



VISION2020: ACTION PLAN

STRATEGIES AND ACTIONS TO ACHIEVE THE VISION

January 2001

**GREATER BAKERSFIELD VISION 2020
“Our Future...Our Responsibility”**

ECONOMIC DEVELOPMENT

VISION 2020 ACTION PLAN REPORT OF STRATEGIES AND ACTIONS

Economic Development

Greater Bakersfield is...

a community with a well-balanced economic base that provides diverse and stable employment opportunities with private and public sectors working together to enhance economic vitality. We are a community that provides entry level and vocational opportunities while developing our workforce to meet the changing needs of a dynamic economy. Our business-friendly community embraces well-planned economic growth and encourages a broad range of high quality employment and entrepreneurial opportunities.

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ECONOMIC DEVELOPMENT

Strategy #1 - Expand telecommunications and other infrastructures to support new and existing industries.

1. Identify infrastructure needs for high tech/communications and technology cluster groups/CSUB-Business School.
Lead Organization: Mayor's Regional Technology Council
Time Frame: 2001
2. Inventory existing public and private high tech and communications infrastructure.
Lead Organization: County Director of Information Technology in conjunction with Valley-wide I.T. Directors
Time Frame: 2001
3. Develop and implement a technology plan for Greater Bakersfield to include public and private wiring grids, digital access, technology support structures, building codes, etc.
Lead Organization: Mayor's Technology Council
Time Frame: 2001
4. Apply for grants (California Trade and Commerce Agency, HUD, etc.)
Lead Organization: Consortium of education and government to serve as resource center (KHSD, KCSOS, BC, CSUB, Kern County)
Time Frame: 2002 and on going.



ECONOMIC DEVELOPMENT

Strategy #2 - Attract new types of businesses consistent with our Vision.

1. Complete a cluster industry analysis specific to Greater Bakersfield; identify new industries to target and a marketing strategy for their attraction/growth.

Lead Organization: City Economic Development

Time Frame: 2002

2. Develop Cluster Task Forces to identify and recommend incentives necessary to attract investment capital in those sectors.

Lead Organization: City Economic Development

Time Frame: 2002

3. Target growth companies that meet clean air requirements, and create sustainable employment in jobs paying higher wages.

Lead Organization: City, County to develop specific incentives to attract companies meeting these criteria.

Time Frame: 2001

4. Conduct a review of companies that fit the criteria identified over the last three years but that chose not to relocate here to determine the specific reasons for not selecting Bakersfield

Lead Organization: Kern Economic Development Corporation (KEDC)

Time Frame: June 2001

5. Develop a marketing plan, specific to targeted companies, that addresses issues identified

Lead Organization: KEDC

Time Frame: 2001

6. Ensure the development of a regional technology group with public and private membership.

Lead Organization: Mayor's Regional Technology Council

Time Frame: 2001



ECONOMIC DEVELOPMENT

Strategy #3 - Build on existing economic base: Agriculture (for example; applied technology, value-added agriculture, genetic technology) and Energy (for example: natural gas, micro-energy generating).

1. Form a Joint Economic Commission (Cluster Group Task Force) to review existing industries identified as industries to build upon, and create synergy with other horizontal or vertical groups to support the building on the strength of these industries via incorporation and use of technology.

Lead Organization: City Economic Development

Time Frame: 2001

Strategy #4 - Create a post-graduate Research and Development partnership with industry and universities.

1. Develop a high level task force to discuss focusing research and postgraduate programs on adding value to existing industries such as high tech agriculture to create an alignment and a competitive advantage similar to that found in Silicon Valley-Stanford and Sacramento-UC Davis.

Lead Organization: High Tech Cluster Group, City Economic Development, Workforce Investment Board (WFIB)

Time Frame: 2001

2. Form an advisory group to assist in the planning and implementation of the newly approved CSUB Engineering Program.

Lead Organization: High Tech Cluster Group

Time Frame: 2001

3. Form a task force to determine the university's role relating to maintaining databases/information systems and conducting applied research. Develop funding plan.

Lead Organization: CSUB Economics, School of Business and Public Administration, MIS, Computer Science and the KEDC.

Time Frame: 2001



ECONOMIC DEVELOPMENT

Strategy #5 - Encourage and provide business development and entrepreneurial opportunities.

1. Identify needs of small business and existing family businesses and develop an action plan to encourage and provide business development and entrepreneurial opportunities.

Lead Organization: CSUB-Family Business Institute

Time Frame: 2002

2. Create business development and entrepreneurial initiatives centered in the industry cluster groups to be formed.

Lead Organization: City Economic Development, WFIB

Time Frame: 2001

Strategy #6 – Align the offerings of higher education with the needs of the new economy.

1. Survey high tech and other industries to determine what skills will be required to prepare students to work in the “new economy”.

Lead Organization: CSUB, BC, WFIB

Time Frame: 2001

2. Develop courses that focus on the workforce needs of high tech and other industries based on information gained in surveys.

Lead Organization: CSUB, BC

Time Frame: 2001

3. Partner with high tech and other industries to develop internships for students.

Lead Organization: CSUB, BC, High Tech Cluster Group

Time Frame: 2001

4. Develop marketing plan to educate the public about the higher education programs currently in place that prepare students for the new economy

Lead Organization: CSUB, BC

Time Frame: 2001



5. Inventory, evaluate and prepare a plan to apply for existing federal funding, grants and foundation awards which can fund technological training programs in our community college, state university and private institutions.

Lead Organization: CSUB, BC, KEDC, WFIB

Time Frame: 2001

Strategy #7 - Create a permanent on-going nexus between community business employment needs and local educational requirements.

1. Utilize the Workforce Investment Board to identify current and future employer needs. One critical source of data is “cluster groups” teams comprised of business representatives from current and targeted growth industries (for example: oil, film, tourism, high tech, communications, retirement, value-added agriculture).

Lead Organization: WFIB, KEDC, and CSUB Business and Public Administration School

Time Frame: 2001

2. Produce an annual “State of the Workforce” report detailing strengths and weaknesses of the local workforce, its preparation system, metrics and action plans for improvement.

Lead Organization: WFIB

Time Frame: 2001

Strategy #8 - Develop a system-wide workforce preparation program, pre-kindergarten through University system, that integrates quality academic instruction, relevant vocational education, and workforce responsibility skills (soft skills).

1. Develop plans to expand business and education programs such as Academies, School-to-Career, vocational classes, business mentoring, job shadowing, and internships.

Lead Organization: WFIB

Time Frame: 2001

2. Develop a Public Relations program educating the community on various career, education and training opportunities in the community.

Lead Organization: WFIB

Time Frame: 2001



ECONOMIC DEVELOPMENT

Strategy #9 –Develop a plan to promote, publicize and obtain adequate funding to successfully implement a technology incubator concept.

Lead Organization: CSUB, KEDC

Time Frame: 2001

Strategy #10 - Identify, support and coordinate existing private-public collaborations such as KEDC, Greater Bakersfield Convention & Visitors Bureau, Vision 2020.

1. Develop “mega-group” to help coordinate existing efforts and eliminate duplication

Lead Organization: Greater Bakersfield Chamber of Commerce

Time Frame: 2001

2. Establish and communicate a specific legislative agenda for economic growth, including potential public funding.

Lead Organization: “Mega Group”

Time Frame: 2001

Strategy #11 - Develop a fast-track process for establishing a business in Greater Bakersfield.

