industries in target industry clusters drive local economies. *"Despite the emergence of a global economy, regional and statewide economic initiatives based on industry clustering have taken hold, proving the importance of place as a trigger for bolstering economic development and business success."*¹³ A 2011 Brookings Institution report showed that *"strong clusters foster innovation through dense knowledge flows and spillovers; strengthen entrepreneurship by boosting new enterprise formation and start-up survival; enhance productivity, income levels, and employment growth in industries; and positively influence regional economic performance"*.

11 Harvest Time website www.harvest4you.com/; East Bay Business Times, "New Summer Festival Planned for Brentwood", January 17, 2014, found at <http://www.eastbaytimes.com/2014/01/17/new-summer-festival-planned-for-brentwood/>

12 Milken Institute, "2015 Best-Performing Cities Where America's jobs are created and sustained", December 2015

13 Area Development Magazine, "Industry Clusters: Importance of Place still Relevant to Business Success", November 2011, found at www.areadevelopment.com/EconomicsGovernmentPolicy/November2011/industry-clusters-economic-development-strategy-66122290.shtml

Five Target Industry Clusters/Sectors have been identified in Brentwood that will help grow and diversify the local economy. The formation of key partnerships, consisting of suppliers and service providers that are part of each industry cluster supply chain, are critical to making the business model work.

Target Industry Clusters/Sectors

- » Healthcare Sector
- » Small-Scale Advanced Manufacturing Cluster
- » Food & Beverage Production, Processing, Packaging, & Distribution Cluster
- » Tourism, Hospitality, & Leisure Cluster
- » Residential Building & Services Cluster

TABLE 1: SWOT ANALYSIS

	SUPPORTIVE	RESTRICTIVE
INTERNAL FACTORS	<p>STRENGTH</p> <p><i>What assets does Brentwood possess that encourage the attraction and expansion of business?</i></p> <ul style="list-style-type: none"> ◆ Available supply of skilled labor within local labor market (10-mile radius) ◆ Presence of core companies in target industries ◆ Above average educational attainment of workforce ◆ Housing availability to support workforce including executive housing ◆ Family friendly community with attractive neighborhoods, good public schools, low crime rate, and high quality of life ◆ Access to regional outdoor recreational activities including the Sacramento-San Joaquin Delta and regional parks ◆ Strong leadership and committed staff in the City Manager's Office ◆ Proximity to Los Medanos College ◆ Broadband Policy 	<p>WEAKNESS</p> <p><i>What are the existing liabilities or conditions that create barriers to success?</i></p> <ul style="list-style-type: none"> ◆ Proximity to Bay Area and Central Valley regional markets and suppliers ◆ Connections to regional highway network and Interstate freeway system for goods movement ◆ High costs for commercial space and lack of available industrial space ◆ Limited supply of industrial zoned land in large tracts/development ready building sites ◆ Cost of doing business ◆ Proximity to four-year university ◆ Limited number of employers headquartered in Brentwood ◆ Lack of a local hospital
	<p>OPPORTUNITY</p> <p><i>What opportunities exist, that if acted upon, can lead to economic success?</i></p> <ul style="list-style-type: none"> ◆ Agricultural-tourism with 180,000+ visitors during u-pick season ◆ Growing demand for locally sourced and organic food ◆ Broadband availability ◆ Local entrepreneurs ◆ Existing local companies/industries looking to expand or have the potential for future growth ◆ Enhancement of Downtown Brentwood as a commercial, cultural, and entertainment center ◆ Development of eBART station and potential sites for business parks in Priority Area #1 ◆ Demand for "green" businesses and products will continue to increase due to growing market demand and public policies 	<p>THREAT</p> <p><i>What trends or events are on the horizon that may threaten the city's future success?</i></p> <ul style="list-style-type: none"> ◆ Loss of agricultural land and open space due to development ◆ Conversion of office and industrial land to residential use ◆ Higher labor costs than in the San Joaquin Valley ◆ Rising energy costs ◆ Competition from other communities with more competitive locations ◆ Drought
EXTERNAL FACTORS		

ECONOMIC DEVELOPMENT STRATEGY

The Economic Development Strategy for Brentwood is structured around five goals and strategic initiatives that encompass a set of specific actions the city can take to expand and diversify the local economy. These actions are primarily the responsibility of the City's Economic Development Division, and will be acted upon over the short-to long-term (1-10 years) depending upon funding availability.

The Economic Development Strategy begins with a Strategic Framework based on findings from an economic assessment of existing conditions and trends, a SWOT analysis, and builds on the ongoing work of the City's Economic Development Division and the General Plan. The Strategic Framework includes a vision and mission statement, goals, objectives, and actions. The Strategic Framework answers the questions "Where does Brentwood want to be economically in the next 10 years?" and "How are we going to get there?" An accompanying Implementation Program provides specificity about what will be done, by whom, with what resources, and in collaboration with which partners. The Strategic Framework and associated Implementation Program constitute the Strategic Action Plan. The strategies and actions are based on best practices as identified by the California Association for Local Economic Development (CALED), the U.S. Economic Development Administration, and others. Brentwood's biennial work plan will ensure that the Economic Development Strategy is implemented, while maintaining the flexibility to respond to opportunities and challenges as they arise.

DESIRED OUTCOMES

Brentwood's economic development efforts are ultimately about improving the economic prosperity and quality of life for its residents through the creation of diverse and dynamic places with a variety of employment, recreational, shopping, entertainment, and cultural opportunities. The city's ability to maintain its park system, high-quality services,

and professional and responsive city government depends on the wellbeing of Brentwood businesses. In addition to benefitting residents and drawing tourists, the city's assets help attract some of the best talent from around the world to live, work, and invest in Brentwood. To achieve this, the city's economic development initiatives are designed to advance the following outcomes:

A strengthened and diversified economic base that supports the city's ability to provide quality services to residents and businesses and enhances economic resiliency.

Employment opportunities and paths to prosperity for all residents. Brentwood is a diverse community, with many well-paid residents and others who struggle to find jobs that pay a living wage.

An easy and attractive place to do business by having a full range of attractive commercial building types, highly reliable and up-to-date power and technology infrastructure, and a positive business climate.

A sustainable city, with a prosperous economy, a healthy environment, and an innovative, caring community. Brentwood's growth will be managed in a responsible manner, in sync with our natural and built environments.

STRATEGIC DIRECTION

The **vision statement, mission statement, and goals** provide the basis for formulating the Strategic Action Plan and serve to answer the question of "What is the desired future state of the city's economy?" The goals and objectives can be used to measure the progress and success in moving toward the desired future state.

Mission Statement

Maintain and enhance Brentwood's quality of life by developing a resilient economy that is vibrant and diverse.

Vision Statement

Brentwood strives to be a place of economic opportunity by building a vibrant business climate that attracts innovative companies, diversifies the city's fiscal base, creates a broad range of job opportunities for local and regional residents, and promotes a high quality of life.

Core Values

A Healthy, Diverse Economy with stable businesses and employment opportunities that benefit our citizens, local businesses, and the region as a whole.

A Distinctive Sense of Place based on the quality and beauty of our natural and built environment, valued historic and cultural assets, unique local character, and a commitment to quality design and construction.

A Vibrant Community where our citizens can live, work, socialize, and recreate in a safe, attractive and healthy environment.

GAME CHANGING ACTIONS

The proposed economic development strategy includes both *game changers* — catalysts that have the potential to transform Brentwood’s economy and create new job opportunities for local residents, as well as *fundamental enablers* that will underpin the competitiveness of the local economy. The game changers include:

- Game Changer #1: Establishment of a Business Development/Workforce Training Center**
- Game Changer #2: Bringing a Full-Scale Hospital to Brentwood**
- Game Changer #3: Formation of a Visitors & Tourism Bureau**
- Game Changer #4: Creation of a Brentwood Restaurant Association**
- Game Changer #5: Construction of a Strategically Located Next Generation Business Park**
- Game Changer #6: Establishment of an Economic Gardening Program**
- Game Changer #7: Creation of a Farm-to-Fork Program**

These game changers represent unique projects/programs that will have a catalytic effect in helping to diversify and expand Brentwood’s economy over the short- to mid-term and lead to improvement in the city’s long-term competitiveness as an employment hub.

ACTIONS	KEY PARTNERSHIPS	TIMELINE	EXPECTED OUTCOME(S)
GAME CHANGER #1: ESTABLISHMENT OF A JOINT BUSINESS DEVELOPMENT/WORKFORCE TRAINING CENTER			
ACTION 3.1.1, 3.1.2, 3.1.4			
<ul style="list-style-type: none"> ■ Establish a Shared Work Space and gathering place for entrepreneurs ■ Provide business assistance and support services ■ Build a network of seasoned business professionals ■ Offer an Entrepreneurial Training workshop 	Contra Costa SBDC Brentwood Chamber of Commerce SCORE	Short Term FY 2018-2020	Improved business performance and growth Increase in number of start-up businesses Improved business performance and growth
ACTION 5.1.1			
<ul style="list-style-type: none"> ■ Partner with Los Medanos College and the Contra Costa Workforce Board to develop a Workforce Training Center 	Contra Costa Workforce Development Board Los Medanos College	Short Term FY 2018-2020	Pipeline of skilled workers to meet industry’s needs
GAME CHANGER #2: BRINGING A FULL-SCALE HOSPITAL TO BRENTWOOD			
ACTION 1.1.1 – 1.1.3:			
<ul style="list-style-type: none"> ■ Conduct a Hospital and Community Healthcare Needs Assessment Survey ■ Work with John Muir Health to determine the feasibility of a full-service community hospital ■ Explore gap opportunities in healthcare services and the healthcare supply chain 	John Muir Health Commercial R.E. Brokers Hospital Council of Northern & Central California	Medium Term FY 2018-2024	Expansion of healthcare sector Identify the types of healthcare services that are missing Validates the opportunity to attract a full-service hospital to locate in Brentwood

ACTIONS	KEY PARTNERSHIPS	TIMELINE	EXPECTED OUTCOME(S)
GAME CHANGER #3: FORMATION OF A VISITORS AND TOURISM BUREAU			
ACTION 1.2.2			
<ul style="list-style-type: none"> Form a Visitors and Tourism Bureau Identify & Catalogue Tourist Attractions & Events & Conduct a Gap Analysis Launch Explore Brentwood campaign Implement Agri-Tourism Initiative Co-Market during U-Pick season Support development of the John Marsh House as an historical farm 	<ul style="list-style-type: none"> Harvest Time East Bay Regional Park District East Contra Costa cities California State Parks East Contra Costa Historical Society Chamber of Commerce Hotels 	<ul style="list-style-type: none"> Medium term FY 2018-2024 	<ul style="list-style-type: none"> Increased number of tourists Increased TOT & sales tax
GAME CHANGER #4: CREATION OF A BRENTWOOD RESTAURANT ASSOCIATION			
ACTION 1.2.2			
<ul style="list-style-type: none"> Form a Brentwood Restaurant Association 	<ul style="list-style-type: none"> Restaurant Owners Chamber of Commerce 	<ul style="list-style-type: none"> Medium term FY 2018-2024 	<ul style="list-style-type: none"> Increased sales tax revenue
GAME CHANGER #5: CONSTRUCTION OF A STRATEGICALLY LOCATED NEXT GENERATION BUSINESS PARK			
ACTION 1.5.1			
<ul style="list-style-type: none"> Review General Plan and Zoning to ensure an adequate supply of commercial & industrial land to meet business demand Identify prime sites Actively recruit business park developers 	<ul style="list-style-type: none"> Commercial Real Estate Developers Industrial Real Estate Brokers Land Owners 	<ul style="list-style-type: none"> Medium term FY 2018-2024 	<ul style="list-style-type: none"> Shovel ready building sites to meet industry's needs Increased employment
GAME CHANGER #6: ESTABLISHMENT OF AN ECONOMIC GARDENING PROGRAM			
ACTION 2.1.1 - 2.1.3			
<ul style="list-style-type: none"> Establish an Economic Gardening Program Develop a Coordinated Business Visitation Program Form a Business Solutions Team Adopt a Local Vendor Preference Purchasing Policy Establish a Small Business Loan Program Offer an annual business workshop for small business owners 	<ul style="list-style-type: none"> Contra Costa Workforce Development Board Contra Costa SBDC Brentwood Chamber of Commerce City Attorney Local Banks 	<ul style="list-style-type: none"> Short Term FY 2018-2020 	<ul style="list-style-type: none"> Business retention and job growth Small business revenue and employment growth Increased recognition for being a business friendly community
GAME CHANGER #7: CREATION OF A FARM-TO-FORK PROGRAM			
ACTION 1.2.2			
<ul style="list-style-type: none"> Develop a Farm-to-Fork Program Work with County to allow small-scale processing and distribution facilities on farms 	<ul style="list-style-type: none"> Harvest Time Local Farmers Contra Costa County Contra Costa County Agricultural Commissioner Restaurant Owners/ Association 	<ul style="list-style-type: none"> Short term FY 2018-2020 	<ul style="list-style-type: none"> Increased visibility of Brentwood agriculture Increase in sales of local agriculture to the general public and restaurants

STRATEGIC FRAMEWORK

GOAL #1: BUILD AND MAINTAIN A HEALTHY, BALANCED ECONOMY WITH A DIVERSITY OF BUSINESSES

Strategic Initiative #1: Launch an *Invest in Brentwood Initiative* to promote conditions for sustainable business growth and investment that will diversify the city's economy and expand employment opportunities.

OBJECTIVE 1.1: SUPPORT HIGH-GROWTH INDUSTRIES/SECTORS THAT EXPAND AND DIVERSIFY THE CITY'S ECONOMIC BASE.

Action 1.1.1: Engage existing healthcare providers in the region in discussions regarding the possibility of *attracting a full-service community or micro-hospital* to locate in Brentwood.

ACTION STEPS

- » Investigate the feasibility of and timeframe for building a **Community Hospital** in Brentwood.
- » Develop an information packet and initiate discussions with potential **Hospital Operators** about the opportunity for a full-service community hospital based on demonstrated need including market supply and demand characteristics, demographic trends, and availability of a skilled healthcare workforce.

Action 1.1.2: Recruit Healthcare Suppliers, Service Providers, and Related Companies including medical records/data providers, health information technology providers, health insurance providers, medical device manufacturers, and medical supply companies.



Action 1.1.3: Promote the expansion of **Primary and Specialized Healthcare Services** within Brentwood to meet the healthcare needs of local residents, focusing on emerging services including personal and home-based care.

