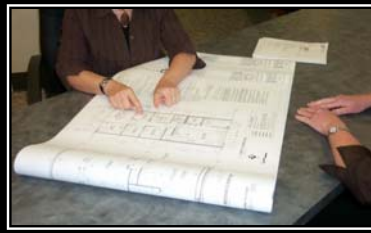


City of Brentwood

Strategic Plan 2007

April 2007



Customer Service



Economic Development



Infrastructure



Neighborhood Improvement



Public Safety

Regional Transportation

Technology





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City of Brentwood Strategic Plan 2007

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City of Brentwood
Strategic Plan 2007
April 2007

1.0 Executive Summary

1.1 Purpose

The purpose of this document is to identify a strategic plan for City Council and City staff that defines both our short-term and long-term vision, that gives direction to staff on how to proceed now and acts as a roadmap for our future. This strategic plan will be used to communicate the City Council's priorities to City staff, citizens, investors, the media, potential employees and other external customers, such as neighboring cities or other regional partners.

1.2 Strategic Initiatives

The strategic initiatives identified in this document will be outlined in detail to include time frames, measurable / understandable tasks, funding sources, and other details pertinent to accomplishing our objectives. These initiatives are (not in priority order):

- *Customer Service - Serve our customers as we want to be served, providing efficient and friendly professional service to our internal and external customers.*
- *Economic Development - Attract, retain and expand jobs, goods, services, sales tax revenues and property values.*
- *Infrastructure and Public Facilities - Strive to complete the City's master plan for infrastructure and public facilities.*
- *Neighborhood Improvement - Commitment to maintaining friendly, clean and safe neighborhoods.*
- *Public Safety - Maintaining a community where people feel safe and secure.*
- *Regional / Local Transportation - Ensuring that people and goods move easily and safely throughout the region.*
- *Technology - Staying current with proven technology.*

It is the responsibility of the Executive Team, aided by their departments, to develop tactical plans for each of these initiatives so that the Strategic Plan is a living document through which all levels of the organization can participate in its success.

Development and implementation of these initiatives are intended to support the vision, the mission and the Core Values of the organization:

Vision

We are an organization of dedicated professionals working together to make Brentwood the very best, preserving its rich heritage and keeping Brentwood in the hearts of the people.

Mission

Bringing Brentwood's Vision to Reality.

Core Values

Integrity - Uncompromising adherence to moral and ethical principles.

Passion - Boundless enthusiasm for what we do.

Accountability - Answerable for our actions.

Respect - To feel and show esteem and consideration for others openness and trust with each other.

Quality - The highest degree of excellence.

1.3 Methodology

Initially, this document will be presented in a high level, overview format for the purposes of understanding the overall initiatives. Subsequently, each subset of the initiative will be drilled down to greater detail to include and address all supporting elements (programs or projects) of the initiative. This "layered" approach will allow staff to build on to the tactical plan as programs or projects are completed or new ones developed.

Tactical plans will be developed for each of the strategic initiatives and will ultimately be contained in this document. Each tactical plan will contain the following information:

1. Identified Issues
2. Recommendations and Solutions
3. Roles and Responsibilities
4. Implementation and Rollout Strategies
5. Timelines and Critical Path Milestones

1.4 Budgetary Considerations and Cost Assumptions

Wherever possible, budgetary considerations and cost assumptions will be identified in each of the individual strategic initiatives.

STRATEGIC PLAN SNAPSHOT

CUSTOMER SERVICE – *SERVE OUR CUSTOMERS AS WE WANT TO BE SERVED, PROVIDING EFFICIENT AND FRIENDLY PROFESSIONAL SERVICE TO OUR INTERNAL AND EXTERNAL CUSTOMERS*

- Community Outreach
- Development Review

ECONOMIC DEVELOPMENT – *ATTRACT, RETAIN AND EXPAND JOBS, GOODS, SERVICES, SALES TAX REVENUES AND PROPERTY VALUES*

- Research and Data
- Forward Planning
- Financial Investment
- Business Infrastructure
- Development
- Marketing

INFRASTRUCTURE AND PUBLIC FACILITIES – *STRIVE TO COMPLETE THE CITY'S MASTER PLAN FOR INFRASTRUCTURE AND PUBLIC FACILITIES*

- Community Facilities
- Infrastructure
- Urban Limit Line Impacts

NEIGHBORHOOD IMPROVEMENT *COMMITMENT TO MAINTAINING FRIENDLY, CLEAN AND SAFE NEIGHBORHOODS*

- Code and Enforcement
- Property Maintenance
- Noise and Civility Issues
- Street Trees
- Staffing and BANC Liaison