1. Develop permit information in a consistent format between City and County. Use existing business model for City and County to establish a simplified and timely business application process

Lead Organization: City, County

Time Frame: 2001

2. Provide business permitting information, application, and permitting capabilities as a part of a common web portal.

Lead Organization: Governmental consortium on technology

Time Frame: 2001

Strategy #12 - Develop and implement a plan to develop statistics measuring the economy and other relevant data for Greater Bakersfield.

Lead Organization: KernCOG, CSUB

Time Frame: 2001

Education and Life-long Learning

Greater Bakersfield is...

a community that places priority on education and life-long learning and education. Our businesses and agencies work together to ensure responsibility for the success of our students. We recognize the vital link between education and the prosperity of our community and residents through vocational education and training opportunities for those individuals entering or re-entering the workforce. Our community offers a smooth transition from early childhood education through postgraduate training and recognizes the importance of higher education. We offer a broad range of opportunities that meet the needs of a new economy. All children in our community have an opportunity to learn from the same set of high performance standards.



Strategy #1 – Establish core competencies and standards of achievement for each K-12 grade in all subject areas.

1. Determine what the core competencies and standards of achievement are for each grade level K-12 in reading, writing, math, problem solving, and the application of technology.
2. Communicate standards of achievement to parents to help them understand what is expected.
3. Ensure that testing process measures student performance relative to set standards of achievement.
4. Educate the public on the strengths and weaknesses of state mandated testing for students.

Lead Organization: Kern County Superintendent of Schools (KCSOS) and K-12 school districts in Greater Bakersfield; BC, CSUB. Reference: State developed K-12 standards; Media

Time Frame: 2001

Strategy #2 - Achieve seamless transition between grade levels.

1. To improve student performance, design and implement seamless transitions between grade levels, between pre-Kindergarten, elementary and high schools, and between high schools and post secondary education.

Lead Organization: Jim Burke Foundation Focus Group

Time Frame: In progress; initiated 2000

Strategy #3 - Target reading skills first.

1. Implement “reading first” efforts in elementary and junior high schools considering these elements:
 - “Reading recovery” training for appropriate teachers
 - Time for teachers to contact parents
 - Parent component in daily reading homework
 - Silent reading time during school day

Lead Organization: KCSOS, Bakersfield City School District (BCSD) and other feeder schools to Kern High School District (KHSD); KHSD

Time Frame: Develop plan in 2001 with timeline for accelerated implementation beginning in the 2001-2002 school year



2. Mandate the use of pre-reading programs for all licensed pre-school/child care facilities.
Lead Organization: Community Connection for Child Care
Time Frame: 2001 – Determine process and timeline for adoption, implementation
3. Provide information on, and access to, reading and literacy programs for every woman seeking prenatal care.
Lead Organization: Community Connection for Child Care
Time Frame: 2001

Strategy #4 – Evaluate and implement structural changes to improve student performance.

1. Change kindergarten eligibility deadline to September utilizing legal authorization granted in AB25
2. Legislate mandatory preschool and kindergarten
3. Extend class size reduction to grades 4, 5, & 6
4. Extend class size reduction to junior high and high school
5. Add one period to high school
6. Implement the principles of “Project 2000”
7. Develop a plan to establish cross-age tutoring programs in all elementary schools
Lead Organization: KCSOS in conjunction with school districts
Time Frame: 2001 Establish plan and strategies to achieve

Strategy #5 – Increase engagement of junior high and high school students by offering more choices, incentives and awards, and better awareness of scholarships and other financial assistance available.

1. Develop high school curricula that meet the needs, abilities and career goals of all students.
2. Offer alternative learning environments or schools (e.g. academies and schools within schools for academically at risk or gifted).
3. Offer specialized high schools—e.g. fine arts, academic.
4. Increase school day by one or two periods so as to give more choices and flexibility to students.
5. Create enrichment opportunities in vocational training scheduled after the regular day so more students can take advantage of them.
6. Incorporate vocational education into college prep programs by adding an optional extra period.



7. Require that all before and after school programs at school sites have an academic component (e.g. homework club, tutoring).

Lead Organization: KHSB, Partnerships Plus, WFIB

Time Frame: 2001 establish plan and implementation strategies; phase in implementation beginning 2002-2003 school year

8. Expand student attendance and performance incentive programs to additional schools as needed, and recruit additional sponsoring businesses and organizations to help fund.

Lead Organization: KCSOS

Time Frame: 2002-2003 school year

9. Increase the awareness of students and their parents about the numerous scholarships and grants available by further informing guidance counselors, creating Public Service Announcements, holding more college nights, expanding school sponsored field trips to colleges and universities, especially for junior high students.

Lead Organization: KHSB, BC, CSUB

Time Frame: 2001

Strategy #6 – Recruit, develop and retain the best and brightest teachers and administrators, improve accountability and reward superior performance and professional growth.

1. Improve teacher compensation by offering signing bonuses, increasing minimum entry level salary, removing salary caps, and establishing local reward system (e.g. bonuses, merit pay) that recognize exemplary performance.

Lead Organization: KCSOS and school districts including teacher organizations

Time Frame: Initiate planning 2001-2002

2. Implement professional development programs to teach leadership and promote excellence in principals and administrators.

Lead Organization: KCSOS and school districts; CSUB

Time Frame: *Initiate* planning 2001-2002



EDUCATION

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3. Shorten the duration of the credentialing process.
Lead Organization: CSUB
Time Frame: 2001-2002
4. Modify the tenure system for improved accountability (teachers re-elected based on performance and merit).
Lead Organization: KCSOS and school districts, including teacher organizations
Time Frame: 2002-2003 school year
5. Assess teacher and administrator performance by surveying parents, students, and teachers and using survey results in performance evaluations.
Lead Organization: KCSOS, CSUB
Time Frame: 2002-2003
6. Develop an organizational chart that identifies clear lines of authority including responsibilities by and between school boards, superintendents, principals and teachers.
Lead Organization: KCSOS
Time Frame: 2001-2002
7. Carefully observe and assess teachers within the initial 2 years of employment.
Lead Organization: KCSOS and school districts including teacher organizations
Time Frame: 2002-2003
8. Implement career ladders for teachers and administrators with appropriate financial rewards to encourage professional development.
Lead Organization: KCSOS and school districts including teacher organizations
Time Frame: 2002-2003



Strategy #7 – Engage parents as active participants and champions of their children’s education.

1. Develop and implement “twilight” programs that make use of school facilities after the regular day and encourage children and parents to learn together.

Lead Organization: KCSOS and local school districts; neighborhood collaboratives

Time Frame: 2001-2002

2. Develop and implement first visitor programs (Baby Steps and others) so that every family experiencing the birth of a child has a positive educational contact within the first few weeks of the birth.

Lead Organization: KCSOS, BCSD, Kern County Health Department; local hospitals

Time Frame: 2003

Strategy #8 – Raise the educational expectations of students, teachers, parents, and the community to:

1. Create a high level of awareness that reading and math skills are critical,
2. Create an expectation that all students will graduate from high school with the basic qualifications to pursue post secondary education if they choose to do so.
3. Increase the value placed on teachers and administrators.
4. Start academic and career advising in elementary and junior high schools covering CSU, UC, and other college requirements, and work force requirements, skills, and knowledge.

Lead Organization: KCSOS, KHSD, CSUB, BC, WFIB

Time Frame: 2001-2002

5. Develop well-defined “maps for success” for students illustrating academic and vocational paths, showing that all roads lead eventually to some post-secondary education.