ACTION STEPS

- » Conduct a **Hospital and Community Healthcare Needs Assessment Survey** that includes hospital services, quality of care, community health clinics, workforce training needs, technology needs, and local doctor/dental offices.



OBJECTIVE 1.2: STRENGTHEN AND ENHANCE TARGET INDUSTRY CLUSTERS THAT HAVE THE GREATEST POTENTIAL FOR EXPANDING AND DIVERSIFYING BRENTWOOD'S ECONOMY.

Action 1.2.1: Launch an **Industry Cluster Initiative** focused on one or more target industry clusters.

ACTION STEPS

- » Facilitate and support **Cluster Development** by mapping cluster boundaries and linkages, identifying core companies, engaging key stakeholders, holding industry meet-ups, and fostering on-going relationships; engage in cluster branding & promotion, workforce training, infrastructure investment, and business support activities.
- » Coordinate with cluster businesses and industry organizations to **Recruit Businesses in Target Industry Clusters** including core companies, suppliers, and specialized service providers that are part of the supply chain.
- » For select industries within the target industry clusters, **Engage Industry Experts** to provide technical know-how to support commercialization, business formation, business growth, and business process improvements.



Action 1.2.2: Implement specific actions to **Expand and Strengthen Target Industry Clusters**

ACTION STEPS

Tourism, Hospitality, & Leisure Cluster

- » Form a **Visitors and Tourism Bureau** with local organizations including but not limited to: Brentwood Chamber of Commerce, Brentwood Harvest Time, California State Parks, and East Bay Regional Park District to promote and develop the regional tourism industry. The ultimate goal should be a Regional Tourism Improvement District and Regional Visitors and Tourism Bureau to include all of the cities within East Contra Costa.
- » Form a **Brentwood Restaurant Association** by working with local restaurants and the chamber of commerce.
- » Identify and catalogue **Tourist Attractions, Historical Sites, and Events** then expand the number & variety of tourist activities based on a **Gap Analysis**.
- » Launch **Explore Brentwood Campaign** targeting visitors and tourists.
- » Develop and implement an **Agri-Tourism Initiative** by working in partnership with local organizations, farmers, the East Bay Regional Park District, and environmental groups.
- » Coordinate and partner with Brentwood Harvest Time and other stakeholders to **Co-Market** Brentwood restaurants, wineries, hotels, retail shopping and other attractions, especially during the U-Pick season.
- » Support development of the **John Marsh House** as an historical working farm by working with the California State Parks Department, East Contra Costa Historical Society, and East Bay Regional Park District.

Food & Beverage Production, Processing, Packaging, & Distribution Cluster

- » Develop a **Farm-to-Fork Program** as a year-round platform to highlight, promote, and market local farms, restaurants, wineries, microbreweries, farmers' markets, farm stands, farm tours, and the culinary landscape.
- » Expand and promote the **Brentwood Grown Certification Program**.
- » Investigate and establish a **Farmbudsman Program** by working with the County Agricultural Commissioner.
- » Enhance the **Agricultural Preservation Program** to strengthen and grow the Agriculture Sector.
- » Work with local farmers and Contra Costa County to modify the County's General Plan policies and/or zoning regulations as necessary to allow **Small-Scale Processing/Distribution Facilities** on farms to support agricultural operations.
- » Work with the County Agricultural Commissioner and UC Cooperative Extension to provide farmers with information about **Value-Added Agriculture Products** such as locally grown, sustainable, organic agriculture, free-range chickens, on-farm processing and vertical integration to assist small farmers interested in diversifying into new markets.

goal

Residential Building & Services Cluster

- » Investigate the opportunity for attracting a local office of the Contra Costa/Bay Area **Builders Exchange Plan Room**.
- » Establish a **Green Building Information Webpage and Recognition Program** with a list of local green building vendors.
- » Hold a **Build It Green Informational Workshop** for contractors, design professionals, realtors, builders, and lenders.

Small Scale Advanced Manufacturing Cluster

- » Jointly establish a **Manufacturing Productivity Improvement Assistance Program** for manufacturers with Manex, the SBDC, and the Workforce Development Board.
- » Identify any zoning changes that would improve the viability and feasibility of advanced manufacturing.



OBJECTIVE 1.3: ENHANCE BRENTWOOD’S BRAND IMAGE AND PROMOTE THE CITY AS A COMPETITIVE BUSINESS LOCATION.

Action 1.3.1: Add a GIS-based **Property Locator Application** to the city’s economic development webpage to locate office/industrial development sites, promote space for lease or sale, and display economic/demographic data, and other types of relevant site selection information.

Action 1.3.2: Increase **External Visibility and Awareness** of Brentwood’s key assets as a business location.

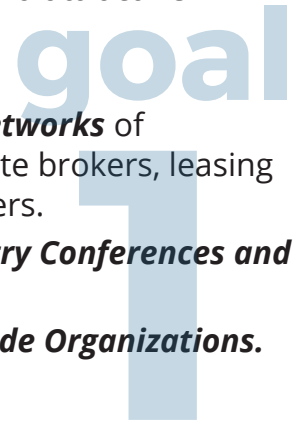
ACTION STEPS

- » Prepare and implement a **Strategic Marketing Plan** to brand and promote Brentwood as a business friendly location.
- » Enhance and build on the **Better in Brentwood Website** to include a business component emphasizing a business friendly environment and Brentwood as a place to live, work, and play.
- » Update and enhance the content and information on the **Economic Development Division’s Webpage** with useful information for businesses and links to technical assistance resources.
- » Promote Brentwood’s competitive advantages to attract new companies and supply-chain vendors in target industry clusters.

Action 1.3.3: Actively network within the target industries to identify and attract new companies and supply chain vendors.

ACTION STEPS

- » Engage with **Industry Cluster Groups** to identify important components of their industries missing in the region.
- » Target specific companies that fill supply chain gaps and niches in the target industry clusters and **participate in Trade Shows** targeted to industries that make sense for Brentwood.
- » Cultivate **Referral Networks** of commercial real estate brokers, leasing agents, and developers.
- » Attend **Target Industry Conferences and Events**.
- » Join **Professional Trade Organizations**.



OBJECTIVE 1.4: ATTRACT BUSINESSES IN INDUSTRIES WELL SUITED TO BRENTWOOD'S LOCATION, WORKFORCE, AND OTHER ATTRIBUTES THAT SUPPORT ECONOMIC DIVERSIFICATION AND RESILIENCY.

Action 1.4.1: Develop and implement a selective **Business Attraction Program** focused on target industries, regional offices, medical insurance, professional services, and financial services companies.

Action 1.4.2: Aggressively pursue qualified business leads by actively monitoring and strategically responding to **Business Leads/Requests for Proposals** from GO-Biz, East Bay EDA, commercial R.E. brokers, corporate site locators, and other sources.

Action 1.4.3: Adopt a **Business Incentive and Financing Program** that will induce private sector investment and support business attraction, retention, and expansion efforts, such as sales and use tax exclusions; workforce hiring and training credits; industrial development bonds; PG&E rebates and rate reduction programs; California Competes tax credit; sales tax exemptions on manufacturing equipment purchases; or other economic incentives offered through GO-Biz.



OBJECTIVE 1.5: ENSURE THAT AN ADEQUATE SUPPLY OF BUILDABLE SITES IS AVAILABLE TO MEET BUSINESS ATTRACTION AND EXPANSION NEEDS.

Action 1.5.1: Ensure that an adequate supply of *Buildable Sites and Infrastructure* is available to meet employer needs.

ACTION STEPS

- » Conduct a **Comprehensive Inventory and Create a Database** of office and industrial sites that is accessible and searchable to facilitate site selection by businesses looking to locate or expand in Brentwood.
- » Review the General Plan and Zoning to ensure an adequate supply of commercial and industrial land and to **Plan for New Business Locations** to meet business demand.
- » Identify prime sites and actively recruit a developer to build a compact, jobs-intensive **Next Generation Industrial Business Park** with access to gigabit broadband service, targeting short-run manufacturing, cleantech, biomedical, high-tech, machinery, electrical equipment, computers and electronics, communications, and furniture companies.



OBJECTIVE 1.6: CREATE AN ATTRACTIVE, BUSINESS FRIENDLY ENVIRONMENT WITH SUPPORTIVE INFRASTRUCTURE THAT ENCOURAGES BUSINESS INVESTMENT AND SUPPORTS THE EXPANSION OF OFFICE AND LIGHT INDUSTRIAL LAND USES.

Action 1.6.1: Promote conditions for continued business investment and growth.

ACTION STEPS

- » Undertake a comprehensive review of the **Permitting Process** and modify as necessary to ensure a consistent, understandable, streamlined, regulatory framework with predictable outcomes.
- » Collaborate with key stakeholders to improve **Regional Highway Connectivity** to support job creation and goods movement.
- » Incorporate **Placemaking Planning and Design Principles** into the city's Commercial and Industrial Design Guidelines to create workplace settings that will attract talent, new business growth, and investment.
- » Work with the local ITC provider(s) to extend **Enhanced Broadband Infrastructure Services** to all employment centers.

GOAL #2: STRENGTHEN & EXPAND EXISTING LOCAL BUSINESSES (ECONOMIC GARDENING)

Strategic Initiative #2: Establish a Business Retention and Expansion Program to identify and address the needs of existing businesses and provide access to resources and services to enhance their performance.

OBJECTIVE 2.1: ENHANCE THE PERFORMANCE OF LOCAL BUSINESSES BY PROVIDING BUSINESS AND TECHNICAL ASSISTANCE

Action 2.1.1: Establish an *Economic Gardening Program* to provide business and technical assistance to growth-oriented businesses with the desire and capability to expand and create jobs.

Action 2.1.2: Develop a *Coordinated Business Visitation Program* with the local SBDC and Workforce Development Board to assess the needs of existing companies and connect owners/managers with the resources they need to grow their businesses.

ACTION STEPS

- » Brentwood's economic development staff should develop and implement a *Coordinated Business Visitation Program*; meeting with employers to understand their economic health, ascertain any needs, and identify ways the city and its partners can help.
- » Establish a *Business Solutions Team* to address business needs including access to capital, market development, cost reductions, process improvements, permitting assistance, workforce training, and site selection.

Action 2.1.3: Develop programs to strengthen and support local business growth.

ACTION STEPS

- » Offer an *Annual Business Workshop* focused on improving the performance of small businesses.
- » Adopt and promote a *Local Vendor Preference Purchasing Policy*.
- » Establish a *Small Business Loan Program* in coordination with local banks, the Small Business Administration, and venture networks to improve access to capital for start-up and small businesses.

GOAL #3: FOSTER LOCAL ENTREPRENEURSHIP & NEW BUSINESS FORMATION

Strategic Initiative #3: Launch an Entrepreneurship Initiative to encourage and support new business formations.

OBJECTIVE 3.1: SUPPORT ENTREPRENEURS, STARTUPS & NEW BUSINESS FORMATION TO ACCELERATE JOB GROWTH AND DIVERSIFY THE LOCAL ECONOMY.

Action 3.1.1: Create an affordable; flexible *Business Development Center* with co-working space and meeting places for entrepreneurs and early-stage growth oriented companies.



ACTION STEPS

- » Establish a collaborative *Business Development Center* for growth-oriented companies in the community center or other suitable location. Consider a joint facility for business development and workforce training.
- » Provide support and *Business Assistance* to entrepreneurs and startups to facilitate their transition from the initial stage of starting a business to becoming an established small business.
- » Provide *Gathering Places for Entrepreneurs* that would serve as social places for meeting and networking.

Action 3.1.2: Offer an *Entrepreneurial Training Workshop* or class for local startups and entrepreneurs through the local SBDC to help them achieve the next level of growth with business assistance and entrepreneurship training programs.

Action 3.1.3: Establish and promote a **New Business Start-up Program** that connects entrepreneurs and start-ups with the essential resources for starting a new business.

ACTION STEPS

- » Create a simple step-by-step **New Business Start-up Guide** for entrepreneurs starting a new business that is made available on the city’s website and in the Permit Center with links to local business, financial, legal, and accounting resources that can assist with the start-up process, small business loan programs, regulatory approvals, and business planning required to avoid the pitfalls and minimize the risks of launching a new enterprise.
- » Set-up and hold an annual **Entrepreneurial Competition Program** to award small grants to local entrepreneurs in growing companies with employees for bringing innovative businesses with novel products and services to market. Hold an awards ceremony to recognize successful up-and-coming entrepreneurs that have launched or expanded their business in Brentwood.
- » Support the development of an **Entrepreneurship Career Pathway Course** at local high schools to promote youth entrepreneurship and hold a Business Plan Competition with a small grant awarded for the best business plan ideas.

Action 3.1.4: Build a **Network of Seasoned Business Professionals** including entrepreneurs, business service providers, financing experts, and technical experts from SCORE and the Brentwood Chamber of Commerce willing to volunteer time to work with the most promising ventures.



GOAL #4: BUILD A VIBRANT DOWNTOWN AND RETAIL SECTOR

Strategic Initiative #4: Develop and adopt Placemaking Guidelines that are incorporated into development projects to create a vibrant downtown and retail centers that strengthen existing businesses, attracts new investment, and offers residents and visitors alike a variety of cultural, entertainment, shopping, culinary, and recreational experiences.

OBJECTIVE 4.1: ENHANCE THE ECONOMIC VITALITY OF DOWNTOWN BRENTWOOD THROUGH ONGOING INVESTMENT (FINANCIAL, ORGANIZATIONAL, LEADERSHIP) IN THE CITY'S CORE.

Action 4.1.1: Working with downtown property owners and merchants, explore the feasibility of a **Downtown Restaurant and Entertainment District** with a mix of restaurants, entertainment venues, art galleries, specialty retail, movie theatres, night clubs, boutique hotel, grocery stores, housing, and offices.

Action 4.1.2: Work with property owners and merchants to update and implement the **Downtown Specific Plan**.

Action 4.1.3: Establish a **Main Street Program** or P-BID to improve and promote the downtown as the heart and soul of Brentwood.

Action 4.1.4: Develop and implement a **Bicycle/ Hiking Trail Plan** in coordination with the City Parks Department so that access to the Marsh Creek Trail and other trails originate and terminate in the downtown. Promote the city's recreational bikeways network as a component of the city's tourism program. To the extent feasible ensure that trails connect with the downtown, retail and employment centers, and places of interest.

Action 4.1.5: Explore the opportunity for a future **Boutique Hotel** in Downtown Brentwood.