PUBLIC SAFETY – *MAINTAINING A COMMUNITY WHERE PEOPLE FEEL SAFE AND SECURE*

- Crime Reduction
- Traffic Safety
- Crime Prevention
- Emergency Preparedness
- Community Partnership and Outreach

REGIONAL (AND LOCAL) TRANSPORTATION – *ENSURING THAT PEOPLE AND GOODS MOVE EASILY THROUGHOUT THE REGION*

- State Route 4 Bypass Improvements
- Vasco Road Improvements
- ECCRF/AA/CCTA Measure "J" Funding
- Highway 4 (SR\$) East Widening
- BART
- Brentwood Boulevard

TECHNOLOGY – *STAYING CURRENT WITH PROVEN TECHNOLOGY*

- Internet
- Telecommunications
- Cable / PEG
- Network System
- Software
- Improved Technology

CUSTOMER SERVICE

Serve our customers as we want to be served, providing efficient and friendly professional service to our internal and external customers

- TOP PRIORITIES** ▶ **1ST ESTABLISH FEEDBACK MECHANISMS**
2ND IMPLEMENTATION OF THE ONE-STOP PERMIT CENTER
3RD IMPROVE INSPECTION CONSISTENCY

I. COMMUNITY OUTREACH

PROGRAM OR PROJECT	DESCRIPTION
A. IMPROVE CITIZEN COMPLAINT PROCESS	Review process for citizen complaints and improve where appropriate.
B. CONTINUE STAFF TRAINING FOR CUSTOMER SERVICE IMPROVEMENTS	Keep customer service a priority and continue to provide training to front line employees and others as a part of our organization's Core Values.
C. IMPLEMENT NEW CALL TRANSFER POLICY	Continue to ensure calls are answered "live" whenever possible and callers are transferred appropriately and professionally from one department to another.
D. ESTABLISH FEEDBACK MECHANISMS	Consider a customer service survey to receive input on our progress.

II. DEVELOPMENT REVIEW

PROGRAM OR PROJECT	DESCRIPTION
A. IMPLEMENTATION OF THE ONE STOP PERMIT CENTER	The remodel of 118 Oak Street has created a "one-stop shop" counter providing access to both Engineering Division (Public Works) and Community Development at a seven station counter. The Engineering, Parks and Community Development Departments will be implementing procedures that will provide all permit related activity at that location.

B. DEVELOP A COMPREHENSIVE TRACKING SYSTEM

The Engineering Division (Public Works), Parks and Community Development Departments all have an approval role in the processing of Development Projects during the entitlement, Construction Document Plan Check and Inspection phases. The separate Departments and their respective Divisions all have different methods to track projects while they are working on them, but there is no one location that has all information regarding a project's status. A Comprehensive Tracking System is needed to manage the efficient processing of Development Projects.

C. IMPROVE INSPECTION CONSISTENCY

There will always be field interpretations of Construction Documents and Building Codes and developing consistency among Inspectors is always a challenge. The Engineering Division (Public Works), Parks and Community Development Departments are committed to furthering existing and developing new systematic approaches to improving inspection consistency in the field.

D. IMPROVE EFFICIENCY AND COMMUNICATION AMONG ALL PARTICIPANTS IN THE DEVELOPMENT REVIEW PROCESS

Developers, Property / Business Owners, Consultant, Contractors and the City all have important roles in the Development Review Process. A systematic approach needs to be developed to improve the communication among all of these participants.

E. ESTABLISH CONSISTENT AND STANDARDIZED REVIEW TIMEFRAMES AND RESPONSE FOR DEVELOPMENT PROCESS

Each department currently has their own schedule and method for reviewing and providing a response during the development review process. Standardized schedules, summarized comments and centralized permit center will allow for better customer service and informed developers. It will also eliminate the possibility of conflicting comments between various departments and streamline the development review process.

ECONOMIC DEVELOPMENT

Attract, retain and expand jobs, goods, services, sales tax revenues and property values

- TOP PRIORITIES** ▶ **1ST DOWNTOWN SPECIFIC PLAN IMPLEMENTATION**
2ND ESTABLISH REDEVELOPMENT AGENCY UPCOMING BOND PRIORITIES
3RD MARKETING
4TH GENERAL PLAN UPDATE

I. RESEARCH AND DATA

PROGRAM OR PROJECT	DESCRIPTION
A. CONTINUE DEMOGRAPHICS AND WORKFORCE ANALYSIS	Continue to purchase and analyze data from industry researchers on an on-going basis. Work with regional partners to keep workforce data relevant by surveying the communities every few years.
B. PREPARE ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE	Finalize the economic research from Gruen + Gruen and Associates as this report will serve as the foundation to building the City's updated Economic Development Element for the General Plan.