Lead Organization: KCSOS, KHSD, CSUB, BC, and WIC

Time Frame: 2001-2002



6. Develop a marketing plan that includes the following components:
 - A public awareness campaign that proclaims the value and importance of high educational performance for all students.
 - Promotion of local student successes.
 - Promotion of teachers and administrators who are making a difference.
 - Inform families on the value and importance of education.
 - Inform families and students on the value of vocational education.
 - Public education about the diverse needs of students and the responsibility of the education system to respond with unique strategies.

Lead Organization: Marketing professionals at KCSOS and school districts, BC, CSUB, local business, media

Time Frame: 2001-2002

Strategy #9 - Support improvements to, and maximize the use of, school buildings and infrastructure.

1. Enlist the community's support of efforts to pass legislation and fund school construction by:
 - Identifying key decision leaders
 - Developing "business" group to support education needs
 - Developing and maintain an alumni group that is dedicated to support of the school/district (other than athletics)
 - "Negotiating" support from the community in exchange for school site access.
 - Developing relationships with specific industries having a natural self-interest in the improvement of schools (e.g. Realtors, Architects, Developers)
 - Identifying "interest groups" to support specific improvements (e.g. music, art, science)

Lead Organization: KCSOS and school districts; Greater Bakersfield Chamber of Commerce (GBCC); Kern County Hispanic Chamber of Commerce (KCHCC)

Time Frame: 2001-2002 assess needs; develop plan
2. Explore other ways of funding school infrastructure more equitably than taxing across the board.

Lead Organization: KCSOS and school districts; Greater Bakersfield Chamber of Commerce (GBCC); Kern County Board of Trade

Time Frame: 2001-2002 assess needs; develop plan



3. Conduct resource mapping to assess the current utilization level for school facilities and to determine how much additional use might be available, especially at non-traditional times such as evenings and weekends.

Lead Organization: KCSOS and school districts

Time Frame: 2001 – 2002 conduct utilization review

4. Quantify the amount of additional use, the potential demand, cost involved in increasing utilization.

Lead Organization: KCSOS and school districts, neighborhood collaboratives

Time Frame: 2002 – 2003

5. Create a task force of representatives from school districts, agencies and organizations to address the barriers and opportunities of school facility use at non-traditional times; present a use protocol and funding options to the Greater Bakersfield area school district boards; the goal being to gain approval of a menu of activities and resources that are no cost to students and that are fun and educational.

Lead Organization: KCSOS and school districts, neighborhood collaboratives

Time Frame: 2002 – 2003

6. Maintain a web-based inventory of school facilities, times available, rules for use, and costs.

Lead Organization: KCSOS and school districts, neighborhood collaboratives

Time Frame: 2003 – 2004

Strategy #10 – Develop and expand mentoring, “school-to-career,” and vocational apprenticeship programs with businesses, unions, and guilds to better prepare students for the workforce, as well as encouraging these organizations to help in course development.

1. Evaluate the effectiveness of existing programs and potential new programs.
2. Replicate the most successful programs at additional schools, developing partnerships to support them and using businesspersons to model appropriate workplace skills and behaviors.
3. Publicize the findings.
4. Determine current and future knowledge and skills needed by the business community that students should learn in school, and revise school curricula as needed and appropriate to align with workforce needs.
5. Create public /private partnerships that involve business in the course development and that secures new funding for teachers/administrators who wish to implement promising practices in vocational education.

Lead Organization: WFIB, Partnerships Plus; KCSOS and school districts, media

Time Frame: 2001 Develop plan, timeline and implementation strategies



Strategy #11 – Change public policy to increase funding for vocational education and utilize diverse funding sources to build technological training programs in our community college, state university and private institutions.

1. Prepare a “Case for Support” to be used to advocate for the following:
 - Increase the ADA cap for ROP programs in the high school district
 - Increase resources to youth workforce development through ETR
 - Increase funding to community colleges, a primary source of adult vocational training
 - Increase funding to public universities for programs that offer vocational skills training
2. Develop an advocacy campaign for increased funding for the above programs
3. Conduct annual evaluation of progress
4. Develop and implement a plan to apply for existing federal funding, grants, and foundation awards to fund technological training programs in community college, CSUB, and private institutions.

Lead Organization: BC, CSUB, WFIB, KCSOS, KHSD

Time Frame: 2002

Strategy #12 - Educate the community on the value of lifelong learning and develop adult learning capability designed to allow people to “retool” their skills to prepare for professional and life opportunities.

1. Develop and implement a communications plan to educate the community on the value of lifelong learning.

Lead Organization: BC, CSUB, KCSOS and school districts, media

Time Frame: 2002
2. Conduct needs assessment and plan to meet the lifelong learning needs of Greater Bakersfield’s residents
 - Develop an understanding of Greater Bakersfield’s adult education needs, inventory the current adult education capability, and identify gaps and duplications.
 - Submit a report on the gaps and duplications to the Kern County Superintendent of Schools, the local school districts, and the local institutions of post secondary education.
 - Change the adult education’s capability to reduce or eliminate gaps and duplications and meet the lifelong learning needs of Greater Bakersfield’s residents.

Lead Organization: WFIB, BC, KHSD (Regional Occupational Center)

Time Frame: 2002 Develop plan, timeline, and strategies for implementation



Quality of Life

Greater Bakersfield is...

symbolic of the “American dream” with a family-friendly environment and affordable housing for all. We are an inclusive, culturally diverse, and tolerant community that welcomes and celebrates all people. Our community is forward-looking, friendly, safe and clean with esthetically pleasing physical surroundings that provide recreation and other family-oriented activities. Our community attracts and supports businesses and organizations because of our clean, healthy air and many diverse offerings of arts and culture for the enjoyment of all. We are a community that takes pride in our museums, theaters, and live musical entertainment. We maximize the use of trees, greenbelts, and water throughout the community, through the extensive use of walking and bike paths, neighborhood parks, and landscaped transportation corridors. And, we have maximized the river through the use of water elements that serve as cultural and recreational resources. Our youth are actively engaged in the development of our community. Our community serves as a model for quality, affordable childcare. We value and provide opportunities for our senior citizens.



Strategy #1 - Attain air quality standards.

1. Support the efforts of the California Air Resources Board (CARB), other state and local agencies, and Valley industry
2. Leverage Project Clean Air by increasing membership, community support and funding by the Valley Air Pollution Control District.

Lead Organization: San Joaquin Valley Unified Air Pollution Control District (SJVUAPCD),
Project Clean Air

Time Frame: 2001

Strategy #2 – Encourage the use of alternative fuel and low or zero emission vehicles in Greater Bakersfield. Include in General Plan.

1. Expand the use of alternative fuel and low or zero emission vehicles in Bakersfield for public and private use to achieve 10% usage.

Lead Organization: Project Clean Air, supported by Chamber of Commerce, Board of Trade, advertising agencies, media, Clean Cities Coalition. City and County should develop a coordinated agreement.

Time Frame: 2001 (start)

Funding: \$500,000 from federal funding

2. Create the private and public infrastructure necessary to support alternative fuel vehicles.

Lead Organization: City, County, fuel providers, Clean Cities Coalition, Kern Council of Governments (KernCOG)

Time Frame: Implement plan January 2001 to January 2003.

Funding: \$800,000-\$1,000,000/ CNG station, \$40,000/EEV station

3. Add curriculum at local colleges to train mechanics to service alternative fuel vehicles

Lead Organization: Bakersfield College, BC Foundation, Project Clean Air, PG&E, Clean Cities Coalition

Time Frame: 2001

4. Create ordinance to encourage City, County, school districts and other public agencies to use alternative fuel vehicles.