OBJECTIVE 4.2: STRENGTHEN AND EXPAND THE RETAIL SECTOR

Action 4.2.1: Conduct a **Retail Market Supply/Demand Analysis and Leakage Study** to determine the types of retail shopping and dining opportunities that currently exist; identify gaps between retail needs of residents and tourists and available shopping options; and quantify the amount of retail sales leakage to other communities in the region.

Action 4.2.2: Develop and implement a **Targeted Retail Recruitment Program** by working with commercial real estate brokers to strategically recruit additional retail stores, dining establishments, and office development in the downtown and retail shopping centers to fill market gaps, expand local choice, and reduce retail leakage.

Action 4.2.3: Expand and promote the **Shop Local Campaign** to encourage purchasing from local retailers and local serving businesses.

Action 4.2.4: Hold periodic (i.e. annual) **Retail Boot Camp** seminars to help local retail businesses survive and thrive.

GOAL #5: POSITION BRENTWOOD TO ATTRACT A HIGH QUALITY LABOR FORCE

Strategic Initiative #5: Facilitate a strong Workforce Development Partnership among education, workforce training, industry, and economic development that targets in-demand occupations and business needs for a skilled workforce, especially in target industry clusters and growth sectors, to effectively prepare workers for success in the workplace.

OBJECTIVE 5.1: DEVELOP, RETAIN, AND ATTRACT TALENT TO BUILD A RELIABLE PIPELINE OF SKILLED WORKERS THAT MEETS THE NEEDS OF INDUSTRY.

Action 5.1.1: Partner with Los Medanos College and the Contra Costa Workforce Development Board to develop a **Workforce Training Center** to train workers, with the job skills needed in target industries, that employers need to be competitive and workers need in order to keep pace with a rapidly changing workplace. Consider a joint facility for business development and workforce training.

Action 5.1.2: Build a **Workforce Pipeline** of qualified workers to fill in-demand jobs.

ACTION STEPS

- » Promote development of **Career Pathways** and **Career Technical Education (CTE) Programs** that align with target industry sectors/clusters and in-demand occupations by partnering with Liberty Union High School District, Los Medanos College, and the Contra Costa County Workforce Development Board.
- » Support **STEM and Vocational Programs** in K-12 schools.
- » Encourage development of **Internship/Pre-Apprenticeship Training Programs** between local employers, Liberty Union High School District, and Los Medanos College designed to help students gain practical work experience.
- » Identify and address employer needs for **Workforce Training and Skills Upgrade** required for in-demand jobs by partnering with the Contra Costa Workforce Development Board on sector strategies, and workforce training and business visitation programs.

Action 5.1.3: Work with Los Medanos College to expedite the development of the **Los Medanos College Campus** in Brentwood.

IMPLEMENTATION PROGRAM

The Implementation Program highlights the key activities over the next 5-10 years that are considered important to the success of the Economic Development Strategy for enhancing Brentwood’s economic well-being and quality of life. The Implementation Program outlines the specific steps that should be taken to accomplish the five goals and strategic initiatives. The Implementation Program has three major elements: (1) **Specific Tasks**: what will be done and by whom, (2) **Time Horizon**: when will it be done, and (3) **Resource Allocation**: (i.e., money and staff) needed to carry out the specified tasks and activities.

The Implementation Program along with the Strategic Direction and Framework constitutes the Strategic Action Plan. The Strategic Action Plan provides a vehicle for individuals, organizations, local governments, educational institutions, and private industry to engage in a meaningful conversation about the issues, goals and objectives, and actions that would best serve economic development in the community. The key outcomes that can be expected from implementation of the Economic Development Strategic Action Plan include:

1. Diversification of the local economy;
2. Establishment of a foundation that promotes economic prosperity and a good quality of life;
3. Creation of a distinctive community with economic opportunity for its residents; and
4. Ongoing local and regional partnerships for success.

CRITERIA FOR PRIORITIZATION OF ACTION ITEMS

The following criteria can be used as a guide for prioritization of the specific actions and action steps. Priorities may change over time due to funding availability and staff capacity.

Criteria	Considerations
Focus	Is the project well defined? Does it require other actions to be completed first? Can the city implement it, or are other parties involved?
Economic Impact	Does the action enhance the tax base, diversify the economy, spur private investment, or expand community assets?
Funding Availability	Is sufficient funding readily available? Does it align with potential funding sources? Is there a likelihood of securing outside funding?
Local Considerations	Is there political and community support?
Schedule	Can it be achieved within a reasonable timeframe?
Resource Capacity	Are there adequate resources, including staff capacity, readily available to implement the proposed action?

TIMEFRAME

The estimated timeframe for completion of an action varies based on the anticipated length of time required to initiate and complete the action.

Near Term includes tasks that can be accomplished within 6 -12 months.

Short Term includes tasks that can be accomplished within a 1- 3 year period.

Medium Term includes tasks that can be accomplished within a 4 - 7 year period.

Long Term includes tasks that can be accomplished within an 8 -10 year period.

Ongoing covers activities that are continuous over the term of the plan and beyond.

GOAL #1: BUILD AND MAINTAIN A HEALTHY, BALANCED ECONOMY WITH A DIVERSITY OF BUSINESSES

Strategic Initiative #1: Launch *Invest in Brentwood Initiative* to promote conditions for sustainable business growth and investment that will diversify the city’s economy and expand employment opportunities

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 1.1: Support high-growth industries/sectors that expand and diversify the city’s economic base						
Action 1.1.1:	<ul style="list-style-type: none"> Investigate the feasibility of building a Community Hospital. Develop an information packet and initiate discussions with potential Hospital Operators. 	Staff time Budget: \$15,000	General Fund	Lead: Economic Development Division	Short Term (1-3 Years) Priority Level #1 Timeline: FY 18-20	Validates and prepares for the opportunity to attract a full-service hospital to locate in Brentwood
Action 1.1.2:	<ul style="list-style-type: none"> Recruit healthcare suppliers, service providers, and other healthcare related companies. 	Staff and partner time Budget: Undetermined	Real Estate Brokerage Commissions	Lead: Economic Development Division Supporting Partners Commercial R.E. Brokers	Medium Term (4-7 Years) Priority Level #2 Timeline: FY 19-25	Expanded healthcare industry and diversification of Brentwood’s economic base
Action 1.1.3:	<ul style="list-style-type: none"> Conduct a Hospital and Community Healthcare Needs Assessment Survey. 	Staff and partner time Budget: \$35,000	General Fund Grant from Healthcare Industry	Lead: Economic Development Division Supporting Partners Hospital Council of Northern & Central California Contra Costa Regional Medical Center	Short Term (1-3 Years) Priority Level #1 Timeline: FY 18-20	Identifies the types of healthcare services that are missing in Brentwood and surrounding area

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 1.2: Strengthen and enhance target industry clusters that have the potential for expanding and diversifying Brentwood's economy						
Action 1.2.1	Facilitate Cluster Development: <ul style="list-style-type: none"> ■ Map cluster boundaries/ linkages. ■ Identify core companies. ■ Engage key stakeholders. ■ Hold industry networking and meet-ups. ■ Foster on-going relationships. ■ Assist in cluster branding/ promotion. ■ Support workforce training. ■ Invest in infrastructure. ■ Provide business assistance. ■ Recruit cluster businesses. ■ Engage industry experts to assist cluster businesses. 	Staff and partner time Budget: Undetermined until projects are more defined	General Fund	Lead: Economic Development Division Supporting Partners Contra Costa Workforce Development Board SBDC	Ongoing Priority Level #1 Timeline: FY 2018+	Well-defined cluster boundaries with core companies and supply chains identified. Growth within the industries associated with each cluster Local and regional awareness of the clusters Cluster collaboration

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 1.2.2	<p>Tourism, Hospitality, & Leisure Cluster</p> <ul style="list-style-type: none"> ■ Form a Visitors & Tourism Bureau. ■ Form a Brentwood Restaurant Association. ■ Identify & Catalogue Tourist Attractions & Events & Conduct Gap Analysis. ■ Launch Explore Brentwood campaign. ■ Implement Agri-Tourism Initiative. ■ Co-Market during U-Pick season. ■ Support development of the John Marsh House as an historical farm. 	Staff and partner time Budget: Undetermined until projects are more defined	TBD	<p>Lead: Economic Development Division</p> <p>Supporting Partners</p> <p>Harvest Time East Bay Regional Park District East Contra Costa cities California State Parks East Contra Costa Historical Society Local Farmers Chamber of Commerce Hotels</p>	Ongoing Priority Level #2 Timeline: FY 2018+	Increased number of tourists Increased TOT & sales tax
	<p>Residential Building & Services Cluster</p> <ul style="list-style-type: none"> ■ Investigate opportunity for a local Builders Exchange Plan Room. ■ Establish a Green Building webpage & Recognition Program. ■ Hold a Build It Green informational workshop. 	Staff and partner time Budget: \$10,000	General Fund	<p>Lead: Economic Development Division</p> <p>Supporting Partners</p> <p>Bay Area Builders Exchange</p>	Short Term (1-3 Years) Priority Level #2 Timeline: FY 19-21	A higher awareness of green building among local builders allowing them to enter new markets

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 1.2.2 cont.	<p>Food & Beverage Production, Processing, Packaging, & Distribution Cluster</p> <ul style="list-style-type: none"> Develop a Farm-to-Fork Program. Expand/promote Brentwood Grown Certification Program. Establish a Farmbudsman Program. Enhance the Agricultural Preservation Program. Work to allow small-scale processing and distribution facilities on farms. Provide information about value-added agriculture products. 	Staff and partner time Budget: Undetermined until projects are more defined	General Fund	<p>Lead: Economic Development Division</p> <p>Supporting Partners</p> <p>Harvest Time Local Farmers Local Restaurants / Restaurant Association Contra Costa Agricultural Commissioner Contra Costa County UC Cooperative Extension</p>	Ongoing Priority Level #2 Timeline: FY 2018+	Increased visibility of local agriculture Increase in sales of local agriculture to the general public and restaurants
	<p>Small-Scale Advanced Manufacturing Cluster</p> <ul style="list-style-type: none"> Establish a Manufacturing Productivity Improvement Assistance Program. Identify code changes to improve viability of advanced manufacturing. 	Staff and partner time Budget: TBD	General Fund	<p>Lead: Economic Development Division</p> <p>Supporting Partners</p> <p>Manex Contra Costa SBDC East Bay Advanced Manufacturing Partnership</p>	Ongoing Priority Level #2 Timeline: FY 2018+	Increased interest from small-scale manufacturing companies looking to start, grow, or relocate
Objective 1.3: Enhance Brentwood's brand identity and promote the city as a competitive business location						
Action 1.3.1	<ul style="list-style-type: none"> Add GIS-based Property Locator Application to Economic Development webpage. 	Staff time Budget: \$5,000	General Fund	<p>Lead: Economic Development Division</p>	Near Term (6-12 months) Priority Level #1 Timeline: FY 2018	Promotes commercial sites/properties for lease or sale along with local assets that are desirable to businesses

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 1.3.2	<ul style="list-style-type: none"> Prepare a Strategic Marketing Plan. Update content/information on the Economic Development webpage. Enhance the Better in Brentwood website. Promote Brentwood's competitive advantages. 	Staff and partner time Budget: \$40,000	General Fund	Lead: Economic Development Division Supporting Partners Chamber of Commerce	Short Term (1-3 Years) Priority Level #1 Timeline: FY 18-20	Awareness of Brentwood as an ideal business location and increased interest by businesses who may want to locate in Brentwood.
Action 1.3.3	<ul style="list-style-type: none"> Engage with industry cluster organizations. Recruit firms to fill supply chain. Participate in trade shows. Cultivate referral networks. Attend target industry conferences and events. Join professional trade organizations. 	Staff and partner time Budget: \$15,000	General Fund	Lead: Economic Development Division Supporting Partners Commercial R.E. Brokers, Leasing Agents, and Developers	Ongoing Priority Level #1 Timeline: FY 2018+	Increased external awareness of Brentwood as a location to start or move a business Increased interest from commercial real estate developers
Objective 1.4: Attract businesses in industries well suited to Brentwood's location, workforce, and other attributes that support economic diversification and resiliency						
Action 1.4.1	<ul style="list-style-type: none"> Develop and implement a Business Attraction Program. 	Staff time Budget: \$15,000	General Fund	Lead: Economic Development Division	Medium Term (4-7 years) Priority Level #2 Timeline: FY 18-24	Increase in businesses and employment
Action 1.4.2	<ul style="list-style-type: none"> Monitor & respond to business leads/requests for proposals. 	Staff time	General Fund	Lead: Economic Development Division	Ongoing Priority Level #2 Timeline: FY 2018+	Increase in businesses and employment and awareness of Brentwood as a place to locate a business

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 1.4.3	<ul style="list-style-type: none"> Adopt a Business Incentive and Financing Program. 	Staff time Budget: \$5,000	General Fund	Lead: Economic Development Division	Short Term (1-3 years) Priority Level #2: Timeline: FY 18-20	Increased private sector investment Business attraction, retention, and expansion
Objective 1.5: Ensure that an adequate supply of buildable sites is available to meet business attraction and expansion needs						
Action 1.5.1	<ul style="list-style-type: none"> Conduct a comprehensive inventory and prepare a searchable database of office and industrial sites. Identify prime sites and actively recruit developers to develop a Next Generation Business Park. Ensure adequate supply of commercial & industrial land & plan for new business locations. 	Staff time Planning Consultant	General Fund	Lead: Economic Development Division Supporting Partners Community Development Department	Medium Term (4-7 years) Priority Level #1 Timeline: FY 18-24	Awareness of available office and industrial sites in Brentwood Increase in businesses and employment

GOAL #1 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 1.6: Create an attractive, business friendly environment with supportive infrastructure that encourages business investment and supports the expansion of office and light industrial land uses						
Action 1.6.1	<ul style="list-style-type: none"> Undertake a comprehensive review of the development approval process. 	Staff time Planning Consultant	General Fund	Lead: Community Development Department	Short Term (1-3 years) Priority Level #2 Timeline: FY 18-20	Clears any undue red tape for future commercial development
	<ul style="list-style-type: none"> Incorporate Placemaking Planning and Design Principles into the city's Commercial and Industrial Design Guidelines. 	Staff time Planning Consultant	General Fund	Lead: Community Development Department Supporting Partners Economic Development Division	Medium Term (4-7 years) Priority Level #2 Timeline: FY 18-24	Increased private sector investment Business attraction retention, and expansion
	<ul style="list-style-type: none"> Collaborate with key stakeholders to improve Regional Highway Connectivity. 	Staff and partner time Planning Consultant	General Fund CCTA Measure J	Lead: Community Development Department Supporting Partners Economic Development Division Contra Costa County East Contra Costa Cities CCTA	Long-Term (10 years) Priority Level #1 Timeline: FY 18-27	Improved goods movement reducing time to market for businesses
	<ul style="list-style-type: none"> Extend Broadband Infrastructure to all employment centers. 	Staff time Planning Consultant	General Fund	Lead: Community Development Department	Ongoing Priority Level #2 Timeline: FY 2018+	Expanded interest from potential owners/tenants

GOAL #2: STRENGTHEN AND EXPAND EXISTING LOCAL BUSINESSES (ECONOMIC GARDENING)

Strategic Initiative #2: Establish a *Business Retention and Expansion Program* to identify and address the needs of existing businesses and provide access to resources and services to enhance their performance.