II. FORWARD PLANNING

PROGRAM OR PROJECT	DESCRIPTION
A. PREPARE ECONOMIC DEVELOPMENT ELEMENT	Utilize the findings of the most recent data and analysis, as well as the recommendations from Gruen + Gruen and Associates to form the Goals and Policies for the Economic Development Element of the General Plan.
B. GENERAL PLAN UPDATE	Complete a General Plan Update necessary to make the document internally consistent.
C. BRENTWOOD BOULEVARD SPECIFIC PLAN ADOPTION	Identify and adopt new and appropriate land uses in the Brentwood Boulevard corridor due to the relocation of Highway 4. This plan will help tie the Downtown and Brentwood Boulevard together.

III. FINANCIAL INVESTMENT

PROGRAM OR PROJECT	DESCRIPTION
<p>A. DOWNTOWN SPECIFIC PLAN IMPLEMENTATION</p>	<p>Implement the action items within the City's and Agency's control. Design and implement the streetscape improvements after underground improvements.</p>
<p>B. EVALUATE AGRICULTURAL ENTERPRISE PROGRAMS</p>	<p>Council will review and decide on which programs and policy objectives to pursue. This review shall be accomplished as soon as possible so the 2007/2009 budget reflects the Council's priorities.</p>
<p>C. DEVELOP VINEYARDS EVENT CAMPUS (winery, event center and amphitheater)</p>	<p>Utilize the new Vineyards Committee to identify the specific actions for this high-profile project, including amphitheater scope, the winery business model and the Request For Proposal for the event center.</p>
<p>D. ESTABLISH REDEVELOPMENT AGENCY UPCOMING BOND PRIORITIES</p>	<p>Develop a long-term strategy and plan to prioritize high-profile and competing projects to leverage this funding source. The objective is to achieve the highest level of return in terms of job creation, implementation of Specific Plans and regeneration of increased tax increment.</p>

IV. BUSINESS INFRASTRUCTURE DEVELOPMENT

PROGRAM OR PROJECT	DESCRIPTION
<p>A. JOHN MUIR MEDICAL CENTER FACILITATION</p>	<p>Continue to promote an active role in the discussions relating to the development of John Muir medical facility.</p>
<p>B. REGIONAL RETAIL DEVELOPMENT FACILITATION</p>	<p>Continue to foster strong working relationships with the development and brokerage community as it relates to regional retail development opportunities. Regional retail is an essential component to the overall business infrastructure needed to attract office development and jobs.</p>
<p>C. LOCATE LOS MEDANOS COLLEGE CAMPUS / ENCOURAGE FOUR YEAR DEGREE OPPORTUNITIES</p>	<p>Continue to work with Los Medanos College on their expansion plans in Brentwood to offer a full two-year program. Additionally, staff will continue to pursue other four-year college opportunities, as well as technical schools that</p>

<p>D. ESTABLISH BUSINESS COUNCIL (FAR EAST COUNTY)</p>	<p>match the regional needs (medical, nursing, skilled-trade).</p> <p>Brentwood should take the lead in establishing a business council, a public/private consortium will help to change perceptions of Far East County in the minds of business decision makers outside the region.</p>
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V. MARKETING

PROGRAM OR PROJECT	DESCRIPTION
<p>A. EXECUTE PUBLIC RELATIONS AND ADVERTISING PROGRAMS</p>	<p>Maintaining Brentwood's visibility through public relations and advertising activities. Activities will include sending out press releases developing marketing materials, continuing advertising with key business publications, speaking engagements and by-lined articles for area publications.</p>
<p>B. ENHANCE REGIONAL IMAGE</p>	<p>The Economic Development staff, in partnership with other East County communities, will work to establish a refined regional image that is more consistent with what is actually going on in our communities. The first work product was the East County Workforce Survey of 2006 led by the City of Brentwood.</p>



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INFRASTRUCTURE AND PUBLIC FACILITIES

Strive to complete the City's master plan for infrastructure and public facilities