Lead Organization: City, County Government, transit companies

Time Frame: 2001



Strategy #3 – Reduce emissions from mobile sources by improving traffic flow.

1. Encourage more right-turn lanes.
Lead Organization: KernCOG, CalTrans, City, County planning
Time Frame: On-going
Funding: New streets-developer funded; existing streets—CMAQ (Congestion Management Air Quality)
2. Encourage beltway freeway to get cars off the “stop and go” surface streets; investigate “systems” approach.
Lead Organization: KernCOG
Time Frame: 2001
3. Encourage carpool parking lots and carpool lanes on the beltways
Lead Organization: KernCOG
Time Frame: 2001
4. Create a walkable city to encourage pedestrians, discourage “maze” developments and “island cities” such as Laurelglen. Make shopping areas friendly to pedestrians.
Lead Organization: Project Clean Air, Tree Foundation, Smart Growth Coalition, SJVUAPCD, Downtown Business Association (DBA), Chamber of Commerce, transit organizations.
Time Frame: 2010



Strategy #4 – Reduce air pollution associated with agriculture activities.

1. Encourage local officials to advocate state incentives for biomass plants to divert agriculture waste and reduce agriculture burns.
Lead Organization: Elected officials, Niesi Farmers League, farm corporations and co-ops, Farm Bureau
Time Frame: 2001
2. Encourage agriculture burn alternatives.
Lead Organization: Project Clean Air, Farm Bureau, farm corporations and co-ops
Time Frame: 2001

3. Create buffer zone between city and farmland.

Lead Organization: City, County planning commissions

Time Frame: 2001

Strategy #5 – Increase tree shade canopy to 30% and the number of trees in Greater Bakersfield from 1 million to 3 million by 2020.

1. Create a Master Plan for Greater Bakersfield for greenbelts, water elements, and landscape corridors (connectors).

Lead Organization: City, County, Tree Foundation, Ad Hoc Tree Advisory Committee, Kern River Parkway Foundation

Time Frame: 2002

Funding: \$10,000 to develop the plan

2. Conduct workshops in tree planting and maintenance and proper pruning.

Lead Organization: Tree Foundation.

Time Frame: Ongoing through 2002

3. Launch campaign to get each person in Greater Bakersfield to plant five trees.

Lead Organization: Tree Foundation organizes campaign

Time Frame: 2002

4. Review and revise commercial and residential development specifications for landscape requirements.

Lead Organization: Ad Hoc Tree Advisory Committee, City, County

Time Frame: 2002

5. Institute shade requirements on school playgrounds.

Lead Organization: KCSOS

Time Frame: 2002



Strategy #6 – Create 20 major tree-covered corridors that connect to and include the Kern River Parkway, safe bike paths, and GET bus routes by 2020.

1. Create Ad Hoc Tree Advisory Committee to develop seamless tree ordinances in Greater Bakersfield to ensure a healthy, vibrant, sustainable, urban forest
Lead Organization: City, County and Planning Commissions
Time Frame: 2001
2. Update the tree ordinance for Greater Bakersfield. Include incentives for developers to exceed minimum number of trees as well as specify species to minimize air pollution and maximize shade canopy
Lead Organization: City, County, Planning Commission, Tree Foundation, Ad Hoc Tree Advisory Committee
Time Frame: 2002
3. Create a healthy, vibrant, sustainable urban forest through maintaining and replacing current trees. Encourage City, County and adjacent property owners to plant and maintain trees in existing tree wells and planting strips.
Lead Organization: City, County, Tree Foundation, Ad Hoc Tree Advisory Committee, developers
Time Frame: 2002
4. Encourage Golden Empire Transit (GET) ridership by planting trees to shade bus stops.
Lead Organization: Property owner or community closest to bus stop, GET and Tree Foundation.
Time Frame: Start in 2001, then ongoing.
5. Create plan to ensure that all parking lots are 50% shaded at maturity by selecting, planting, and maintaining large canopy shade trees within and surrounding parking lots through the tree ordinance. Plan will help mitigate “heat island effect.”
Lead Organization: City, County, Tree Foundation, Ad Hoc Tree Advisory Committee
Time Frame: 2002
6. Encourage use of reflective roofing materials and/or consider roof gardens on parking structures to help mitigate “heat island effect.”
Lead Organization: City, County, Tree Foundation, Ad Hoc Tree Committee, property owners, clean air groups
Time Frame: 2002



7. Finish Chester Ave. greenbelt from 24th Street north to Kern River Bridge
Lead Organization: City, County, Superintendent of Schools, North Bakersfield Recreation and Park District
Time Frame: 2003
8. Create landscaped gateways, freeways and arterial roads. Increase freeway and entry point landscape standards.
Lead Organization: Set up a program with Cal Trans and Chamber of Commerce, City
Time Frame: Action plan to be addressed within 2002-2005
9. Implement public landscaping projects such as roundabouts and streetscapes
 - Consider a metropolitan-wide maintenance district or privatize maintenance
 - Develop joint, city-county standards for the metropolitan area with defined urban and suburban zones.
 - Leverage grant monies for privately lead beautification projects**Lead Organization:** City, County
Time Frame: Action plan to be addressed within 2-5 years
10. Incorporate more water venues, fountains, and/or trees in parks
 - Adopt standards to require trees
 - Encourage use of water through policies
 - Incorporate art requirements in buildings**Lead Organization:** City, County
Time Frame: Within 2-5 years



Strategy #7 – Leverage Proposition 12 and 13 funding to create a greenbelt corridor along the Kern River with a bike path from Lake Ming to Buena Vista Lake.

1. Complete a landscaped bike path from Lake Ming to Enos Lane by 2002.
2. Create a landscaped bike path from Enos Lane to Buena Vista Lake by 2006.
3. Create a master landscaping plan for the Kern River Corridor.
4. Develop a green, landscaped river shoreline along the Kern River at Beach Park that includes recreational uses.
Lead Organization: Kern River Parkway Foundation, City, County, Tree Foundation, Kern County Water Association, The Bakersfield Californian

Strategy #8 – Provide additional recreational and other activities along the Kern River.

1. Improve river use for recreation with barbecues, chess tables, etc in parks along the river.
Lead Organization: City
Time Frame: 2003
Funding: Prop. 12 and 13
2. Landscape Kern River Parkway for safety including lighting, call boxes, and bike patrols.
Lead Organization: City Public Works, Telephone Companies, Bakersfield Police Department
Time Frame: 2003
Funding: Prop. 12 and 13, Bakersfield Police Dept., company sponsorships
3. Start annual Greater Bakersfield cultural heritage festival along the river
Lead Organization: Citizen Advisory Committee, Arts Foundation of Kern, cultural groups
Time Frame: 2003
4. Provide seasonal art exhibits and sales along the river; increase frequency with time as popularity of the event grows.
Lead Organization: Arts Council of Kern, Bakersfield Art Association, gallery owners, City
Time Frame: 2001
5. Provide maps and parkway information at Kern River parkway access points. Publicize the parkway entrances, exits, parks, etc.
Lead Organization: Kern River Parkway Foundation, Kern County Water Agency, The Bakersfield Californian
Time Frame: 2002
6. Provide easier public access to the Kern River bottom at Beach Park by creating entrances to safe areas of the river.
Lead Organization: City
Time Frame: 2003



Strategy #9 – Keep water in the Kern River year-round through Beach Park.