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 2.1: Enhance the performance of local businesses by providing business and technical assistance						
Action 2.1.1	<ul style="list-style-type: none"> Establish an Economic Gardening Program. 	Staff and partner time Budget: \$20,000	General Fund WIOA Funds SBDC Funds	Lead: Economic Development Division Supporting Partners Contra Costa Workforce Development Board Contra Costa SBDC	Short Term (1-3 years) Priority Level #1 Timeline: FY 18-20	Small business retention and revenue and job growth
Action 2.1.2	<ul style="list-style-type: none"> Develop a Coordinated Business Visitation Program. Establish a Business Solutions Team. 	Staff and partner time Budget: \$20,000	General Fund WIOA Funds SBDC Funds	Lead: Economic Development Division Supporting Partners Contra Costa Workforce Development Board Contra Costa SBDC	Near Term (6-12 months) Priority Level #1 Timeline: FY 2018	Small Business retention, revenue, and job growth
Action 2.1.3	<ul style="list-style-type: none"> Adopt a Local Vendor Preference Purchasing Policy. 	Staff and city attorney time	General Fund	Lead: Economic Development Division Supporting Partners City Attorney	Short Term (1-3 years) Priority Level #2 Timeline: FY 18-20	Potential boost in revenue for local businesses and better recognition for being a business friendly community
	<ul style="list-style-type: none"> Establish a Small Business Loan Program. 	Undetermined	SBA Local Banks	Lead: Economic Development Division Supporting Partners Contra Costa SBDC Local banks	Short Term (1-3 years) Priority Level #2 Timeline: FY 19-21	Small business stability and expansion
	<ul style="list-style-type: none"> Offer an Annual Business Workshop for small business owners. 	Staff and partner time Budget: \$10,000 annually	SBDC Funds	Lead: Economic Development Division Supporting Partners Contra Costa SBDC	Ongoing Priority Level #1 Timeline: FY 2018+	Business retention and growth in revenue and/or employees

GOAL #3: FOSTER LOCAL ENTREPRENEURSHIP & NEW BUSINESS FORMATION

Strategic Initiative #3: Launch an *Entrepreneurship Initiative* to encourage and support new business formations.

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 3.1: Support entrepreneurs, startups, and new business formation to accelerate job growth and diversify the local economy						
Action 3.1.1	<ul style="list-style-type: none"> Establish a Shared Work Space. Provide business assistance and support services. Provide gathering places for entrepreneurs. 	Staff and partner time Budget: \$50,000	General Fund	Lead: Economic Development Division Supporting Partners Contra Costa SBDC	Short Term (1-3 Years) Priority Level #2 Timeline: FY 18-20	Improved business performance and growth
Action 3.1.2	<ul style="list-style-type: none"> Offer an Entrepreneurial Training workshop. 	Staff and partner time Budget: \$10,000	General Fund	Lead: Economic Development Division Supporting Partners Contra Costa SBDC	Short Term (1-3 Years) Priority Level #2 Timeline: FY 18-20	Increase in number of start-up businesses
Action 3.1.3	<ul style="list-style-type: none"> Publish a New Business Start-up Guide. 	Staff and partner time Budget: \$10,000	General Fund	Lead: Economic Development Division Supporting Partners Contra Costa SBDC	Near Term (6-12 months) Priority Level #1 Timeline: FY 2018	Increase in number of business start-ups Increase in employment
	<ul style="list-style-type: none"> Set-up an annual Entrepreneurial Competition Program. 	Staff and partner time Budget: \$5,000 annually	General Fund	Lead: Economic Development Division Supporting Partners Chamber of Commerce	Medium Term (4-7 Years) Priority Level #2 Timeline: FY 19-25	Recognition of up-and-coming entrepreneurs
	<ul style="list-style-type: none"> Support the development of an Entrepreneurial Career Pathway Course and business plan competition at local high schools. 	Staff and partner time Budget: TBD	State/Federal Grants	Lead: Economic Development Division Supporting Partners Liberty Union High School Chamber of Commerce	Medium Term (4-7 Years) Priority Level #2 Timeline: FY 19-25	Introduces entrepreneurship to high school students who may start a local business in the future
Action 3.1.4	<ul style="list-style-type: none"> Build a network of seasoned business professionals. 	Volunteer Time	N/A	Lead: Economic Development Division Supporting Partners Local SCORE office Chamber of Commerce	Medium Term (4-7 years) Priority Level #2 Timeline: FY 19-25	Improved business performance and growth

GOAL #4: BUILD A VIBRANT DOWNTOWN AND RETAIL SECTOR

Strategic Initiative #4: Develop and adopt *Placemaking Guidelines* that are incorporated into development projects to create a vibrant downtown and retail centers that strengthen existing businesses, attracts new investment, and offers residents and visitors alike a variety of cultural, entertainment, shopping, culinary, and recreational experiences.

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 4.1: Enhance the economic vitality of Downtown Brentwood through ongoing investment (financial, organizational, leadership) in the city's core						
Action 4.1.1	<ul style="list-style-type: none"> Explore feasibility of a Downtown Restaurant and Entertainment District. 	Staff and partner time Budget: Unknown, requires more specific planning	General Fund Business Improvement District	Lead: Economic Development Division Supporting Partners Downtown Businesses/ Property Owners	Long Term (Years 8-10) Priority Level #2 Timeline: FY 19-28	Increase in private investment and businesses locating downtown Increased number of people visiting downtown
Action 4.1.2	<ul style="list-style-type: none"> Update and Implement the Downtown Specific Plan. 	Staff and partner time Budget: Unknown, requires more specific planning	General Fund BID/P-BID	Lead: Economic Development Division Supporting Partners Downtown Businesses/ Property Owners	Long Term (Years 8-10) Priority Level #2 Timeline: FY 19-28	Increase in private investment, businesses locating downtown, and patrons visiting downtown
Action 4.1.3	<ul style="list-style-type: none"> Establish a Main Street Program. 	Staff and partner time Budget: Unknown until program is more defined	Business Improvement District	Lead: Economic Development Division Supporting Partners Downtown Businesses/ Property Owners	Medium Term (Years 4-7) Priority Level #2 Timeline: FY 18-24	Promotion and beautification of downtown Increased number of people visiting downtown
Action 4.1.4	<ul style="list-style-type: none"> Develop and implement a bicycle/hiking trail plan connecting with downtown and retail centers. 	Staff and partner time Budget: \$25,000	General Fund CCTA/Measure J RTP/STBG New Trails Foundation	Lead: Community Development Department Supporting Partners East Bay Regional Park District	Short Term (Years 1-3) Priority Level #2 Timeline: FY 19-21	Increased number of people visiting downtown

GOAL #4 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 4.1.5	<ul style="list-style-type: none"> Explore the opportunity for a future Boutique Hotel in Downtown Brentwood. 	Staff time Budget: \$35,000	General Fund	Lead: Economic Development Division	Long Term (Years 8-10) Priority Level #3 Timeline: FY 19-28	Gauging interest from developers
Objective 4.2: Strengthen and expand the retail sector						
Action 4.2.1	<ul style="list-style-type: none"> Conduct a Retail Market Supply/ Demand Analysis and Leakage Study. 	Budget: \$30,000	General Fund	Lead: Economic Development Division	Short Term (Years 1-3) Priority Level #1 Timeline: FY 18-20	Provides a path forward in addressing retail issues Targeted retail attraction efforts at ICSC events reducing retail sales leakage
Action 4.2.2	<ul style="list-style-type: none"> Develop and implement a Targeted Retail Recruitment Program. 	Staff and partner time Budget: \$20,000	General Fund	Lead: Economic Development Division Supporting Partners Commercial R.E. Brokers	Short Term (Years 1-3) Priority Level #1 Timeline: FY 18-20	Fill market gaps, expand local choice, reduce retail sales leakage, and increase sales tax revenue Retail recruitment strategy and retail leasing team
Action 4.2.3	<ul style="list-style-type: none"> Expand and promote the Shop Local Campaign. 	Staff and partner time Budget: \$15,000	General Fund Retail Sales Taxes	Lead: Economic Development Division Supporting Partners Local Retail Businesses Chamber of Commerce	Short Term (Years 1-3) Priority Level #1 Timeline: FY 18-20	Increase in residents shopping local, translating into lower sales leakage, higher revenue for retailers, and an increase in sales tax revenue
Action 4.2.4	<ul style="list-style-type: none"> Hold Retail Boot Camp seminars to help local retail businesses survive and thrive. 	Staff and partner time Budget: \$10,000	General Fund SBDC Funds	Lead: Economic Development Division Supporting Partners Contra Costa SBDC	Ongoing Priority Level #2 Timeline: FY 2018+	Retention of retailers Higher revenue for retailers, and an increase in sales tax revenue

GOAL #5: POSITION BRENTWOOD TO ATTRACT A HIGH QUALITY LABOR FORCE

Strategic Initiative #5: Facilitate a strong *Workforce Development Partnership* among education, workforce training, industry, and economic development that targets in-demand occupations and business needs for a skilled workforce, especially in target industry clusters and growth sectors, to effectively prepare workers for success in the workplace.

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Objective 5.1: Develop, retain, and attract talent to build a reliable pipeline of skilled workers that meets the needs of industry						
Action 5.1.1	<ul style="list-style-type: none"> Partner with Los Medanos College and the Contra Costa Workforce Board to develop a Workforce Training Center. 	Staff and partner time	Federal/State Grants WIOA Funds California ETP Funding	Lead: Los Medanos College Supporting Partners Economic Development Division Contra Costa Workforce Development Board	Short Term (Years 1-3) Priority Level #1 Timeline: FY 18-20	Increase in skilled workforce meeting industry needs
Action 5.1.2	<ul style="list-style-type: none"> Promote development of Career Pathways and Career Technical Education Programs that align with target industry clusters. Support STEM & Vocational Programs in K-12 schools. Encourage development of Internship/Pre-Apprenticeship Training Programs. 	Staff and partner time	Federal/State Grants WIOA Funds California ETP Funding	Lead: Liberty Union High School District, Los Medanos College, K-12 Supporting Partners Economic Development Division Contra Costa Workforce Development Board Local businesses	Ongoing Priority Level #1 Timeline: FY 2018+	Pipeline of entry level workers with basic skills
	<ul style="list-style-type: none"> Identify and address employer needs for workforce training and skill upgrades. 	Staff and partner time	WIOA Funds California ETP Funding	Lead: Contra Costa Workforce Development Board Supporting Partners Economic Development Division Local employers	Ongoing Priority Level #1 Timeline: FY 2018+	Increase in skilled workforce meeting industry needs

GOAL #5 Continued

STRATEGY COMPONENTS OBJECTIVES/ ACTIONS	ACTION STEPS	ESTIMATED COST	POTENTIAL FUNDING SOURCES	RESPONSIBLE PARTIES	TIMEFRAME FOR COMPLETION	EXPECTED OUTCOME(S)
<i>Where we want to be?</i>	<i>What steps must be taken to implement the action?</i>	<i>What specific supports are needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is most closely responsible and accountable for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when the action is complete?</i>
Action 5.1.3	<ul style="list-style-type: none"> Expedite development of LMC campus. 	Staff and partner time	N/A	Lead: Los Medanos College Supporting Partners Economic Development Division Community Development Department	Short Term (Years 1-3) Priority Level #1 Timeline: FY 18-20	Increased workforce training capacity.

ORGANIZING FOR SUCCESS

ENABLING CONDITIONS FOR ECONOMIC DEVELOPMENT

In order for Brentwood to successfully implement the Economic Development Strategy and Action Plan, the city needs to enhance its capacity to undertake the program.

GOAL: PROMOTE & MAINTAIN AN ENVIRONMENT THAT IS CONDUCIVE TO ECONOMIC DEVELOPMENT.

Objective: Realize sufficient revenue from expansion and diversification of the city's economic base to sustain and enhance the public services and infrastructure needed by local residential, commercial, and industrial activities and social services.

ORGANIZING FOR SUCCESS

Build Internal Capacity

- » Hire an ***Economic Development Manager*** to fill the vacant position.
- » Maintain ***Adequate Staff*** to oversee economic development activities and implementation of the Economic Development Strategy. Staff should include 3 full-time equivalent positions (including a manager, senior analyst, and marketing specialist).
- » Develop and implement a ***Biennial Work Plan*** for economic development to identify the scope of annual activities and set priorities and the budget.

Budget/Funding

- » Increase the ***Annual Operating Budget*** for economic development from \$1.13 million to approximately \$1.2 - \$1.5 million. As necessary, gradually adjust the budget to effectively implement the biennial work plan.

Develop Collaborative Networks

- » Collaborate with local and regional stakeholders on common infrastructure needs, marketing, and economic development efforts to promote the community's mutual interests.
- » Continue building partnerships with local business groups, regional economic development organizations, workforce training providers, and industry groups.

ECONOMIC DEVELOPMENT TOOLS

Develop and Utilize Economic Development Tools

- » Utilize databases like California EDD labor market information or commercial sites such as Emsi to monitor economic and labor market trends.
- » Create **Website Dashboards** of local economic indicators using free software applications like Tableau Public.
- » Obtain and use **GIS Applications** like Zoom Prospector to offer up-to-date information on the economic development website about demographics, workforce, infrastructure, housing, commercial/industrial development sites for sale, employment, number and type of businesses and industry.
- » Monitor and measure progress on accomplishing the goals and objectives set forth in the Economic Development Strategic Action Plan.