TOP PRIORITIES ▶ 1ST URBAN LIMIT LINE IMPACTS

I. COMMUNITY FACILITIES

PROGRAM OR PROJECT	DESCRIPTION
<p>A. IMPLEMENTATION OF THE COMMUNITY FACILITIES COMMITTEE RECOMMENDATIONS</p>	<p>The Citizens Advisory Committee regarding Community Facilities met for over a year and recommended community facilities desired at build out. These include a New City Hall, Library, Community Center, Senior Center, Teen Center/Activities and a Cultural Arts Center. These recommendations are being considered as part of the Downtown 2010 Master Plan.</p>
<p>B. COMPLETE AND IMPLEMENT THE DOWNTOWN 2010 MASTER PLAN</p>	<p>The Downtown 2010 Master Plan includes the City Hall, Community / Arts Center, Library and City Park improvements as important elements to promote the downtown area. The senior center is recommended to be relocated to a new building to be constructed at the Aquatic Center.</p>
<p>C. CONTINUE AGGRESSIVELY PURSUING AND SECURING FUNDS FOR CONSTRUCTION, OPERATION AND MAINTENANCE OF COMMUNITY FACILITIES</p>	<p>Identify a variety of funding sources to accommodate all of the desired facilities and improvements necessary for the downtown at build out.</p>
<p>D. COMPLETE ENERGY MASTER PLAN</p>	<p>Staff will study ways to implement alternative energy sources, such as solar, into City projects.</p>

II. INFRASTRUCTURE

PROGRAM OR PROJECT	DESCRIPTION
A. UPDATE WATER, SEWER, PARKS/TRAILS/RECREATION, ROADWAYS MASTER PLANS	The master plans need to be updated periodically to ensure infrastructure needs are consistent with the City's General Plan and provide adequate funding.
B. CONTINUE AGGRESSIVELY PURSUING AND SECURING FUNDS FOR INFRASTRUCTURE CONSTRUCTION	Identify funding sources for Citywide infrastructure. Prioritize CIP projects and infrastructure based on need and available funding.
C. ENHANCE THE PAVEMENT MANAGEMENT PROGRAM	The City will enhance our pavement management program to ensure our roadways are well maintained and repaired in a timely manner.

III. URBAN LIMIT LINE IMPACTS

PROGRAM OR PROJECT	DESCRIPTION
A. EVALUATE ECONOMIC DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS OF THE URBAN LIMIT LINE	Explore opportunities for economic development with current and possible future Urban Limit Line scenarios.
B. FILL FUNDING GAP FOR INFRASTRUCTURE AND COMMUNITY FACILITIES	Identify new funding sources for lost revenue due to County adopted Urban Limit Line.
C. LOCALLY ADOPT URBAN LIMIT LINE TO SATISFY MEASURE J REQUIREMENTS FOR RETURN TO SOURCE FUNDS	<p>To comply with Measure J requirements, each jurisdiction must:</p> <ul style="list-style-type: none"> a. Adopt the County-wide voter approved Urban Limit Line; or b. Locally adopt an Urban Limit Line
D. PREPARE ENVIRONMENTAL DOCUMENTS TO SUPPORT AN URBAN LIMIT LINE MEASURE IN NOVEMBER 2008	Perform an environmental analysis for areas east of Sellers, north of canal, south of Marsh Creek (Highway 4). Develop American Avenue extension options to provide second access to schools for safety and traffic congestion relief.

NEIGHBORHOOD IMPROVEMENT

Commitment to maintaining friendly, clean and safe neighborhoods

TOP PRIORITIES ▶ 1ST CODE ENFORCEMENT
2ND PROPERTY MAINTENANCE

SECONDARY 3RD NOISE AND CIVILITY ISSUES
4TH STREET TREES
5TH BRENTWOOD ADVISORY NEIGHBORHOOD COMMITTEE

I. CODE AND ENFORCEMENT

PROGRAM OR PROJECT	DESCRIPTION
A. EVALUATE CURRENT CODE AND ENFORCEMENT PRACTICES AND THE MUNICIPAL CODE	Monitor the success of the current Code Enforcement practices and identify areas for improvement or streamlining. For example, boats that are moved several feet every few days do not technically comply with the current Code.
B. EXPAND CODE AND ENFORCEMENT INITIATIVES	Work with the community to identify and prioritize areas needing improvement.

II. PROPERTY MAINTENANCE

PROGRAM OR PROJECT	DESCRIPTION
A. MAINTAIN AND IMPROVE NEIGHBORHOOD AESTHETICS AND PROPERTY VALUES	Identify and prioritize property maintenance issues. Explore options to ensure that landowners, as well as tenants, provide reasonable maintenance of their property. Insure that public property - ROWs, medians, park strips, parks, trails, etc. -enhance neighborhood appearance.