1. Support Governor's \$23 million Kern River Restoration project to keep water in Kern River through Beach Park.
Lead Organization: City, County, Kern County Water Agency
Time Frame: 2001
2. Center high density and retail/restaurant development along the river and downtown canals/riverwalks
Lead Organization: City, Redevelopment Agency, Water Districts
Time Frame: As downtown develops to 2020

Strategy #10 – Develop a cultural/museum master plan incorporating the museums, a new performing arts center and Metro Park.

1. Establish a dynamic, public/private, multi-cultural Citizen Arts Advisory Committee to carry out and lobby for arts, cultural and parks projects with a full-time, paid fund-raising coordinator.
Lead Organization: Citizens Arts Advisory Committee appointed by City Council and Board of Supervisors with public and private sector members who only serve a one year term. Would report to the Inter-Government Relations Committee.
Time Frame: 2001
Funding: The committee will deliver a master plan and a funding plan by December 2001.
2. Form a public/private partnership to develop an integrated master plan for development for arts, museum, cultural and other resources. Provide a visualization of the cultural/museum master plan to develop public support for a bond to implement the master museum/entertainment plan. The funds are to be shared among those groups participating in the plan development.
Lead Organization: Citizen Arts Advisory Committee
Time Frame: 2004
3. Design and build a Performing Arts Center to encourage cultural activity. Coordinate with the long-range plan of the Bakersfield Symphony Orchestra to build a 1,500-seat concert hall. Provide incentives to make it happen. Create a theatre district. Provide free parking.
Lead Organization: Collaboration of Citizens Arts Advisory Committee, City, DBA, Bakersfield Museum of Art, Arts Council, KCSOS, Symphony Associates
Time Frame: 2010



4. Convene monthly meeting of leaders from major Bakersfield attractions and community developments to share information and plans.

Lead Organization: Arts Council of Kern, Bakersfield Museum of Art, Kern County Museum, Buena Vista Museum, Centennial Garden, Convention Center, theatre and arts groups.

Time Frame: 2001

Strategy #11 – Ensure that 20 cultural activities and exhibits are located throughout our community and represent our diverse community segments.

1. Create an event to bring culturally diverse groups together to support development of a multi-cultural museum.

Lead Organization: Bakersfield Museum of Art, Hispanic Chamber, and Hellenic Association

Time Frame: 2001

2. Celebrate cultural diversity in parks by installing murals, landscaping, sculptures and other lasting displays.

Lead Organization: NOR Recreation District, City Parks Department (form a foundation to support the effort), Leadership Bakersfield

Time Frame: Complete plan by fall 2001, complete effort by 2005

Funding: Community Foundation; groups or individuals can sponsor pieces of art. Estimated cost is \$30,000 per park with art to be placed in 10 parks throughout Greater Bakersfield. Set up an endowment for maintenance and seek state and federal funds for public art.

3. Develop rotating seasonal exhibits to celebrate diverse local cultures at CSUB, Fox and Centennial Garden and other public venues.

Lead Organization: Adobe Krow

Time Frame: 2002

4. Draft plan for public art to coordinate efforts of the art exhibits.

Lead Organization: Arts Council of Kern, Bakersfield Museum of Art, Bakersfield Art Association

Time Frame: 2001



Strategy #12 – Inspire 1000 individuals and businesses to enhance their neighborhoods through murals and other public art media by January 2010.

1. Increase the level of public art including outdoor mosaics and open sculpture gardens.
Lead Organization: Arts Council of Kern, neighborhood associations
Time Frame: 2001
Funding: Private donations, development assessments
2. Sponsor a contest to design an art plan for use throughout the community.
Lead Organization: Arts Council of Kern
Time Frame: 2001

Strategy #13 – Assure broad-based recreation programs in all neighborhoods of Greater Bakersfield at area parks, schools and community based organizations.

1. Establish a recreation master plan based on the North Bakersfield Recreation and Park District model for use in all neighborhoods.
Lead Organization: City, County park districts.
Time Frame: 2002
2. Strengthen existing recreation districts through development of foundations and increased public awareness of parks. City Council should direct a needs assessment specific to each ward. Stimulate civic action by bringing neighborhoods together for mutual purposes
Lead Organization: City Parks and Recreation District
Time Frame: 2001
3. Develop incentives for water park developers to encourage attractive development in Metro Park/downtown
Lead Organization: City, County, KCSOS
Time Frame: 2002
4. Create a partnership between Golden Empire Transit (GET) and city parks to transport children to parks during the summer.
Lead Organization: GET, Kern Regional transit, schools, Boys & Girls Club, City, County
Time Frame: 2002



5. Create neighborhood parks on vacant land and add restrooms to all parks
Lead Organization: Public/private partnerships, City, neighborhood associations, Keep Bakersfield Beautiful Foundation
Time Frame: 2005
6. Increase volunteer leadership for recreation programs, including high school students.
Lead Organization: City Council, Parks and Recreation District
Time Frame: 2001

Strategy #14—Coordinate regular, on-going schedule of community-wide events at area parks, schools, etc. (cultural fairs, recreational fairs, job fairs, fishing derbies, etc.)

1. Focus on youth activities to be sponsored by community based organizations.
Lead Organization: Community-based organizations such as Clayton Alliance, Kaiser Permanente, United Way, Kern County Network for Children, Chamber of Commerce, Kern Co. Board of Trade, City, County parks and recreation depts.
Time Frame: 2002
2. Work with the Chamber of Commerce and Board of Trade to develop a master list of all events and activities for youth to be published in local newspapers and magazines and posted on appropriate web-sites.
Lead Organization: Chamber of Commerce, Kern Co. Board of Trade, City, County parks and recreation depts.
Time Frame: 2002

Strategy #15 - Create a streamlined universal insurance/liability plan for schools, churches, etc.

1. Make a formal request to the City, County and the Kern County Insurance Association and Self Insured Schools of California (SISC) to investigate and if needed, create a universal liability form and/or waiver
Lead Organization: County Counsel, City Attorney, SISC, Kern County Insurance Association
Time Frame: 2002-2005



Strategy #16 – Offer free events to families at various sites throughout Greater Bakersfield.

1. Create free, family-oriented activities, similar to those offered at the Marketplace.

Lead Organization: Kern County Museum, Smart Growth Coalition, health organizations, Livable Communities, local youth agencies, CSUB, BC

Time Frame: 2002

Strategy #17 – Structure home building regulations to perpetuate our current affordable housing.

1. Develop incentives to offset costs of quality of life programs and encourage quality of life behaviors for builders.

Lead Organization: City, County

Time Frame: 2005

2. Encourage communication between builders, community groups, non-profits and citizenry through meetings, forums and Livable Communities Summit.

Lead Organization: Building Industry Association (BIA), Smart Growth Coalition, Tree Foundation, Citizen Advisory Committee, Project Clean Air.

Time Frame: Plan for 2001 summit

Strategy #18 – Provide consistent safety and law enforcement throughout Greater Bakersfield.

1. Utilize joint powers agreements and consistent enforcement of ordinances for policing incorporated and unincorporated areas.

Lead Organization: Bakersfield Police Department (BPD), Kern County Sheriff (KCSO)

Time Frame: 2010

2. Develop a plan to integrate BPD and KCSO data and voice communication capability.

Lead Organization: BPD, KCSO, City Public Works, City and County MIS departments, County Communications Dept.