KEY PARTNERS & STAKEHOLDERS

The success of the Economic Development Strategy will require committed city leadership and active community partners to implement specific actions that are coordinated by the City Manager's Office and Economic Development Division, working in conjunction with the City Council and other city agencies. Active participation by community partners will be vital to the Economic Development Strategy's success. An initial list of community partners for implementing the Economic Development Strategy includes the following organizations:

- » Los Medanos College
- » Downtown Business Coalition
- » Contra Costa Transportation Authority
- » Brentwood Agriculture Land Trust
- » Contra Costa County Flood Control District
- » Contra Costa County Workforce Development Board
- » Bay Area Builders Exchange
- » Hospital Council of Northern & Central California
- » Contra Costa Regional Medical Center
- » East Contra Costa Historical Society
- » East Bay EDA
- » Manex
- » East Bay Advanced Manufacturing Partnership
- » Contra Costa SBDC
- » Brentwood Chamber of Commerce
- » Harvest Time
- » East Bay Regional Park District
- » Liberty Union High School District

POTENTIAL FUNDING SOURCES

- » Brentwood General Fund
- » Community Development Block Grant (CDBG)
- » Transient Occupancy Tax (TOT)
- » Sales Tax
- » Business/Property Improvement District (BID/P-BID)
- » U.S. Economic Development Administration Planning & Public Works Grants
- » U.S. Small Business Administration (SBA) Loans
- » Local Bank Small Business Loans
- » Industrial Development Bonds
- » Employment Training Panel (ETP)
- » Workforce Innovation and Opportunity Act (WIOA)

MONITORING SUCCESS

PERFORMANCE MEASURES

There are a number of indicators that can be used to measure the city's progress in achieving its economic development goals. Tracking these indicators on an annual or quarterly basis will provide insight into the health of the local economy and assist in monitoring the city's progress in accomplishing its economic development goals and objectives. Economic indicators can be used as a yardstick for evaluating progress in improving the overall prosperity of the city.

Economic Indicators Report – a baseline Economic Indicators Report was prepared for the project. This should be updated annually to monitor changes and trends in the local economy. The economic indicators report should include:

- » Employment by industry cluster and sector. The California Employment Development Department Labor Market Information System can provide this.
- » Retail sales per square foot or by retail category and sales tax levels. This information is available on a quarterly basis through the sales tax audit report.
- » The number of lodging rooms, occupancy rates and amount of Transient Occupancy Tax collected. The City Finance Director obtains this information on a monthly or quarterly basis.
- » The number and value of commercial and industrial building permits. The Building Department can provide this information to the Economic Development Manager.
- » Office, retail and industrial vacancy and lease rates. These can be obtained from local commercial and industrial real estate brokers.
- » Retail sales and growth data. This information can be obtained from the California Retail Survey, which publishes an annual report. Sales tax revenue data can be obtained from the California Board of Equalization.

Implementation Status & Outcomes

Report – actions and their expected outcomes were identified in the Economic Development Strategy and Action Plan. These should be monitored on an annual basis as to their status and success in accomplishing the goals and objectives set forth in the Economic Development Strategy and Action Plan. Indicators should include:

- » New Business Locations / Formations. The city business license office can provide this information to the Economic Development Manager. The number of fictitious business name certificates filed and associated revenue as an indicator of new businesses formed or new businesses moving into the city should also be used.
- » Business Expansion / Contraction. This information can be obtained from the California Employment Development Department, Contra Costa County Workforce Development Board, WARN Notices, and business visitation program.
- » Business Closures / Retention. This information can be obtained from the California Employment Development Department, Contra Costa County Workforce Development Board, WARN Notices, and business visitation program.

- » Full and part-time jobs gained/lost. This information can be obtained from the California Employment Development Department Labor Market Information Division and Emsi.
- » Business licenses and revenue. The city business license office can provide this information to the Economic Development Manager.

Economic Vitality Report Card - an annual business survey would provide feedback on how city operations and other factors are affecting the business climate. This could be combined with an annual indicators report and implementation status and outcomes report.

PERIODIC EVALUATION OF PRIORITIES AND PROGRESS

Using the indicators listed, the city should evaluate progress in completing actions on an annual basis. The annual report provides a mechanism for city staff to recommend, if necessary, modifications to the Economic Development Strategy to improve its effectiveness in implementing a priority policy or action. Over the next 5-10 years, economic conditions will change and new opportunities may arise. While the overall objectives of the Economic Development Strategy may not change over the same time period, the city should reassess its priorities in light of changing conditions and opportunities.



APPENDICES

APPENDIX A: WHAT IS A STRATEGIC ACTION PLAN?

Strategic planning is a process that communities can use to decide where they want to be at some future point in time and the steps that need to be taken to achieve that outcome. The Strategic Planning Process starts with an assessment of existing conditions, including an analysis of the local economy's strengths and weaknesses, and community input about major issues and needs. The analysis answers the question "where are we now?". Once issues and opportunities are identified, a proposed strategy or course of action can be established. Strategies are then designed to address the vision of building a stronger, healthier economy. Clear and attainable goals and objectives are set based on the community's assets, competitive advantages, and capacity. Actions are then adopted that could be implemented to achieve the community's economic development goals and objectives. The strategic direction and associated actions address the questions "Where do we want to go?" and "How are we going to get there?".

Strategic Framework: The strategic direction includes a vision statement with prioritized goals and measurable objectives. The **Vision Statement** describes the desired end-state of where the community would like to be within the time horizon of the plan. A community's vision is a broad statement about a long-term outcome that may or may not be completely obtainable. **Goals**, on the other hand, are specific targets to be attained in achieving the vision. The goals should be realistic and limited to a manageable number. Some goals can be realized within a short period of time, while others require a longer period to be implemented. **Objectives** are measurable outcomes that when achieved help accomplish a

desired goal. **Actions** are the specific activities that will be taken in meeting each objective and may involve a number of **Action Steps** in order to complete the action. Fiscal constraints, organizational capacity, and competing demands for scarce resources make it necessary to set priorities for which actions to take. The vision statement, goals, and objectives provide a strategic framework for public and private decision-making and serve as the basis for the formulation and focus of an action plan.

Implementation Program: Once the goals, objectives, and actions have been established, the question of how to implement each action must be addressed. An Implementation Program or

plan outlines the specific steps that should be taken to accomplish the goals and objectives. The Implementation Program has three major elements: (1) **Specific Tasks:** what will be done and by whom. (2) **Time Horizon:** when will it be done, and (3) **Resource Allocation:** (i.e., money, staff) needed to carry out the specified tasks and activities. The Implementation Program includes a detailed approach, success measures and benchmarks, milestones and deadlines, order of magnitude cost, potential funding sources, and implementing entities in order to offer a clear path for execution of each strategy.

Strategic Action Plan: The Strategic Framework and associated Implementation Program constitute the Strategic Action Plan. The Strategic Action Plan provides a vehicle for

individuals, organizations, local governments, education institutions, and private industry to engage in a meaningful conversation about the issues, goals and objectives, and actions that would best serve economic development in the community, build capacity and guide the economic prosperity and resiliency of the city of Brentwood. Finally, performance measures evaluate whether the goals and objectives were accomplished and are used to gauge what impact the economic development strategy had on improving the local economy. The Strategic Action Plan documents the steps needed to ensure that the strategies are implemented in a timely manner.

APPENDIX B: SITUATIONAL/ SWOT ANALYSIS

A situational analysis was conducted to assess the major factors influencing Brentwood's economic performance and the type of strategies that are needed to move the city forward toward accomplishing its economic development goals and objectives. A comprehensive assessment of Brentwood's economy including existing conditions, historical trends, and future growth opportunities was previously conducted in December 2016 (see Brentwood's Existing Conditions and Opportunities Report). The identification and mapping of community assets was undertaken to determine what makes Brentwood unique, special, and competitive relative to other communities. This step also included a competitive assessment of Brentwood as a business location based on industry site selection requirements, a SWOT analysis, and an evaluation of the city's economic development work program and capacity.

To become an employment center, Brentwood must compete with other cities in the mega-region as a potential location for target industries that are suitable for locating in Brentwood given its competitive advantages. Accordingly, Brentwood's business retention, expansion and attraction strategy must capitalize on the city's most compelling assets.

COMMUNITY ASSETS AND CHALLENGES

Long-term, sustained growth builds on a community's economic, cultural, physical, and environmental assets, which are important factors in building a vibrant economy. These key assets include human capital, existing industry clusters, new and emerging industries, and the presence of key institutions, such as a local college or medical center.

Brentwood has a number of assets, such as affordably-priced housing, family-friendly neighborhoods, quality public schools, a beautiful natural setting, an educated population and skilled workforce, and a business-friendly city government that create an attractive place for businesses looking to locate and expand. Many of these assets were identified in the 2014 update of the City's General Plan. In updating the General Plan, four public visioning workshops were held. These workshops addressed the future vision for Brentwood, as well as key assets, issues, and challenges. During the visioning process, when participants were asked, "what do you value most about Brentwood?" and "what makes this a special place to live or work?", the most common responses were:

TABLE 1: KEY COMMUNITY ASSETS AND CHALLENGES

ASSETS	CHALLENGES
Agriculture Core/Heritage Open space, creek corridors, & farmland Proximity to outdoor recreation & open space Downtown, small town charm & atmosphere Quality public school system (K-12) Proximity to Bay Area & Northern California Markets Abundance of skilled labor City commitment to economic development Available workforce training resources	Lack of good paying jobs and diversified economic base Protection of open space & farmland from conversion to urban uses Regional transportation infrastructure Retail sales leakage Lack of industrial zoned land Adequate funding for Fire District Perceptions about being a bedroom community & cul-de-sac

Source: 2012 Visioning Workshops

- » Small-town charm and sense of community;
- » Family atmosphere, including good schools and parks;
- » Downtown area;
- » Newer roadway system and infrastructure;
- » Open space and farmland/agriculture;
- » Safe place to live

Quality of life factors, including creeks and open space, access to the Delta, the community's agricultural heritage, the historic character of downtown, the quality of local public schools, a community college satellite campus, a low crime rate, a family friendly atmosphere, affordable housing, a small town feel with big city amenities, and a mild climate, make Brentwood an attractive place to live. These qualities help attract the type of workforce talent that companies are seeking. While companies seldom base their site-selection decisions solely on quality of life issues, these factors do play an important role in the site selection decision-making process. In addition to building on its assets, Brentwood must also address the challenges that

will impede its economic progress. Key community assets and challenges from the visioning study are listed above in Table 1.

COMPETITIVE ASSESSMENT

Business location requirements are important in evaluating whether or not a community is a competitive location in which to conduct business. Criteria listed in Area Magazine's annual corporate site selection survey were used to evaluate Brentwood's competitiveness. The most recent survey in 2015 found that the availability of skilled labor was the highest-rated factor, followed by highway accessibility and quality of life factors. Occupancy costs, the availability of buildings, and labor costs were also among the top ten site selection factors (see Table 2 on the next page). When considering new locations for expansion, companies consider a number of factors to determine the best fit. The major issue facing most companies during the site selection process is finding a cost-effective location with a trained and reliable workforce. In general, businesses seek locations that have low-cost access to customers, resources, suppliers, and workers.

While the actual site selection requirements vary based on the specific needs of the business and type of operation (corporate headquarters, back office operations, call center, R&D, manufacturing, or warehouse/distribution), there are key attributes that are common to most, if not all, site selection decisions including:

Skilled Labor:

Labor availability consistently ranks at or near the top of the critical factors that are important in business site selection decisions. Nationally, the shortage of skilled workers is a pressing problem for many companies who are unable to find qualified candidates. Locations that offer the workforce availability, density, training resources, and productivity required by a company are generally more competitive. Most employers prefer to hire individuals with a minimum of a high school diploma and, in many instances, with vocational or technical training/experience, depending upon the type of position.

TABLE 2: TOP 10 SITE SELECTION FACTORS

SITE SELECTION FACTOR	COMPOSITE SCORE
1. Availability of skilled labor	92.9
2. Highway accessibility	88.0
3. Quality of Life	87.6
4. Occupancy or construction costs	85.4
5. Available buildings	83.7
6. Labor costs	80.3
7. Corporate tax rate	78.8
8. Proximity to major markets	76.3
9. State and local incentives	75.8
10. Energy availability and costs	75.3

Source: Area Magazine, 2015 Corporate Site Selection Survey

Several characteristics distinguish Brentwood's workforce. First, Brentwood has a young, educated, highly skilled workforce. More than 65% of Brentwood's population is in their prime working years (age 25-54) compared to Contra Costa County (63.1%) and the state (62.9%). Approximately 40.9% of the population 25 years and older has an associate's degree or completed some college compared to the statewide average of 29.6% and the county average of 30.6%. High school graduation rates in Brentwood are also higher than the state and county averages. Second, about 71% of Brentwood residents commute out of the city to jobs located elsewhere in the East Bay, Silicon Valley, and San Francisco. Local companies that want to gain access to skilled workers can recruit commuters with long commute times who want jobs closer to where they live. Third, the local workforce is employed in a broad range of industries and occupations that support the expansion of several industry clusters driving much of Brentwood's future growth. Leading occupations include office and administrative support (15.8%); sales (12.4%); management (10.9%); education/training (6.7%); healthcare practitioners (6.5%); and construction (5.6%) occupations. The advantages that Brentwood's workforce offers growing companies should be promoted as a competitive advantage for business recruitment.

In addition to an available supply of skilled labor, businesses are seeking locations where the number of existing workers within a reasonable commute distance

(approximately 20 miles or 20-30 minutes – average U.S. commute is 25 minutes) is of a sufficient size to meet their current and future needs as well as those of other competitors looking to locate in the area. Having an abundance of skilled labor within the regional labor market is a key advantage for any location being considered. The east Contra Costa labor market includes a civilian workforce (age 16-64) of 104,552, of which 59% are under the age of 45.

Training assistance can be a tiebreaker in many location decisions. Local workforce training resources include the Contra Costa County Workforce Development Board and Los Medanos College.

Regional Transportation Infrastructure:

Surveys of site location requirements consistently rank highway accessibility near the top. The ability to move goods and supplies efficiently and cost-effectively is a key requirement for many companies who want to be in close proximity to their customers and suppliers. Businesses also look at where they can procure supplies, raw materials and other inputs efficiently and cost-effectively. Transportation costs and time to delivery are important considerations in the site selection process.

Highway Accessibility: Brentwood is served by two highways (SR-4 and the Byron Highway). Highway 4 is the primary transportation corridor that connects Brentwood to the regional highway system. To the west, SR-4 is a four-lane freeway connecting Brentwood to communities in central and west Contra Costa County. South of Brentwood, the

SR-4 Bypass, which connects with Vasco Road at Marsh Creek Road, acts more as a local road and rural highway as it heads east to Stockton. From Sand Creek Road to Vasco Road, SR-4 is a single-lane in each direction and has signal-controlled grade crossings at Balfour Road and Marsh Creek Road. Vasco Road continues south connecting Brentwood to Livermore and the Tri-Valley. The Byron Highway (County Road J4), which is classified as a rural highway with one lane in each direction connects Brentwood to the city of Tracy, I-5, and I-580/I-205.