III. NOISE AND CIVILITY ISSUES

PROGRAM OR PROJECT	DESCRIPTION
A. NOISE REGULATION	A peaceful, relatively quiet neighborhood is essential to quality of life in any community. The City needs to revisit its noise ordinance to ensure that it adequately meets today's needs and addresses various issues that may arise in the future.

B. CIVILITY ISSUES	Define anti-social behavior and establish City's role in addressing these behaviors.
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IV. STREET TREES

PROGRAM OR PROJECT	DESCRIPTION
A. NEIGHBORHOOD BEAUTIFICATION	Street trees add to the beauty, property values and reduce energy consumption of our neighborhoods. Long term Issues involving the installation, maintenance and possible removal of these trees must be addressed. The objective is to ensure trees continue to add beauty as opposed to becoming an eyesore.

V. BRENTWOOD ADVISORY NEIGHBORHOOD COMMITTEE

PROGRAM OR PROJECT	DESCRIPTION
Include the BANC representatives in discussion/evaluation of neighborhood issues and strategic prioritization.	The City Council's Neighborhood Improvement Committee will, through the assignment of a Council liaison and City staff support, coordinate two-way information with BANC.

PUBLIC SAFETY

Maintaining a community where people feel safe and secure

- TOP PRIORITIES** ▶ 1ST DEVELOP A CRIME ANALYSIS PROGRAM
 2ND A. INCREASE PROACTIVE ENFORCEMENT
 B. INCREASE TRAFFIC ENFORCEMENT
 C. CREATE A STREET CRIME IMPACT TEAM
 3RD DEVELOP A FIRE PLAN FOR THE CITY OF BRENTWOOD
 4TH IMPROVE COMMUNICATION WITH THE COMMUNITY
 5TH ESTABLISH A PROFESSIONAL STANDARDS UNIT

I. CRIME REDUCTION

PROGRAM OR PROJECT	DESCRIPTION
A. INCREASE PROACTIVE ENFORCEMENT	Provide more time for our patrol officers and code enforcers to engage in proactive enforcement without compromising our response times. This will be done by increasing patrol staffing, redesigning our current “beat” structure, streamlining paperwork, enhancing CSO duties and increasing staff in our investigations unit.
B. CREATE A STREET CRIME IMPACT TEAM	This enforcement team would be free from calls for service, and have the capability to proactively target high crime areas and repeat offenders.
C. DEVELOP A CRIME ANALYSIS PROGRAM	Develop the capability to identify, track and respond to crime occurrences and trends. With timely and accurate crime trend information, we can effectively deploy our resources.
D. ESTABLISH A REPEAT OFFENDER PROGRAM	Approximately 80% of our crime is committed by repeat offenders. Working with our current Community Based Prosecutor, we will expand this relationship by creating a repeat offender program that identifies and monitors our most prolific offenders. This program will partner with the adult and juvenile probation and court systems to ensure these offenders receive the maximum sentences for their crimes. This will also include joint enforcement efforts by police and probation.

II. TRAFFIC SAFETY

PROGRAM OR PROJECT	DESCRIPTION
<p>A. INCREASE THE NUMBER OF OFFICERS ASSIGNED TO THE TRAFFIC SAFETY UNIT</p>	<p>Increase the number of traffic officers from two to four.</p>
<p>B. DEVELOP A TRAFFIC SAFETY EMPHASIS PROGRAM</p>	<p>The City of Brentwood will have a zero tolerance policy for traffic violators. The police department's mission will be to decrease the number of traffic violations and accidents. With input from the community and other City departments, we will develop a comprehensive traffic safety plan that will include enforcement, awareness and a public education campaign.</p>
<p>C. INCREASE TRAFFIC ENFORCEMENT</p>	<p>Patrol officers will be expected to participate in traffic enforcement and be highly visible in traffic related problem areas.</p>
<p>D. ENHANCE OUR COMMERCIAL ENFORCEMENT EFFORTS</p>	<p>With the number of commercial vehicles traveling through our community, it is imperative that our traffic officers are provided the time to focus their enforcement efforts on commercial vehicles.</p>

III. CRIME PREVENTION

PROGRAM OR PROJECT	DESCRIPTION
<p>A. IMPROVE CRIME PREVENTION EFFORTS</p>	<p>Develop communication strategies to provide crime prevention tips to our citizens and businesses on a regular basis, and to keep community members informed of criminal activity in and around our neighborhoods.</p>
<p>B. ENHANCE OUR NEIGHBORHOOD WATCH PROGRAM</p>	<p>Increase residential and business participation and increase patrol officer involvement at Neighborhood Watch meetings. Patrol officers will be expected to work closely with community members to "harden" their neighborhood against criminal activity.</p>
<p>C. ESTABLISH A SURVEILLANCE CAMERA POLICY</p>	<p>Working with our commercial partners, a camera system will be placed in stores and banks that, when activated, will allow police the ability to view real-time activity inside the establishment.</p>