Time Frame: 2003

Funding: \$3,500,000 to \$5,000,000; State and Federal grants should be pursued



3. Design an effective model of “community policing” in all neighborhoods within Greater Bakersfield (unify and expand).

Lead Organization: BPD, KCSO, City/County, CBOs (community based organizations) and collaboratives

Time Frame: One year and on-going to June 2010

4. Conduct public awareness campaign of community policing.

Lead Organization: BPD, KCSO, Media

Time Frame: 2001

5. Conduct a written needs survey to define residents’ specific safety concerns and establish metrics to measure progress in improving community safety.

Lead Organization: BPD, KCSO, City, County

Time Frame: 2010

6. Develop safer community spaces by ensuring all streets, parks, shopping centers and other public spaces are clean, well lit and landscaped

Lead Organization: City, County, CBOs, collaboratives

Time Frame: 2001 and on-going

Strategy #19 – Attack root causes of crime in Greater Bakersfield.

1. Coordinate interagency efforts to look beneath immediate problems and consider underlying causes or risk factors for crime and develop and implement crime mitigation plans. Consider economic factors such as education, unemployment, housing, nutrition; social factors such as inequality, lack of family support, access to services; family structure factors such as parental inadequacy, conflict, criminal behavior and family violence.

Lead Organization: City, County, Probation Department, Mental Health Department, Superintendent of Schools, Youth Development Coalition, Boys & Girls Club, Civil Air Patrol, Police Activities League (PAL), Friendship House, Kern Chiefs Association

Time Frame: 2001

2. Obtain grant funding for root cause crime analysis coordinator

Lead Organization: Kern Chiefs Association

Time Frame: 2001



Strategy #20 – Continuously improve the cleanliness of Greater Bakersfield.

1. Adopt universal curbside household recycling, keeping costs reasonable for residents and business owners
Lead Organization: City, County
Time Frame: 2005
2. Implement “Keep America Beautiful” campaign
Lead Organization: Keep Bakersfield Beautiful committee, fast food restaurant owners/licensees
Time Frame: 2001
3. Work with Kern High School District (KHSD) to educate students about littering; integrate anti-litter campaigns with high school community service program.
Lead Organization: Kern High School District
Time Frame: 2001
4. Conduct free monthly or quarterly bulky item pick-up throughout Greater Bakersfield
Lead Organization: City, County
Time Frame: 2001



Strategy #21 – Increase inclusiveness by encouraging members of minority communities to serve on civic boards and commissions.

1. Create an inclusive, diverse Citizen Advisory Committee
Lead Organization: City, County
Time Frame: 2001
2. Circulate “board make-up” matrix created by Tree Foundation to other boards and groups to enable them to evaluate their own diversity.
Lead Organization: Tree Foundation, Citizen Advisory Committee
Time Frame: 2002
3. Citizen Advisory Committee to serve as a clearinghouse/resource center for diverse candidates for board service
Lead Organization: Citizen Advisory Committee
Time Frame: 2002

4. Involve more of the community in our Sister Cities programs.

Lead Organization: Student exchanges, People to People, City

Time Frame: 2003

Strategy #22 – Encourage inclusiveness and tolerance of other cultures with elementary school curricula and life-long learning classes.

1. Encourage CSUB and BC to create programs in curriculum to teach tolerance. Students should “take it on the road.”

Lead Organization: CSUB, BC

Time Frame: 2002

Strategy #23 – Celebrate cultural diversity through role models of different ethnicity for others to emulate in their own lives.

1. Publish profiles of multi-cultural role models in the media and in public service announcements.

Lead Organization: Hispanic Chamber of Commerce, African-American Coalitions, churches/synagogues

Time Frame: 2001

2. Establish an annual multi-cultural citizen of the year award for a person who has encouraged inclusiveness.

Lead Organization: Chamber of Commerce, Hispanic Chamber of Commerce

Time Frame: 2002

Strategy #24 – Create a tolerant community by working with and through faith-based organizations that can provide leaders and role models for others in the community to emulate.

1. Create visitation programs between religious groups in Bakersfield.

Lead Organization: Ministerial Association

Time Frame: 2002



Strategy #25– Perpetuate the family-friendly culture of our city through intergenerational activities; include single parent families.

1. Offer free family days at museums and senior centers.

Lead Organization: Bakersfield Museum of Art, Kern County Museum, Senior Centers

2. Assemble booklet to help event organizers be more sensitive to the needs of seniors at events.

Lead Organization: 60+Club, Senior Citizens Centers, Junior League, event coordinators, Civil Air Patrol

Time Frame: 2002

Strategy #26 – Provide resources for teens that are mentally ill and/or chemically dependent.

1. Develop residential and outpatient facilities for mentally ill and chemically dependent youth

Lead Organization: Collaboratives, CBOs, Faith community, City, County

Time Frame: 2002-2005

Strategy #27 – Provide youth exiting the foster care system with scholarships, housing, etc. to encourage higher education as well as technical schools.

1. Create a task force to address the issues of youth exiting the foster care system and develop and build long term strategies to support the youth in the transition to age 21.
2. Support legislation extending benefits to foster children after 18

Lead Organization: Dept of Human Services, Kern County Network for Children, KCSOS, State and Local elected officials

Time Frame: 2002-2010

Strategy #28 – Offer leadership training for high school students.

1. Create Leadership Bakersfield for youth
2. Offer leadership/citizenship courses at all grade levels

Lead Organization: Greater Bakersfield Chamber of Commerce, Kern High School district

Time Frame: 2002-2010



Strategy #29– Promote and support youth councils throughout the community.

1. Coordinate, strengthen and expand youth advisory councils
2. Hold and expand youth policy conferences where youth develop goals, strategies, and action plans and are responsible for making action steps happen

Lead Organization: City, County

Time Frame: 2002-2004

Strategy #30 – Provide a myriad of choices for those in need of childcare.

1. Expand on-site, affordable daycare centers at large government and business employment sites.

Lead Organization: Community Connection for Childcare, supporting-employers, City, County, CBOs and Faith Community

Time Frame: 2005 - 2020

2. Provide incentives for businesses to provide childcare benefits

Lead Organization: Community Connection for Childcare, supporting-employers, City, County, CBOs and Faith Community

Time Frame: 2001 - 2020

3. Provide 24-hour “drop-in” day care within walking distance of transit centers and major workplaces.

Lead Organization: Community Connection for Childcare, supporting, KCSOS, Catholic Healthcare West, Churches

Time Frame: 2005



Strategy #31 – Increase incentives for childcare providers so it becomes a viable form of employment.

1. Benchmark communities that are known for producing quality childcare
Lead Organization: Community Connection for Childcare
Time Frame: 2001-2003
2. Encourage low interest rate loans for childcare facilities
Lead Organization: Community Connection for Childcare, banks, SBA
Time Frame: 2001-2003
3. Expand and enhance affordable and accessible training programs for childcare providers
Lead Organization: Community Connection for Childcare, BC, CSUB
Time Frame: 2001-2005
4. Expand the number of LiveScan machines throughout our community that are free and accessible.
Lead Organization: Community Connection for Childcare, supporting United Way, City, County, school districts.
Time Frame: 2001-2003



DOWNTOWN: THE HEART OF THE CITY

Downtown: The Heart of the City

Downtown Bakersfield is...

an inspiring magnet for those who live, work or play there and is truly the “heart of the city”. It is architecturally pleasing, with an emphasis on the use of water that provides an attractive backdrop for public art and sculptures, concerts, and other cultural activities. The safe atmosphere stimulates a thriving day and night center of activity including business, retail, government, entertainment, and residential uses. Downtown boasts a collection of neighborhoods, each with its own unique aspects. It is a place that captures our rich historical heritage.