State Route 239 is a legislatively approved, but unconstructed route that would link Brentwood with I-580/I-205 near Tracy. A feasibility study has been completed, but corridor alignment, design, and construction have not moved forward due to a lack of funding and political support. Having an improved connection to the Central Valley and I-5/I-580 would facilitate job growth and goods movement.

Rail Service: Although there is a rail corridor through Brentwood, owned by Union Pacific Railroad (UPRR), referred to as the MoCoCo line, it is not currently in use. The MocoCo line is a minor rail branch that connects to major UPRR facilities in Martinez and Tracy. In 2008, UPRR representatives notified Brentwood of its intent to reactivate the line, indicating that between five and 40 trains per day could utilize the route depending on demand and economic conditions. Reactivation of the line has not yet occurred, but may be possible in the future given sufficient demand.

Airport: Byron Airport is currently undeveloped as a goods movement distribution facility.

Quality of Life:

The ability to attract and retain talent is influenced by a community's quality of life, which is composed of a number of factors including the quality of public schools, crime rate, parks and open space, climate, housing costs, healthcare facilities, cultural opportunities, and colleges in the area. Brentwood's quality of life is considered to be one of its key assets by local residents (see subsection Community Assets and Challenges).

Occupancy/Construction Costs:

The cost of occupancy and/or construction is an important factor driving office and industrial location decisions, ranking as the second- or third-largest expense for a business. Brentwood's higher rental rates would make it a less competitive location than neighboring communities in the region (see Table 3).

Available Buildings and Building Sites:

Brentwood's tight industrial market and low vacancy make it difficult for companies looking to expand to find space. According to Cushman & Wakefield's 2015-2017

industrial real estate forecast, a lack of quality space remains one of the biggest challenges facing manufacturers in the U.S. Facilities are a necessary component for all businesses. Having sufficient supply of office and industrial space is crucial not only for companies looking to relocate, but also for existing companies that are looking to expand. Brentwood does not have a large office and industrial real estate market. There is limited inventory of light industrial and warehouse space, minimal office space, and no manufacturing, R&D, and flex-space. According to Colliers International, Brentwood's existing inventory of industrial space includes 35 buildings totaling 890,000 square feet. Approximately 97% of the existing inventory is classified as light industrial and 3% as warehouse. The industrial real estate market is very tight with a 1.0% vacancy rate and only 22,779 sq. ft. of direct vacant space is available for lease as of Q3 2016. A tour of Brentwood's industrial space found limited expansion options for existing businesses looking to grow, with little or no space available to meet their needs. Most of the space available for lease is small and dispersed

TABLE 3: REGIONAL OFFICE & INDUSTRIAL OCCUPANCY COSTS & VACANCY RATES

	BRENTWOOD	ANTIOCH	PITTSBURG	CONCORD	TRACY	TRI-VALLEY
Industrial	\$1.25	\$0.99	\$0.64	\$0.99	\$0.49	\$0.82
Warehouse	\$0.87	\$0.50	\$0.35	\$0.75	\$0.39	\$0.56
R&D/Flex	-	\$1.22	\$0.45	\$1.11	\$0.55	-
Industrial Vacancy Rate	1.0%	9.7%	8.3%	5.6%	6.2%	1.6%
Office Rental Rate	-	-	-	\$2.21	\$1.76	\$2.47
Office Vacancy Rate	5.5%	-	-	10.4%	4.4%	9.3%

Source: Colliers International Market Research Reports, 3rd Quarter 2016

throughout the city. Moderate to large blocks of industrial space do not exist and there are no new industrial development projects in the pipeline. The lack of industrial space, particularly R&D/flex-space, represents an opportunity that is currently not being addressed in the Brentwood market. Although the Brentwood office market is in better condition, it also has some challenges. Data from Colliers International shows the Brentwood office market has approximately 476,166 square feet of office space and a vacancy rate of 5.5%. A current search of Co-star/LoopNet shows five office buildings with a total of 13,883 sq. ft. of space for lease as of January 20, 2017. Most of the office space is small and classified as Class B or C/Flex with very little Class A space.

Labor Costs:

Average wage rates have a direct impact on the cost of doing business. Most employers would prefer a location where the average wages in the community are 10 to 15 percent lower than their wage rates in order to offer candidates a better employment opportunity. Average wage rates in Brentwood are lower than the inner Bay Area, but higher than adjacent communities in the San Joaquin Valley. Companies are generally drawn to locations that provide lower labor costs assuming the same quality of workforce.

Financial Incentives:

California has one of the highest corporate tax rates in the country. Nationally, only eight states have a higher corporate tax rate than California. The Tax Foundation's

2016 edition of the State Business Tax Climate Index ranked California 48th overall. The City of Brentwood currently offers no local financial incentive program or tax exemptions. A statewide Business Incentives Program managed through the Governor's Office of Business and Economic Development (GO-Biz) offers several financial incentives including a sales and use tax exemption for manufacturing equipment and biotech R&D; a long-term unemployed tax credit for areas of high unemployment and poverty; and a recruitment and retention incentive to attract new companies to California and to retain existing companies looking to expand. The statewide business incentive program does not provide a local competitive advantage for Brentwood.

Proximity to Major Markets:

Brentwood is located within a 50-mile radius of major markets in the Bay Area (San Francisco, San Jose, and Oakland) and Central Valley (Sacramento, Stockton, and Modesto). The limited capacity and quality of the regional highway infrastructure, particularly to the south and east, act as a constraint on economic growth in Brentwood and East Contra Costa. Better connections to the Central Valley and I-5 are needed to improve goods movement and facilitate job growth.

Energy Availability and Costs:

PG&E provides gas and electric service to commercial and industrial customers in Brentwood. PG&E offers several incentives, rebates, and other economic development programs to assist small businesses. These programs include an Energy Efficiency

TABLE 4: MEDIAN HOURLY EARNINGS BY OCCUPATIONAL CATEGORY

	OFFICE	PRODUCTION	BUSINESS	SALES	COMPUTER
Santa Clara County	\$22.02	\$18.46	\$44.85	\$22.80	\$60.16
Contra Costa County	\$20.51	\$21.25	\$39.05	\$17.72	\$47.87
Alameda County	\$20.26	\$18.13	\$38.15	\$18.53	\$49.91
Brentwood	\$20.16	\$18.61	\$38.38	\$15.16	\$46.87
San Joaquin County	\$17.14	\$16.10	\$31.18	\$14.61	\$32.69
Stanislaus County	\$16.43	\$16.00	\$28.38	\$13.47	\$37.45

Source: Emsi 2016.4 QCEW Employees

Rebate, Targeted Rate Reduction program, and other incentives. PG&E recently announced that it will soon begin offering a competitive new electric rate aimed at promoting economic development by making it possible for eligible employers to keep, expand, or launch new operations in California rather than leave the state. The new rate, approved by the California Public Utilities Commission, targets companies with power loads of at least 200 kilowatts that would otherwise locate operations out-of-state. The rate would provide a 12 percent rate reduction for five years for those who avow that they need it to stay, site new operations, or expand existing facilities in California.

Business Climate and Regulatory Environment:

Brentwood has a relatively friendly business environment with a permit assistance center. According to a 2012 California Manufacturing and Technology Association (CMTA) survey, manufacturing companies do not stay in California because the state has a great business climate or ranked highly in important site location factors. The majority of

companies stay because the state offers close proximity to customers and suppliers or they are a small business whose owners make a lifestyle choice to stay. Streamlining the regulatory and permitting processes, providing business assistance, and providing local financial incentives similar to the City of Vacaville's Economic Development Incentive Program (EDIP)¹⁴ would help make Brentwood a more attractive location for growing companies.

Availability of Advanced ICT Services:

Advanced telecommunication services are a critical piece of infrastructure for most businesses as well as the efficient handling of goods movement and logistics.¹⁵ The rise of "big data" in nearly every industry has promoted the importance of communications technology (ICT) infrastructure as a key site selection factor. Corporate decision-makers now regard advanced ICT capabilities as another aspect of infrastructure along with factors such as reliable electricity and sound transportation systems. Cities across America are starting to install their own gigabit networks as part of economic development initiatives to attract technology companies.

¹⁴ <http://www.ci.vacaville.ca.us/government/economic-development/incentives>

¹⁵ Hesse, Markus, Access, "Location Matters", Fall 2002

Since 1999, Brentwood has required developers to install empty conduits for future use when digging trenches for utility infrastructure. A partnership with Sonic.net provides gigabit fiber-to-the-premises Internet connectivity. The agreement calls for Sonic Telecom to install fiber-optic lines in the empty conduits, maintain the conduit, and lease the fiber-optic cables. The conduits were turned over to the city and are now leased by Sonic Telecom. Continued expansion of the city's fiber footprint is important for business recruitment efforts.

SWOT ANALYSIS

Economic development is competitive. There are 482 cities and 58 counties in California, each trying to attract new businesses, business relocations, and corporate expansions. Many of these local governments have full-time economic development staffs that are working to improve their competitive position in order to expand their employment base, diversify their economy, and strengthen their tax base. Critical to the development of a successful economic development strategy is a realistic assessment of a community's suitability and competitiveness as a business location. An analysis of a community's strengths, weaknesses, opportunities, and threats (SWOT) identifies the indigenous factors that make the community competitive in the regional economy and the internal and external factors that may prevent the community from realizing its potential. A SWOT analysis should also consider what factors and/or elements are in place

(or need to be put in place) to ensure its economic resiliency or long-term success, viability, and durability. A SWOT analysis provides a foundational building block for development of a sustainable economic development strategy.

SWOT Defined

- » **Strengths** are positive attributes or assets currently present in a community. These internal attributes create a competitive advantage relative to other communities.
- » **Weaknesses** are local issues or characteristics that limit or constrain a community's economic growth. Weaknesses are internal limitations or constraints that make the local economy less competitive unless they are eliminated or minimized.
- » **Opportunities** are external conditions that if capitalized on contribute to improvement or progress in achieving economic development objectives.
- » **Threats** are external factors or trends that if realized can threaten a community's economic growth, leading to a weaker economy or decline (such as worker layoffs or local companies relocating to a lower cost location) due to global changes or shifts in consumer demand.

Sources of Input for SWOT Analysis

- » 2014 Visioning Workshops
- » Review of Background Reports
- » Regional Plans, Studies & Outlook
- » Consultant Evaluation
- » Company Site Selection Criteria

What Does the SWOT Analysis Tell Us About Brentwood?

The findings of the SWOT analysis (see Table 5) indicate that Brentwood is a good place to raise a family due to its combination of good schools, below average crime rate, higher than average educational attainment levels, and high rate of home ownership. Employers looking to locate in Brentwood have access to a diverse workforce with a mix of occupational backgrounds. The most prevalent occupations are sales, office and administrative support, professional and technical services, and management occupations. There are also a large number of residents who work in computer and math occupations. Other strengths include the presence of core companies in key industry clusters (residential building and services, small-scale advanced manufacturing, food production, processing, packaging, and distribution, and tourism, hospitality, and leisure), an emerging healthcare sector, and lower labor costs than in the inner Bay Area. Challenges include a limited supply of industrial zoned land, lack of shovel ready development sites for light industrial uses, availability of low cost office and industrial space, and proximity to Bay Area and Central Valley regional markets and suppliers. Other challenges include needed improvements to regional transportation infrastructure with better access to I-5 and the misperceptions among many commercial real estate brokers that Brentwood is a bedroom community

located at the end of a “cul-de-sac” with limited space available to meet the needs of companies looking to expand or relocate.

ORGANIZATIONAL ASSESSMENT

Cities across the nation are working hard to cultivate a thriving local economy that is attractive to businesses and residents alike. The number #1 issue identified by the National League of Cities for the past three years has been economic development. When cities were asked about the most impactful factors on their budgets, *“health of the local economy (81%) and value of the local tax base (73%) were identified as having the greatest positive influences.”*¹⁶ As cities continue to focus on improving their local economies and tax base, having an effective organizational structure with the capacity, resources, and clear policy direction will become increasingly more important in order to remain competitive and resilient.

Implementation of Brentwood’s Economic Development Strategy is the responsibility of the City’s Economic Development Division. During FY 2015/16, the City Manager’s Office and Community Development Department underwent reorganization, relocating the Economic Development Division from Community Development into the City Manager’s office. The Economic Development Division oversees a broad range of services and initiatives including city marketing programs/partnerships,

¹⁶ http://www.nlc.org/sites/default/files/2017-03/CSAR_City_Fiscal_Conditions_2014%280%29_0.pdf

KEY FINDINGS OF THE SWOT ANALYSIS

BRENTWOOD'S PRIMARY STRENGTHS	
Talent:	<p>Presence of executives and mid-level management</p> <p>Access to an educated diverse workforce</p> <p>Workforce training</p>
Business Climate:	<p>Comparatively low tax rates</p> <p>Well-managed municipal government</p> <p>Business friendly climate</p>
Quality of Life:	<p>Good quality of life with excellent schools, attractive neighborhoods, beautiful parks, and a walkable downtown</p> <p>Proximity to open space and farm lands</p> <p>Mix of affordable housing</p>
Leadership and Support:	<p>City Council and staff recognize the importance of a healthy economy and have adopted policies in the Economic Development Element of the General Plan to grow the local economy so that there is a job/housing balance.</p> <p>Key infrastructure is in place and the city has adopted a Broadband Policy to build out gigabit fiber throughout the city.</p>
BRENTWOOD'S PRIMARY CHALLENGES	
Facility/Building Availability:	<p>Tight industrial real estate market with low vacancy rate</p> <p>Limited supply of light industrial buildings</p>
Shovel Ready Development Sites:	<p>Lack of building sites for employment generating uses</p> <p>Limited supply of industrial zoned land</p>
Image/Brand:	<p>Limited understanding of local business opportunities</p> <p>Old perceptions and outdated images of Brentwood that may not reflect current realities</p>

business attraction/retention programs, and an innovative agricultural preservation program to preserve farmland, promote agri-tourism, and develop agriculture-related industries. Three full-time equivalent (FTE) positions are budgeted for economic development, but only two dedicated full-time staff members are currently assigned to work on a variety of economic development related activities. The Economic Development Manager position is currently vacant. The consultant team's review of staff capacity, work program, marketing components, and policy documents found a broad based economic development strategy that lacked focus with no defined priorities and annual work plan. Consequently, staff is overseeing multiple activities and programs without a clear focus on direction and outcomes. To be effective, the Economic Development Division requires clear policy and program direction with identified strategic objectives and priorities, a coordinated annual work plan, and a regular evaluation of performance metrics. Without clear and concise direction, the challenge of attracting new businesses and supporting the existing business community is difficult. The success of Brentwood's

economic development efforts depends on how well the city executes on both tactical day-to-day activities and strategic objectives that result in new job growth, business attraction and expansion, and improvements that advance Brentwood's competitive advantage.

