



CITY OF BRENTWOOD

STRATEGIC PLAN

FY 2020/21 – FY 2021/22



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Focus Area 1: Infrastructure

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

1. Transportation: Proactively engage and collaborate with regional transportation agencies and stakeholders to facilitate the safe and efficient movement of people and goods by supporting efforts to:
 - a. Improve local roadways such as Sand Creek Road, Brentwood Boulevard, and Lone Tree Way
 - b. Improve regional transportation corridors, such as State Route 4, Vasco Road, and access to Byron Airport
2. Water, Wastewater and Solid Waste Services: Provide safe and sustainable water, wastewater and solid waste services for the build-out of the City per the City's General Plan
 - a. Secure funding and start construction of the Wastewater Treatment Plant Expansion project

Focus Area 2: Public Safety

Mission Statement: *To protect and enhance the quality of life in our community through uncompromised dedication, professionalism, integrity, and innovative police services.*

1. Implement 5th Beat to enhance public safety through increased police services
 - a. Hire 5 Police Officers to increase resources in order to patrol 5 beats

2. Increase training opportunities, provide for increased 24/7 coverage, and improve succession planning in the Police Dispatch Center
 - a. Hire 2 additional Police Dispatchers for a total of 12 full time employees
3. Develop a Police Services Plan for the City's estimated build-out population of 81,000
 - a. Identify police services operational enhancements, including staffing, equipment and technology, required to serve an estimated build-out population of 81,000
 - b. Review the need to increase visibility and operational effectiveness with the potential construction of a police sub-station in the northern part of the City
4. Implement strategies to enhance fire and medical levels of service
 - a. Construct a fire station on Grant Street and Empire Avenue

Focus Area 3: Economic Development

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

1. Establish and implement the vision for a vibrant Downtown
 - a. Update the Downtown Specific Plan and Create a Development Strategy
 - b. Establish an Enhanced Infrastructure Financing District for Downtown
 - c. *Create a vision for the Downtown of the future
 - d. *Implement a Parking Management Plan
 - e. *Expand Beautification Program for Downtown
2. Improve economic vitality along Brentwood Blvd.
 - a. Update Brentwood Blvd. Specific Plan and create a comprehensive Infrastructure plan
 - b. Establish an Enhanced Infrastructure Financing District for Brentwood Blvd.

3. Facilitate development and encourage investment
 - a. Develop and implement an Economic Development Incentive Policy and Programs
4. *Implementation of Main Streets
 - a. Continue implementing Downtown Main Street
5. *Implement the Economic Development Action Plan
6. *Create a business friendly culture through commerce facilitation, incentives and technology
 - a. Create marketing materials that are tailored to specific industries and sectors
 - b. Pursue opportunities to financially leverage private investment (i.e. Infrastructure Financing Districts, Tax incentives)

Focus Area 4: Land Use Planning

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

1. Provide a diversity of housing opportunities, including equitable distribution of affordable housing for all socio-economic segments of the Brentwood community
 - a. Update the City's Housing Element, including: an evaluation of the 2015 Housing Element; assessment of housing needs, resources, constraints; approval of an updated Regional Housing Needs Allocation; and adoption of housing goals, policies and actions

Focus Area 5: Community and Neighborhood Services

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

1. Implement short-term high priority Parks and Recreation Master Plan projects
 - a. Expand the City's park facility shade program
 - b. Add restrooms at Creekside Park and Garin Park
 - c. Increase Sunset Park Athletic Complex hours of operations
 - d. Implement trail improvements and expansion
 - i. Improve health and safety measures on trails
 - ii. Increase marketing effort to promote trails and popular loops
 - e. Install 9 hole disc golf course at Creekside Park
 - f. Expand pickleball opportunities
 - i. Increase hours at Creekside Park
 - ii. Install 4-6 courts in existing parks
 - g. Design pilot program for teen "cool areas"
2. Expand and enhance recreation opportunities by increasing programming for seniors, youth, and teens; implementing adaptive recreation, and expanding cultural arts
3. Develop plan to implement long-term high priority Parks and Recreation Master Plan projects
 - a. Construct Sand Creek Park as a multi-use indoor/outdoor sports facility that includes a pickleball complex and a basin sports field
 - b. Convert grass soccer fields at Sunset Park Athletic Complex to artificial turf fields
 - c. Expand the Brentwood Senior Activity Center
 - d. Complete 6 miles of trail connections
 - e. Expand Windsor Way Park
4. Enhance cultural and performing arts opportunities for Brentwood
 - a. Construct the Vineyards Amphitheater

Focus Area 6: Fiscal Stability and Operational Management

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

1. Establish Citywide workforce training and development opportunities
 - a. Implement a Diversity and Inclusion Program
 - b. *Develop an Internship Program for local government
2. Leverage technology to improve staff efficiency and enhance the delivery of City services
 - a. Develop an online, dynamic Citywide Performance Report (Note: Subsequent to the Workshop in October, it was determined that this initiative will require additional staff. This initiative will be considered if additional staffing resources become available, or it could potentially be considered at the next Strategic Plan Workshop 2021.)
 - b. *Develop Information Technology Master Plan

**Strategic Initiative carried over from the FY 2018/19 - FY 2019/20 Strategic Plan.*