<p>D. EXPAND THE BRENTWOOD ACTIVE CITIZENS ON UNIFORM PATROL (BACUP) PROGRAM</p>	<p>This is a program where citizens volunteer to assist with police services. This program will be expanded to increase the number of volunteers and provide more visibility in the community.</p>
<p>E. IMPROVE SAFETY IN CITY PARKS</p>	<p>Parks and Recreation, Police and the Municipal Pooling Authority will work together to improve park safety.</p>

IV. EMERGENCY PREPAREDNESS

PROGRAM OR PROJECT	DESCRIPTION
<p>A. REVISE CITY'S EMERGENCY PREPAREDNESS PLAN</p>	<p>The Police Department will revise and distribute the City's Emergency Preparedness plan that outlines each City department's responsibilities.</p>
<p>B. EXPAND CITY-WIDE EMERGENCY PREPAREDNESS TRAINING</p>	<p>This will include both table-top and functional exercises, National Incident Management System (NIMS) training and community involvement training. One example is our Community Emergency Response Teams (CERT).</p>
<p>C. DEVELOP AN EMERGENCY PREPAREDNESS EDUCATION AND OUTREACH CAMPAIGN</p>	<p>A communication strategy that will keep the public informed regarding emergency preparedness accomplishments, initiatives, training and programs. This will include the enhancement of the City's Emergency Services website, and the distribution of disaster related pamphlets and handouts.</p>
<p>D. INCREASE THE NUMBER OF COMMUNITY EMERGENCY RESPONSE TEAM (CERT) PARTICIPANTS</p>	<p>As part of our public education campaign, we will encourage participation in our CERT program. These citizen teams will assist with our public safety efforts in our neighborhoods during major emergencies and disasters.</p>
<p>E. DEVELOP A HAZARD MITIGATION PLAN</p>	<p>This is required by federal mandate and will be attached to the Association of Bay Area Governments (ABAG) regional plan.</p>
<p>F. ESTABLISH A DISASTER COUNCIL</p>	<p>This will provide a forum for local government officials and members of the public to discuss disaster and emergency preparedness issues. The Disaster Council will also act as our CERT Board.</p>
<p>G. ENHANCE OUR CREEK MAINTENANCE PROGRAM</p>	<p>Since flooding can occur if our creeks are not well maintained, the City will ensure that vegetation</p>

<p>H. DEVELOP A FIRE PLAN FOR THE CITY OF BRENTWOOD</p>	<p>control and creek maintenance occurs on a regular basis.</p> <p>The City needs to continue to participate in the discussions of how to provide the best fire services to the community. If a regional solution is not developed, the City will need to develop it's own options for fire protection.</p>
<p>I. ENHANCE INTERNAL COMMUNICATION SYSTEMS</p>	<p>This will include the completion of the City's communications tower, enhancing our wireless communication capabilities and the expanded use of the Brentwood Police Department's public safety radio channels.</p>

V. COMMUNITY PARTNERSHIP AND OUTREACH

PROGRAM OR PROJECT	DESCRIPTION
<p>A. DEVELOP A CITIZEN POLICE ACADEMY</p>	<p>A citizen police academy will enhance community and police relations, encourage more community involvement in public safety initiatives and provide a venue for citizens to become more aware of the employees and functions of the Brentwood Police Department.</p>
<p>B. IMPROVE COMMUNICATION WITH THE COMMUNITY</p>	<p>This may include a police television and radio show, a recurring "police column" in the newspapers, providing more joint community / police training exercises and the development of community surveys to improve our police services.</p>
<p>C. ESTABLISH A PROFESSIONAL STANDARDS UNIT</p>	<p>This will provide a centralized contact point for citizen complaints and provide consistency in our training, internal investigations and complaint procedures.</p>
<p>D. ENHANCE REGIONAL PUBLIC SAFETY PARTNERSHIPS</p>	<p>The Brentwood Police Department will take a leadership role in the region by hosting multi-agency training and events, establishing a quarterly East Contra Costa Police Supervisor's meeting and increasing our department's involvement in professional work groups and associations.</p>