DOWNTOWN: THE HEART OF THE CITY

Strategy #1 – Encourage mixed use development that includes a diverse mixture of housing, retail and commercial uses.

1. Change zoning and ordinances to create mixed use developments that further encourage use of incentives, and processes which respect the unique context of development in downtown.

Lead Organization: City, County, Commission/Redevelopment Authority

Time Frame: 2001

2. Create demand for infill development using incentives by connecting existing facilities with greenbelts and publicizing the lower costs that come when the infrastructure is already in place.

Lead Organization: City, County, State, KEDC, private developers, current building owners

Time Frame: On-going, goal of significant in-fill by 2010

Funding: Federal funding for incentive for pollution reduction through trip reductions, increase local sales tax

3. Identify uses consistent with downtown character and provide for consistent zoning with uses.

Lead Organization: City

Time Frame: 2001

4. Encourage business uses downtown.

Lead Organization: Downtown Business and Property Owners Association (DBA), City Planning Commission/Redevelopment Authority

Time Frame: 2010

5. Create energetic, mixed-use downtown with abundant after-work activities.

Lead Organization: City supported by DBA, Theatre groups

Time Frame: 2001 and ongoing

6. Develop a marketing plan with DBA and Association of Realtors.

Lead Organization: City, Association of Realtors, DBA.

Time Frame: 2002-2005



DOWNTOWN: THE HEART OF THE CITY

Strategy #2 – Encourage the Charrette process to develop design concepts for the Downtown area and get it translated along with this Vision into an official downtown plan.

1. Ensure that funding is available for completion of this process.
2. Encourage active participation by community representatives in the process.
3. Ensure that goals of Vision 2020 are incorporated and that the outcomes of the Charrette process become Vision 2020 action items.

Lead Organization: City, Vision 2020

Time Frame: 2001

Strategy #3 - Develop parks of various sizes to provide green space for walking, relaxing/sitting, jogging, biking, and picnicking. Provide a pedestrian friendly atmosphere by linking the parks by historic trolleys, a river walk, or water taxis on a canal system.

1. Change zoning and ordinances to encourage development of parks.
2. Provide incentives to developers and/or property owners to develop parks.

Lead Organization: City supported by DBA, Tree Foundation, Arts Council.

Time Frame: 2002-2003

Strategy #4 - Provide free and accessible parking to include strategically placed large parking structures, open 24 hours to provide overlapping uses; island parking; park & ride perimeter parking; as well as more creative ways to integrate parking downtown.

1. Create half day or hourly rates which are affordable and encourage use of parking structures
2. Encourage downtown merchants to provide validation for parking structures
3. Develop ways to provide consolidated structures
4. Establish a parking authority
5. Implement recognizable and consistent signage on parking
6. Adopt ordinances for parking signs (public vs. private)
7. Develop and launch a Public Relations campaign



DOWNTOWN: THE HEART OF THE CITY

8. Develop joint use Agreements, Parking Authorities, trolley/bus transportation.
9. Implement ordinance changes as needed.
10. Provide incentives to developers that are tied to parking issues.

Lead Organization: City, DBA, Golden Empire Transit (GET).

Time Frame: 2001-2002

Strategy #5 - Expand the downtown street light design and streetscape design, and incorporate benches, garbage cans, tables and chairs.

1. Expand program to sidewalk areas instead of center area
2. Pursue funding for expanded areas
3. Encourage expansion of the design to include additional areas
4. Encourage businesses to include awnings and consistent signage to complement the theme

Lead Organization: City

Time Frame: 2002-2005

Strategy #6 - Develop a River Street to become a center for community activities and outdoor enjoyment.

1. Develop strategies to make downtown canals more accessible and attractive through innovative design while maintaining functionality and public safety.

Lead Organization: City Council, Water Districts, Developers, Insurance Companies

Time Frame: 2003

Funding: Water Districts

2. Locate art shows or other cultural events at or near waterways.

Lead Organization: Bakersfield Museum of Art, Arts Council of Kern, Parks & Recreation, Symphony, Citizen Advisory Committee

Time Frame: 2002



DOWNTOWN: THE HEART OF THE CITY

3. Tie scenic waterways and senior living areas with safe walkways for seniors and the community at large.

Lead Organization: City, County Planning

Time Frame: 2010

4. Develop a “River Street” plan.

Lead Organization: City

Time Frame: 2002-2005

Strategy #7 - Encourage the use of various water elements – fountains, pools, and ponds to enhance the parks, town squares, etc. Ensure the “system” is in place.

1. Enact changes in ordinance
2. Provide incentives to developers
3. Establish an Arts Commission to oversee design.

Lead Organization: City

Time Frame: 2002-2005

Strategy #8 - Encourage private courtyards and landscaped spaces that provide opportunities for formal and informal leisure use and activities. (e.g. the alley/court at the Superintendent of Schools Office)

1. Enact ordinance changes
2. Provide incentives to developers

Lead Organization: City

Time Frame: 2002 and on-going

Strategy #9 - Encourage the use of trees and flowers, lighting, street furniture, art signage, flags. Use surface material that enriches the paving options on our streets, sidewalks, and curbing.

1. Encourage collaboration of Downtown Business Association, Tree Foundation, Arts Council, and City Government.

Lead Organization: DBA, Tree Foundation, Arts Council.

Time Frame: 2002 and on-going

DOWNTOWN: THE HEART OF THE CITY

Strategy #10 - Recognize historic buildings, sites and neighborhoods.

1. Obtain historic designation on City, State or Federal registers
2. Provide incentives to developers and property owners to preserve and enhance historic structures
3. Provide history of historic building/sites to be placed in a visible area.

Lead Organization: Kern County Historical Society, Kern County Museum.

Time Frame: On-going

Strategy #11 – Develop permanent historical displays that depict the history of our community.

1. Place outside kiosks along pedestrian walkways, in parks, and other “districts.”

Lead Organization: Kern County Historical Society, Kern County Museum, City Historic Preservation Commission.

Time Frame: 2002-2003

Strategy #12 – Develop Historic Walking and Trolley Tours.

1. Publicize the availability of brochures for self-guided walking tours.
2. Work with Visitors and Convention Bureau to provide docents for group tours.

Lead Organization: Kern County Historical Society, Kern County Museum, Convention & Visitors Bureau

Time Frame: 2002



COMMUNITY PLANNING

Community Planning

Greater Bakersfield is...

a community with a clear set of development and land use policies that encourage in-fill development, while discouraging urban sprawl and leapfrog development into prime agricultural lands. Our community encourages a high level of inter-agency cooperation leading to utilization of the most efficient and cost effective services. Our community maintains its small town characteristics while encouraging well-planned growth. We value distinct neighborhoods and actively pursue preserving the character of those neighborhoods. We actively seek to revitalize blighted areas and our community is visually pleasing for the benefit of residents and visitors. It is a place where all residents take pride in their neighborhoods.



COMMUNITY PLANNING

Strategy #1 - Provide consistent urban services within defined metropolitan area.

1. Encourage City and County to agree on and work together to develop consistent urban services.
2. Utilize joint powers agreement to avoid inconsistent services including, but not limited to, the following areas: Development; public safety departments; and recreation. This joint program between the City and County is to provide consistent services and to build upon the jointly agreed 2010 plan.
3. Establish a joint City and County task force to identify inconsistencies and concentrate efforts to be consistent.
4. Develop ordinances jointly between the City and County
5. Revise 2010 General Plan to include policy and goal sections that encourage consistent urban services.
6. Encourage annexations of county islands into the City
7. Develop a public relations campaign to educate and inform the public regarding the inconsistencies and the need for consistency.
8. Discourage annexation that creates “islands”.