BRAND IDENTITY AND PLACE MARKETING

Brentwood has a reputation of being a fast growing, family-oriented community with good schools, attractive neighborhoods, and limited jobs. Commercial real estate brokers perceive Brentwood as being located "at the end of the cul-de-sac" with limited space available for business growth and expansion. This negative image affects Brentwood's ability to attract new businesses, despite its competitive strengths. An updated image and identity is needed, which portrays Brentwood as a desirable location for industrial and office development. Brentwood should develop its value proposition as a business location, as well as a community that attracts top talent due to its quality of life. Place marketing and branding is about promoting a *"place's values and image so that potential users are fully aware of its distinctive advantages"*¹⁷.

¹⁷ Kotler, P., Haider, D. H. and Rein, I. (1993), *Marketing Places: Attracting Investment, Industry, and Tourism to Cities, States, and Nations*, The Free Press, New York, p.18

TABLE 5: SWOT ANALYSIS INTERNAL FACTORS

INDICATOR	STRENGTHS	WEAKNESSES
<p>Access to Markets/Suppliers Central location with easy access to key inputs, raw materials, and resources Proximity to major markets and suppliers</p>	<p>Brentwood is located within a 60-mile radius (90-minute drive time) of major metropolitan areas in the Bay Area, Sacramento, and Central Valley about equidistance to downtown San Francisco (55.2 miles), San Jose (63.3 miles), and Sacramento (63.6 miles).</p>	<p>Capacity and quality of highway infrastructure, particularly to the south and east, act as a constraint on economic growth in Brentwood and East Contra Costa. Better connections to the Central Valley and I-5 are needed to improve goods movement and facilitate job growth. Highway 4 to the west needs improvements to better access Bay Area markets.</p>
<p>Available Facilities/Land Available buildings Available land Occupancy costs</p>	<p>Brentwood General Plan policies seek to ensure that 1) adequate sites are available to accommodate a diverse range of businesses (ED 1-5) and 2) an adequate inventory of vacant industrial, commercial, office, and business park land is designated, zoned, and maintained for targeted employment-generating uses (ED 2-5). Industrial real estate markets have improved since the Great Recession with limited space available, a low vacancy rate, and strong rental rates.</p>	<p>Available buildings and industrial sites are limited. The challenge facing the city is finding locations that are consistent with the General Plan's policies to support new job-creating businesses. A search of Co-Star/LoopNet listings did not find any commercial or industrial space currently on the market for lease including warehouse, manufacturing, light industrial, or office.</p>
<p>Transportation Infrastructure Highway accessibility Proximity to transportation infrastructure for goods movement, such as rail, major airport, or shipping port</p>	<p>Brentwood is served by SR 4, which connects with I-680 in central Contra Costa County and I-80 and by Vasco Road and the Byron Highway, which connects Brentwood to Livermore and Tracy. The Port of Oakland and Oakland International Airport are located within a 60 mile radius (90 minute drive time) via SR-4 and I-80/880 or Vasco Road and I-580.</p>	<p>Existing road infrastructure to the east and south is a constraint on economic growth and goods movement. Roads are currently lacking. Highways need to be upgraded to improve access, mobility, safety, and sustained job growth. County Road J4 (Byron Highway) connects Brentwood with Tracy and the San Joaquin Valley to the southeast. Construction of State Route 239 would improve access to the south and I-5.</p>
<p>Advanced ICT Services</p>	<p>Public policy that requires developers to place empty conduits for future use when digging trenches for installation of utility infrastructure in new developments. A partnership with Sonic.net provides Gigabit broadband.</p>	<p>Broadband has not been installed to all business locations and the availability of dark fiber is not well known. Continued expansion of its fiber footprint may need to be encouraged to assist in business recruitment efforts.</p>
<p>Energy/Utilities Infrastructure Availability and cost of water; sewer; electricity, gas</p>	<p>The City of Brentwood provides water and wastewater treatment services. Power and gas are provided by PG&E.</p>	
<p>Labor Market Conditions Availability of Skilled Labor Training programs Labor costs Availability of unskilled labor Proximity to technical college/training</p>	<p>Educated workforce with 38.7% of the population over age 25 having a Bachelor's Degree or better. East Contra Costa ranks 5th in the State in terms of the percentage of its population over 25 years of age with a Bachelor's Degree or higher. The Workforce Development Board of Contra Costa County and Los Medanos College in Pittsburg serves Brentwood. Apprenticeship programs, short-term training aligned to third-party credentials, and incumbent worker training to upgrade skill sets in various industry sectors are available.</p>	<p>Labor costs are higher than in the San Joaquin Valley. Mean hourly wages for production occupations are \$19.67 per hour versus a statewide average of \$16.72; Silicon Valley is \$19.09; southern California is \$17.27; and Fresno is \$14.53.</p>

INTERNAL FACTORS

TABLE 5: SWOT ANALYSIS INTERNAL FACTORS cont.

INDICATOR	STRENGTHS	WEAKNESSES
Financial/Business Incentives State and local incentives Corporate tax rate Tax exemptions Availability of long-term financing	A statewide Business Incentives Program managed through the Governor’s Office of Business and Economic Development (GO-Biz) offers a number of financial incentives including a sales and use tax exemption for manufacturing equipment, a long-term unemployed tax credit for areas of high unemployment and poverty, and a recruitment and retention incentive to attract new companies to California and expand existing companies.	The statewide business incentive program does not provide a local competitive advantage for the city of Brentwood.
Business Climate Public policy/regulatory environment Environmental regulations Fast-track permitting	Business-friendly zoning code and permit assistance center	
Quality of Life Weather Housing Healthcare Public Schools Crime Rate/Public Safety Cost of Living	Mild year-round climate with an average temperature of 60.92°F and 40 days of precipitation Access to regional outdoor recreational activities Quality public schools with proficiency exam scores above statewide average. The cost of living is relatively low. Brentwood (106) has a lower overall crime rate per 10,000 population than the statewide (170) and national (167) averages.	Lack of full-service hospital
Brand Image/Perceptions	Business friendly community with a skilled workforce and critical mass of companies in target industries	Outdated image of being just a bedroom community located on a “cul-de-sac”
Economic Development Capacity/Leadership	Existing General Plan Economic Development Element policies with experienced economic development staff and city manager committed to economic development	Lack of an annual work plan and strategic marketing plan

INTERNAL FACTORS

TABLE 5: SWOT ANALYSIS EXTERNAL FACTORS

INDICATOR	OPPORTUNITIES	THREATS	EXTERNAL FACTORS				
Agriculture & Agri-Tourism	180,000 visitors during u-pick season Growing demand for locally sourced and organic food	Loss of agricultural land and open space Drought		EXTERNAL FACTORS			
Presence of Other Businesses	Brentwood has several industry clusters including Food Production, Processing, Packaging, & Distribution, Small-Scale Advanced Manufacturing, Residential Building & Services, and Tourism, Hospitality, & Leisure with existing companies looking to grow and expand. The synergies and economies of scale from development of these industry clusters can substantially reduce a company's costs and improve its productivity.	Global and regional competition for business attraction. Competition from other communities in the region that have lower labor costs and an available supply of "shovel ready" buildable land for employment generating uses.			EXTERNAL FACTORS		
Potential Development Sites	The planned development of an eBART station in Priority Area 1 provides an opportunity to attract office users and light manufacturing jobs.	Conversion and zoning of land for residential use. Lack of commitment to reserve land for employment generating uses.				EXTERNAL FACTORS	
Goods Movement Infrastructure	Federal funding for transportation and other infrastructure.	Congestion on regional roads and highways will likely increase in the future without substantial state and federal investment in transportation infrastructure to increase system capacity and access. Fiscal constraints could have a long-term impact on public investment. Transportation facilities in neighboring communities are more developed. San Joaquin County has a direct link to the Bay Area along I-580, which has led to a concentration of distribution and logistics firms.					EXTERNAL FACTORS
Global and Regional Economic Trends	The reshoring trend of manufacturing industries returning from offshore to the U.S. could bring some businesses to the area.	Trends such as globalization of supply chains, mass customization, shortening of product lifecycles, low inventory, and quick response requirements makes manufacturing more dependent on efficient goods movement infrastructure and services. Economic development organizations in the County have not taken a lead role in addressing the long-term opportunities. If neighboring regions are aggressive, these areas may attract a greater share of new business.					

APPENDIX C: INDUSTRY CLUSTER DEVELOPMENT

In recent years, cluster strategies have become popular among economic development practitioners. Broadly defined, “industry clusters” are groups of similar and related firms in the same industry located in close proximity that share common technologies, supply networks, labor markets, consumers, buyers, and technical expertise and are often linked by buyer-seller relationships. Firms in the cluster tend to be more productive and typically produce more than is needed for local use and sell primarily to markets outside the local economy. In order to compete more effectively, local economies need to understand their competitive strengths and target clusters. Research conducted by the Institute for Strategy and Competitiveness at Harvard Business School indicates that areas with strong clusters produce more economic growth, more jobs, stronger wage growth, and increased entrepreneurial activity than other areas. Well-developed industry clusters with a strong focus on external markets can also help to reduce economic volatility.

A potential cluster can be identified by its location quotient when the level of local employment in an industry is overrepresented relative to the national average. As a rule of thumb, a location quotient greater than 1.25 is typically used as a cut-off point for identifying exporting industries. This overrepresentation of economic activity (based on number of firms and level of employment) indicates the presence of a critical mass at which cluster dynamics begin to kick in. Strong clusters are defined as those where the relative employment specialization, puts them into the leading 25% of regions across the U.S. in their respective cluster category¹⁸. In order to compete more

effectively, regions need to understand their cluster strengths.

“What makes clusters unique is not just that companies with similar or complementary interests, competencies, and needs congregate around each other. It’s that an entire value chain exists within a cluster: suppliers, manufacturers, distributors, academic institutions, researchers, and workforce training, as well as those who provide relevant support services.”¹⁹ Well-developed industry clusters offer numerous advantages to cluster companies. These advantages include potential cost savings due to a greater availability of

¹⁸ U.S. Cluster Mapping Project, <http://clustermapping.us/>

¹⁹ Bloomberg, “The Power of Industry Clusters”, October 22, 2012

specialized vendors and business services; a larger pool of trained, specialized workers; financial markets familiar with the industry; ease of market entry for new firms who can tap into an existing specialized labor force; and increased innovation, collaboration, and information transfers. Spatial concentration of similar businesses allows for the formation of an industry cluster, both locally and within the regional economy.

Several nascent industry clusters have been identified based on Brentwood's assets and competitive strengths. These nascent clusters represent opportunities for diversification and expansion of the local economy. While there may be other clusters that local leaders wish to consider, they should not diffuse their efforts by trying to support too many clusters. Instead, local leaders should strategically focus on a few clusters that have the greatest promise for expanding and diversifying Brentwood's economy and employment base.

Several target industry clusters have been identified as potential economic drivers and job generators for the Brentwood economy. These four target clusters could generate over 50% of the projected job growth over the next ten years. Target clusters include: 1) residential building and services; 2) food and beverage production, processing, packaging & distribution; 3) tourism, hospitality, & leisure; and 4) small-scale diversified manufacturing. Cluster initiatives are considered long-term strategies that bear fruit over a period of time. The identified target

industry clusters represent local strengths and opportunities for employment growth over the mid-to-long term. These industries include a critical mass of firms that form the core companies and related businesses that drive these industry clusters. Target clusters include:

1. Residential Building & Services

Cluster: This cluster includes construction trades, component manufacturers, building and professional services, real estate, and financial services. Establishments in this cluster primarily provide local real estate services, general contracting, and specialty contracting for the building, purchasing, and renting of homes and related local infrastructure. This cluster also contains firms that support land development, concrete manufacturing, highway and street construction, as well as building equipment. Representative core companies in this cluster include over 330 firms such as Midstate Construction, Lee Hancock Construction, Bunnell's Cabinets & Construction, Meritage Homes, Precision Plumbing, Ellison Construction Framing, Brentwood Plumbing, RC Ready Mix, Valenz Painting, Espinoza's Pro Landscaping, CJ Installation, and solar installers such as Rodda Electric, West Coast Solar, Del Sol Energy, Element Power Systems, and Spectrum Solar Energy.

2. Food & Beverage Production, Processing, Packaging & Distribution

Cluster: The agricultural production and food and beverage processing cluster consists of enterprises whose principal activities are the growing and harvesting of

crops, and the processing and distribution of food and beverage products. The Food and Beverage Production, Processing, Packaging & Distribution Cluster is comprised of all enterprises in the regional food and beverage production value chain, including: farms, food processors, packaging and storage warehouses, transportation, and wholesale distributors. The cluster includes small farmers, agribusiness, wholesale distributors, packagers, breweries, wineries, water bottling, and companies that provide equipment, support, and products used in processing and packaging. The cluster also includes farms located in Brentwood and the surrounding agricultural core. Geographical factors that provide the Brentwood area a competitive advantage include prime agriculture land and fertile soil, mild climate, local irrigation districts, proximity to population centers, and specialized labor. Representative core companies include Hannah Nicole Vineyards & Winery, Tamayo Family Vineyards, McCauley Olive Groves, TL Cakes, Mary's Delicacies, Frog Hollow Farm, Knoll Organic Farms, Smith Family Farm, Ghiggeri and Stonebarger Farms, Cecchini & Cecchini Asparagus Farm, Wolfe Ranch, Simoni & Massoni Farms, Tess's Community Farm Kitchen, and other local food and beverage producers, processors, and distributors.

Several recent studies have made recommendations for expansion and diversification of the agriculture sector. Opportunities include specialty crop production, increasing the acreage of organic products under cultivation, source identification and branding of locally grown

agriculture products, and value-added food processing and packing. The City of Brentwood and Contra Costa County both have policies in place to protect agricultural lands and encourage local agriculture. Despite recent improvements in Contra Costa County zoning laws allowing wineries, olive oil presses, expanded roadside stands, and commercial kitchens, the cost and complexity of the permitting process is continually cited by growers as a barrier for the further development of agricultural enterprises. Moreover, the lack of coordination between county agencies with a myriad of differing rules and regulations are also cited as major constraints. The city can encourage the permitting of warehousing, processing facilities and commercial kitchens, branding and promotion of locally grown crops, and establishment of farm-to-fork programs. Brentwood should continue its existing commitment to preserving agricultural lands and family farms, and should work to relieve congestion on local roads during the peak U-pick harvest season.