REGIONAL (AND LOCAL) TRANSPORTATION

Ensuring that people and goods move easily and safely throughout the region

- TOP PRIORITIES** ▶ 1ST DESIGN PRELIMINARY SEGMENT 2 SOUTH AND NORTH WIDENING
 2ND COMPLETE AND IMPLEMENT BRENTWOOD BOULEVARD SPECIFIC PLAN, IMPROVEMENTS AND FUNDING
 3RD VASCO ROAD IMPROVEMENTS

I. STATE ROUTE 4 BYPASS IMPROVEMENTS

PROGRAM OR PROJECT	DESCRIPTION
A. COMPLETE SEGMENT 1	Existing Highway 4 to Lone Tree Way. 6 lanes to Laurel Rd.; 4 lanes to Lone Tree Way - Expected Spring 2008
B. COMPLETE SEGMENT 3	Balfour to Marsh Creek Rd./Vasco Rd. and Marsh Creek Rd. improvements - Expected 2008
C. DESIGN PRELIMINARY SEGMENT 2 SOUTH AND NORTH WIDENING	Laurel Rd. to Sand Creek Rd. 4 lanes and interchange at Sand Creek Rd.; provide access to northwest commercial area and connection to southeast Antioch; Sand Creek Rd. to Balfour Rd. 4 lanes and interchange at Balfour Rd.; improve traffic congestion south of Sand Creek Rd.

II. VASCO ROAD IMPROVEMENTS

PROGRAM OR PROJECT	DESCRIPTION
A. CREATE MOU BETWEEN CITIES OF BRENTWOOD AND LIVERMORE, ALAMEDA AND CONTRA COSTA COUNTIES	An agreement among these parties to determine preliminary realignment design, begin environmental studies, identify funding source
B. DETERMINE LEAD AGENCY	Determine lead agency to develop, seek funding for, implement and monitor effective safety measures.

<p>C. ESTABLISH INDEPENDENT JOINT POWERS AUTHORITY FOR VASCO ROAD (SIMILAR TO BYPASS AUTHORITY)</p>	<p>To determine planning, funding and construction purpose/priorities</p>
<p>D. PROMOTE/PRIORITIZE SAFETY IMPROVEMENTS</p>	<p>Including consideration of Brushy Creek area widening, passing lanes, barriers, patrol, etc.</p>

III. ECCRFFA/CCTA (EAST CONTRA COSTA REGIONAL FEE AND FINANCE AUTHORITY/
CONTRA COSTA TRANSPORTATION AUTHORITY) **MEASURE “J” FUNDING**

PROGRAM OR PROJECT	DESCRIPTION
<p>A. PROMOTE ADOPTED STRATEGIC PLAN</p>	<p>The Strategic Plan includes specific projects, timelines and funding sources (appendix attached)</p>
<p>B. FUNDING OPPORTUNITIES / SOURCES</p>	<p>Acquisition of Proposition 1B “Transportation Bond” funds and continue to actively seek other transportation funding sources</p>
<p>B. MEASURE “J” COMPLIANCE</p>	<p>Continued implementation of Growth Management Program as requirement of local Measure J funds including location jurisdiction adoption of Urban Limit Line</p>

IV. HIGHWAY 4 (SR4) EAST WIDENING

PROGRAM OR PROJECT	DESCRIPTION
<p>A. Phase I SOMERSVILLE RD. TO SR160</p>	<p>Somersville Rd. to Lone Tree Way 8 lanes; Lone Tree Way to SR160 6 lanes. 2008-2012</p>
<p>B. Phase II SOMERSVILLE RD. TO SR160</p>	<p>Lone Tree Way interchange and 8 lanes in vicinity. 2012-2015</p>
<p>C. Phase III SOMERSVILLE RD. TO SR160</p>	<p>Hillcrest interchange and 8 lane widening in vicinity. Beyond 2015</p>
<p>D. ENSURE FINAL PHASES</p>	<p>Continue regional cooperation and funding priority for completion of final phases east of Lone Tree Way</p>

V. BART

A. PROMOTE EXTENSION TO NEROLY ROAD	Insure that BART provides adequate parking for all users.
B. RIGHT OF WAY ACQUISITION FOR FUTURE EXTENSIONS	
C. DETERMINE FUTURE USE FOR 1000 CENTRAL (25 YR. HORIZON)	Provide for interim, productive use until/if BART extends to Brentwood.
D. GRADE SEPARATION	Require BART to construct grade separations prior to extending through Brentwood - Lone Tree Way, Grant Street, Sand Creek Road, Central Boulevard, Oak Street, Balfour Road.

VI. BRENTWOOD BOULEVARD

PROGRAM OR PROJECT	DESCRIPTION
A. RELINQUISHMENT FROM CALTRANS TO CITY	Coordination with Caltrans and Bypass authority for the relinquishment of Brentwood Blvd. to City and transfer of SR4 bypass to Caltrans. Establish improvements and standards necessary for transfer.
B. COMPLETE AND IMPLEMENT BRENTWOOD BOULEVARD SPECIFIC PLAN, IMPROVEMENTS AND FUNDING	Determine land use and design and comply with Brentwood Boulevard Specific Plan as major corridor, secure funding and complete widening improvements.



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TECHNOLOGY

Staying current with proven technology

**TOP PRIORITIES ▶ 1ST IMPLEMENT TECHNOLOGY STRATEGIC PLAN
2ND STAY CURRENT WITH PROVEN STATE-OF-THE-ART TECHNOLOGY**

I. INTERNET

PROGRAM OR PROJECT	DESCRIPTION
A. PROMOTE COMMUNITY ACCESS, INVOLVEMENT AND MARKETING	Utilize the internet to the maximum degree as a communication, marketing and outreach tool.
B. DEVELOPMENT OF INTERNET/INTRANET POLICY AND PROCEDURES	Amend and refine current policy to coincide with industry and technology changes.
C. DEVELOP STRATEGY TO ALLOW DEPARTMENT MANAGEMENT OF WEB SITE CONTENT	Each department should have the opportunity to update their website as new content is available or changes in programs occur. However, procedures need to be established to monitor employee access.

II. TELECOMMUNICATIONS

PROGRAM OR PROJECT	DESCRIPTION
A. DETAILED TELECOMMUNICATIONS SYSTEM ASSESSMENT	Contract with a third party for an objective assessment - to include operational, mobile and technical capability of current systems
B. CELL TOWER POLICY (as pertains to the City as a property owner or regulator)	Develop a comprehensive policy that governs the review, approval and subsequent lease agreement negotiations for wireless communication facilities in locations where the City is the property owner or regulator.

III. CABLE/PEG

PROGRAM OR PROJECT	DESCRIPTION
<p>A. DEVELOP A VISION FOR CITY PUBLIC ACCESS CHANNEL CONTENT DEVELOPMENT AND DELIVERY</p>	<p>The franchise agreement with Comcast allows for the development and operation of Public Access, Educational and Government channels for the City of Brentwood. Monitor pending legislation to determine our future abilities.</p>

IV. NETWORK SYSTEM

PROGRAM OR PROJECT	DESCRIPTION
<p>A. IMPLEMENT TECHNOLOGY STRATEGIC PLAN</p>	<p>Implement the City-wide technology plan for the next five years. This plan will allow for system flexibility to coincide with changes in technology and growth of the organization and should identify implementation strategies.</p>
<p>B. PROVIDE NETWORK MANAGEMENT PRODUCTS AND PROCESSES</p>	<p>Improvement of staff effectiveness and system performance.</p>
<p>C. DEVELOPMENT OF DISASTER RECOVERY PLAN</p>	<p>A plan needs to be written and implemented that will allow for uninterrupted service (to whatever degree possible) of governmental operations in the event of a disaster.</p>
<p>D. DEVELOPMENT OF A CITYWIDE NETWORK CONNECTIVITY MASTER PLAN</p>	<p>Design and implement a fiber network to City facilities and to use as a foundation for future network capabilities.</p>

V. SOFTWARE

PROGRAM OR PROJECT	DESCRIPTION
<p>A. DEVELOP A SET STANDARD DESIGN AND IMPLEMENTATION METHODOLOGIES</p>	<p>Design a standardized software package for user groups (i.e., Windows Office) and then develop procedures for choosing additional software outside of that package.</p>
<p>B. BUSINESS ANALYSIS FOR SYSTEM SELECTIONS AND PROCESS IMPROVEMENT PROJECTS</p>	<p>Analyze best practices and department needs prior to purchasing software products.</p>

VI. IMPROVED TECHNOLOGY

PROGRAM OR PROJECT	DESCRIPTION
A. PROMOTE ON LINE USERABILITY - RECREATION SIGN UPS, WORK ORDERS, INFORMATION REQUESTS	Explore all opportunities to use the internet or other technology to facilitate the use of City services. Continue to promote and improve those uses already established.
B. STAY CURRENT WITH STATE-OF-THE-ART TECHNOLOGY	Review proven technology and how it is being used in local government. Learn from other agencies how they are maximizing their technology and providing the ultimate services to their communities.