3. Tourism, Hospitality, & Leisure

Cluster: The tourism industry cluster contains a number of industry segments in the leisure, hospitality, agriculture, and transportation sectors. The tourism cluster includes attractions (such as golf courses, museums/galleries, parks, live entertainment venues, historic places, and farm tours), entertainment, and recreational activities for visitors and tourists to pursue their amusement, hobby, educational, and leisure-time interests. This cluster also includes lodging (such as hotels and B&B's), restaurants,

rental car agencies, and other services, cooperating with each other within the same regional tourism brand to attract visitors and tourists while competing in quality, innovativeness and uniqueness.

East Contra Costa has a long history of agricultural tourism. Over 180,000 people travel to Brentwood during the U-pick season according to Harvest Time's website. Brentwood's proximity to Bay Area cities, number of U-pick operations, and roadside stands make it poised for expanded agricultural tourism. Brentwood's cluster of U-Pick orchards and other farms constitute over half of the agri-tourism industry in the Delta.

Agri-tourism, defined as recreational, educational, and other visits to working farms, is a small but fast growing source of income for farms in the region. Agricultural tourism is a commercial enterprise at a working farm, ranch or agricultural plant conducted for the enjoyment or education of visitors that generates supplemental income for the owner. Agri-tourism can include farm stands or shops, U-pick, farm stays, tours, on-farm classes, fairs, festivals, pumpkin patches, Christmas tree farms, winery weddings, orchard dinners, youth camps, barn dances, hunting or fishing, guest ranches, and more. The popularity of agri-tourism has grown as consumers become more mindful and aware of the source, quality, and growing conditions of their food.

4. Small-Scale Advanced Manufacturing Cluster:

This cluster covers several manufacturing subsectors including primary metal, chemical, fabricated metal products, machinery, nonmetallic mineral products, computer and electronic components, electrical equipment, and transportation parts and equipment. This cluster includes both production and distribution of manufactured products. Core companies include Precision Cabinets & Trim (the leading Northern California provider of customized cabinetry), Braun Brush, Halt Medical, Hopkins Technical Products, Sugimoto Dental Lab, Tasco Valves Unlimited, Brooks Industrial Energy, B Wood Cabinet Painting, and Preferred American Instrument.

A cluster initiative is an organized effort to increase the growth and competitiveness of a specific industry within a region.²⁰ Cluster initiatives are public-private partnerships between industry, government, and economic development and workforce training organizations. Local government can 'prime the pump' by building broad-based support, funding coalition-building and strategic planning activities, and adopting supportive policies that promote cluster formation and growth.²¹ The public sector can also support cluster development through policies aimed at purchasing goods and services from local vendors. Local governments can help foster entrepreneurship and establish linkages between industry and the financial community. Local governments can

²⁰ Solvell, Orjan, et al, "The Cluster Initiative Green Book", August 2003, www.cluster-research.org

²¹ Osama, Athar, "Policy Should Cultivate, Not Design Industry Clusters", July 12, 2007, <https://www.scidev.net/global/>

also promote cluster identity, establish specialized training programs, and support export networks that benefit the companies in each cluster.

Cluster-based strategies generally involve the following six stages, all of which are designed to identify issues and develop stakeholder interest and commitment:²²

Stage 1: Cluster Definition

The first step is to define the industries that make up the cluster and identify the core companies. Selected clusters must have the potential for growth.

Stage 2: Mobilization of Stakeholders

The mobilization stage requires that a community generate local interest and build participation among different constituencies needed to carry out the cluster initiative.

Stage 3: Convene/Regional Collaboration

Convene stakeholders (companies in each cluster, as well as public and private supporting institutions and organizations) into working groups to develop strategies for each cluster and identify priority issues and action items based on common needs.

Stage 4: Diagnose Cluster Needs

Collect information about the attributes of the local cluster and economic infrastructure and analyze past growth and economic development infrastructure. Assess the needs and challenges faced by companies in the cluster and identify issues that affect cluster performance.

Stage 5: Action/Implementation

Requires an organizational structure that can sustain the effort over the long-term and obtain commitment from cluster participants to take action on implementation of the cluster strategy.

Stage 6: Evaluation/Monitoring

Regular monitoring of the cluster's development is important to determining whether the actions taken to facilitate cluster growth are effective.

²² U.S. Department of Commerce, Economic Development Administration Study of Cluster Based Economic conducted by Information Design Associates and ICF Kaiser 1997

CLUSTER DEVELOPMENT FRAMEWORK

1. DEFINE	2. MOBILIZE	3. CONVENE
<ul style="list-style-type: none"> ■ Define Cluster ■ Identify core companies ■ Determine supply chain linkages ■ Inventory firms, organizations and institutions ■ Select clusters that have the most potential for growth ■ Define attributes of cluster 	<ul style="list-style-type: none"> ■ Build interest ■ Identify leaders, innovators and trendsetters ■ Identify key policies and practices impacting clusters ■ Create informal map of cluster ecosystem 	<ul style="list-style-type: none"> ■ Identify incentive for convening ■ Review & confirm cluster focus/scope, definition and participants ■ Identify cluster needs, opportunities and obstacles ■ Identify areas of strongest mutual interest ■ Identify priority issues and action items
<p><i>Goal: identify and engage the cluster. Through engagement, confirm cluster focus/scope.</i></p>		
4. DIAGNOSIS	5. ACTION	6. EVALUATING/MONITORING
<ul style="list-style-type: none"> ■ Synthesize findings into a market analysis ■ Select initial strategic interventions (e.g., workforce, trade, marketing, R&D) ■ Develop action plan with stakeholders 	<ul style="list-style-type: none"> ■ Implement identified interventions ■ Cluster branding and marketing ■ Infrastructure development ■ Business & technical assistance ■ Support industry led actions ■ Establish organizational structure 	<ul style="list-style-type: none"> ■ Does the intervention support its intended goals? ■ Does the intervention support job growth? ■ Is the cluster self supporting? ■ Allow for cluster leadership to emerge ■ Foster on-going relationships
<p><i>Goal: develop an initiative with cluster participants that they can take the lead in implementing, create growth in the cluster and create the conditions to assist the cluster to find a way to sustain itself.</i></p>		

APPENDIX D: TARGET INDUSTRY ANALYSIS

The process of identifying target industries focuses on local industries that have 1) the greatest potential to grow and expand given local circumstances, and/or 2) the greatest potential to attract new businesses by matching industry location requirements with community characteristics. Declining employment in an industry sector may be due to economic cycles, structural changes in the economy, lack of market demand, or to local companies becoming less competitive.

When companies consider new locations or look to expand, they generally consider a number of factors including access to growing markets, availability of skilled labor, supplier locations, transportation costs, utility infrastructure, availability and cost of space, productivity, taxes, government regulations, community attitudes toward business, quality of life attributes, and other operational requirements and location cost factors.

Knowing which industries are growing or declining is important to local economic development decision makers. Appropriate policies can be established based on which industries are experiencing growth and prioritized according to their importance to the community. Identification of businesses within priority industries, which are at-risk of closure or layoffs, should be a key component of a business retention and expansion strategy. Emerging growth industries are important to a community's future while declining basic industries may

identify weaknesses in the local economy that requires some intervention on behalf of local economic development officials.

Opportunities for job creation are presented by those industries that are growing and are expected to grow over the next 10 years. Growth oriented sectors and industry clusters are important to the local economy and need to be supported. These industry clusters are projected to generate above average job growth that will help address Brentwood's economic development goals.

TARGET INDUSTRY CLUSTERS/SECTORS

- » Residential Building & Services Cluster
- » Food & Beverage Production, Processing, Packaging & Distribution Cluster
- » Tourism, Hospitality, & Leisure Cluster
- » Small-Scale Advanced Manufacturing Cluster
- » Healthcare Sector

APPENDIX E:

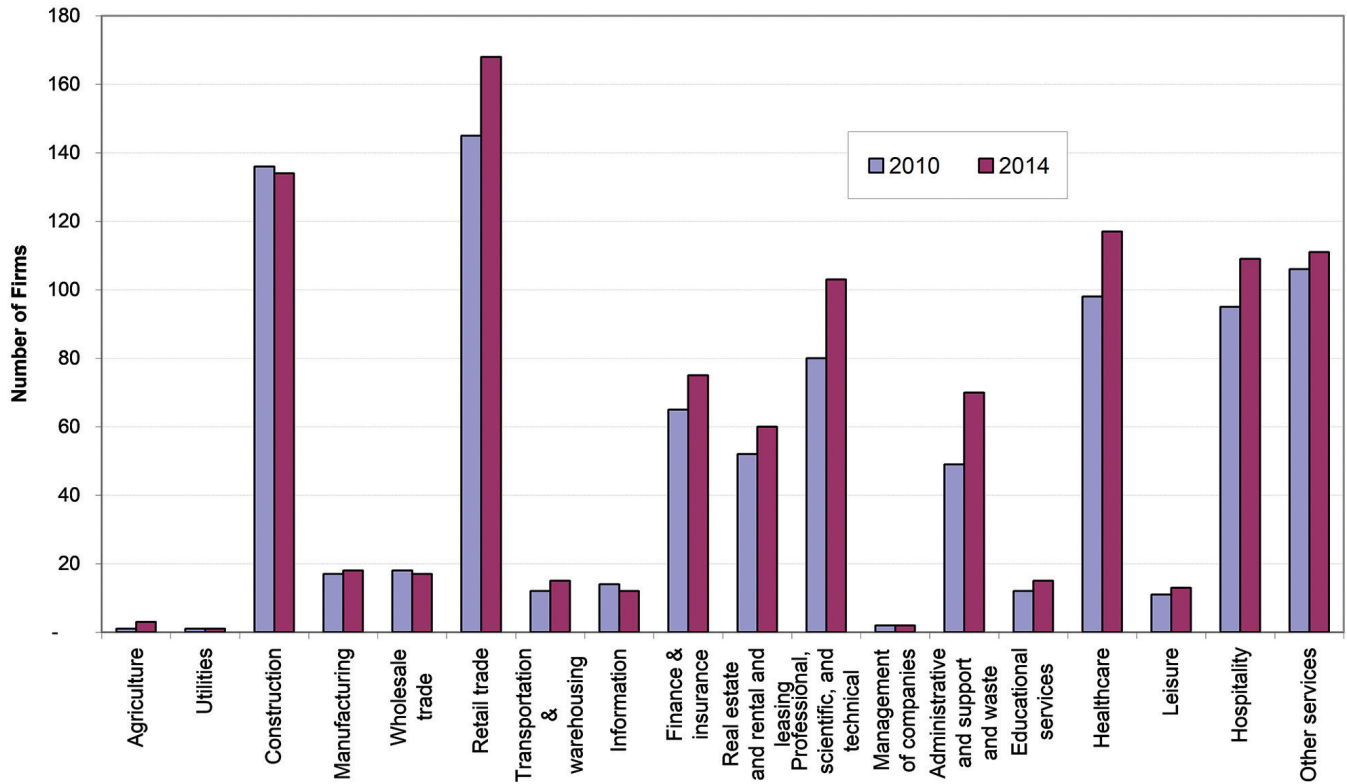
TARGET INDUSTRY CLUSTERS/SECTORS

TABLE 6: TARGET INDUSTRY CLUSTERS/SECTORS
Employment, Establishments, & Concentration

	# FIRMS 2016	2016 JOBS	2026 JOBS	Baseline Projection			Accelerated Growth		LOCATION QUOTIENT
				PROJECTED NEW JOBS	% CHANGE	AVG. ANNUAL GROWTH RATE	PROJECTED NEW JOBS	AVG. ANNUAL GROWTH RATE	
Total Private Sector	2,428	12,463	13,941	1,478	11.9%	1.2%	2,879	2.3%	
Total Targeted Clusters/Sectors		5,878	6,739	861	14.7%	1.5%	1,825	3.1%	
% Total Employment		47.2%	48.3%	58.3%			61.2%		
Clusters Total	618	5,719	6,528	809	14.2%	1.4%	1,482	2.5%	9.23
Residential Building & Services	310	2,415	2,745	330	13.7%	1.4%	604	2.5%	3.70
Food & Beverage Production, Processing, & Distribution	36	496	550	54	10.9%	1.1%	124	2.5%	0.82
Tourism, Hospitality, & Leisure	193	2,289	2,621	333	14.5%	1.5%	572	2.5%	1.65
Diversified Manufacturing	79	519	612	93	17.9%	1.8%	182	3.5%	2.31
Fabricated Metal		13	22	9	69.2%	6.9%			0.57
Machinery		13	17	4	30.8%	3.1%			
Electrical Equipment		14	23	9	64.3%	6.4%			1.09
Furniture		220	299	79	35.9%	3.6%			10.20
Non-Cluster Sectors	387	763	957	194	24.5%	2.5%	343	4.5%	0.55
Healthcare	387	763	957	194	24.5%	2.5%	343	4.5%	0.55
Balance of Industry Sectors	1,423	6,585	7,202	617	9.4%	0.9%	1,054	1.6%	

Source: Emsi 2016.4 Employees, Craft Consulting Group analysis

APPENDIX F: BRENTWOOD ECONOMIC BASE PROFILE



Source: County Business Patterns

APPENDIX G: STUDY METHODOLOGY

Craft Consulting Group was hired by the City of Brentwood to develop a strategic plan to guide the city's economic development efforts. The Economic Development Strategy is designed to provide direction for the City of Brentwood in its efforts to strengthen and diversify the local economy. To complete the Economic Development Strategy, the consultant team undertook a series of tasks, which included a technical analyses and competitive assessment to understand the local economy and potential opportunities. The Strategic Action Plan builds upon the findings of the Background Conditions and SWOT analysis. The strategies are meant to be tailored over time to respond to changing needs and conditions. The Action Plan includes identification of key strategies and initiatives for economic development, including identification of success measures, milestones, estimated cost of implementation, potential funding sources, and implementing entities. Development of the Economic Development Strategy and Action Plan included the following tasks:

Task 1	Background Conditions Economic Base Analysis & Target Industry Identification
Task 2	Competitive Assessment & SWOT Analysis
Task 3	Economic Development Strategy Framework
Task 4	Strategic Action Plan & Implementation Program