Lead Organization: City, County

Time Frame: 2001-2002



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Strategy #2 - Provide property owners with incentives to create in fill or redevelopment.

1. Develop ordinances that modify fees or set a fee structure for in fill development.
2. Develop ordinances that allow the use of development agreements as incentives for in-fill.
3. Create ordinances that would modify or lower fees, taxes and parking requirements.
4. Create ordinances that would expedite the approval process.
5. Update the related policies in the 2010 plan
6. Reduce time delays for development in the downtown area through programs for expedited environmental planning review and traffic studies.

Lead Organization: City, County

Time Frame: 2001-2002

COMMUNITY PLANNING

Strategy #3 - Require non-contiguous development to provide all necessary infrastructure or provide economic disincentives through variable fees.

1. Create ordinances supporting the strategy.
2. Encourage a joint powers agreement between the City and County.
3. Update the policies in the 2010 plan.

Lead Organization: City, County

Time Frame: 2001-2002

Strategy #4 - Encourage the City and County to work together on land use and development issues to provide a combined vision on what growth is acceptable or desired.

1. Encourage a joint powers agreement between the City and County. Update the related policies in the 2010 plan.

Lead Organization: City, County

Time Frame: 2001-2002

2. Adopt agreements for shared services and shared tax revenues.

Lead Organization: City, County

Time Frame: Ongoing action plan

Strategy #5 - Implement a point system that requires certain criteria be met in order to develop additional agricultural land.

1. Develop a point system that employs ratios, factoring in the available land, growth and population, before permitting new area to be developed. The further away from the existing infrastructure, the higher the fees. This provides an incentive for tying into the existing infrastructure.
2. Adopt policies in the 2010 general plan.

Lead Organization: City, County

Time Frame: 2001-2002

Strategy #6 - Develop policies for specific incentives for residential in-fill in blighted areas.

1. Implement a point system that provides incentives for infill
2. Consider bonus density in ordinances
3. Implement ordinances and adopt policies in the 2010 general plan/housing element
4. Use redevelopment mechanisms to identify blighted areas
5. Adopt differential pricing on fees.

Lead Organization: City, County

Time Frame: 2001-2002

Strategy #7 -Streamline and provide incentives for first time homebuyer's in blighted areas.

1. Work with City program to reduce the red tape. Possibilities include requiring one inspection stating all items that need to be completed up front.
2. Provide assistance to first time homebuyers in completing the HUD and Community Development Department process.
3. Adapt program to make it more customer service friendly.

Lead Organization: City, HUD, and Community Development Department

Time Frame: 2002

Strategy #8 – Provide stricter code enforcement to help maintain neighborhoods and increase visual standards.

1. Work with neighborhood collaboratives.
2. Identify resources to guide the property owner through the assistance programs when they cannot afford to do the repairs.
3. Encourage cooperation of City and County and Environmental Health Services on Code enforcement.
4. Empower City and County staff to notify each other of code violations
5. Establish a process where homeowners who cannot correct code violations can voluntarily have those violations corrected by the city or county at no or reduced cost.
6. Encourage scheduled curbside pickup of bulky items.



COMMUNITY PLANNING

7. Expand liens to other properties in order to provide incentives for property owners to clean up.
8. Implement a public relations program to educate neighborhoods

Lead Organization: City, County

Time Frame: by 2002.

Strategy #9 – Involve youth in re-developing blighted neighborhoods.

1. Identify targeted neighborhoods, programs, and resources involving youth

Lead Organization: Community Based Organizations, supported by City, County and private providers

Time Frame: 2002 and on-going

Strategy #10 – Provide financial or other incentives for urban areas in the County to be annexed into the City.

1. Use Block Grant Funds
2. Modify fees or hook up fees
3. Eliminate special districts upon annexation

Lead Organization: LAFCO, City, County

Time Frame: 2001-2002

Strategy #11 - Retrofit existing neighborhoods to be more pedestrian friendly and provide for pedestrian friendly thoroughfares in new developments.

1. Develop a program, identify funding requirements and grant sources.
2. Reduce street size standards
3. Lower speed limit on residential streets
4. Implement traffic calming devices
5. Adopt ordinances for off street parking

Lead Organization: City, County

Time Frame: 2003-2005.

Strategy #12 – Adopt incentives for improving utilization of existing problem com-



mercial areas.

1. Identify areas for commercial redevelopment, including spot areas
2. Adopt policies in support of the strategy
3. Update the 2010 plan
4. Implement ordinances that provide incentives such as tax increases rebates or modification of fees.

Lead Organization: City, County

Time Frame: 2002-2005

Strategy #13 – Provide incentives for reuse of commercial zones.

1. Adopt ordinances to modify fees
2. Provide pedestrian access

Lead Organization: City, County

Time Frame: 2002-2005

Strategy #14 – Use pocket redevelopment.

1. Identify problem areas and set up programs for development of the pocket areas.

Lead Organization: City, County

Time Frame: 2002-2005

Strategy #15 – Redevelop individual city blocks.

1. Use mixed use to get funding from housing fund.
2. Use of transit villages to obtain additional funds. Place them near Amtrak or GET stations and they will qualify as “transit oriented developments”.

Lead Organization: KernCOG and City

Time Frame: 2002-2005



TRANSPORTATION

Transportation

Greater Bakersfield is...

A community that is proud of its efficient, environmentally friendly transportation system that serves all areas of the community. As an international gateway with a modern airport, our community is connected to major cities in California through a high-speed rail system.



TRANSPORTATION

Strategy #1 – Create additional revenue sources to increase priority for state and federal transportation funding.

1. Create additional revenue source to become a self-help community in order to qualify for funding at a higher level.

Lead Organization: Kern Transportation Foundation and KernCOG

Time Frame: 2001-2020

Strategy #2 – Increase pedestrian pathways and bike routes.

1. Include provisions for pathways and bike routes for developing areas in the 2010 general plan update
2. Adopt and implement policies to retrofit existing areas

Lead Organization: City, County

Time Frame: 2001-2002

Strategy #3 – Encourage completion of route 58.

1. Update the 2010 plan
2. Design policies to implement strategy

Lead Organization: KernCOG, City, County, Kern Transportation Foundation, Cal Trans and the Chamber of Commerce

Time Frame: 2010-2020

Strategy #4 – Recognize the link between land use and transportation.

1. Modify fees within three blocks of GET station, etc
2. Provide for more compact developments, less sprawl and higher density developments.
3. Encourage annexation for consistent, well-planned projects/development.
4. Develop incentives for higher density development around transportation areas.
5. Create a policy in the 2010 update.

Lead Organization: City, County

Time Frame: Within 1-2 years.



TRANSPORTATION

Strategy #5 – Encourage joint metropolitan transit policies/goal consensus between City, County and the public.

1. Update the 2010 plan
2. Enact a joint agreement between the City and County
Lead Organization: GET, KernCOG, MTIS, supported by the City, County
Time Frame: 2001-2002

Strategy #6 – Expand the public transportation system.

1. Obtain additional operations funding
2. Become a “self help” county for higher state and federal transportation funding
Lead Organization: GET, KernCOG, City, County
Time Frame: 2001-2010

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Strategy #7 – Streamline the state and federal environmental review process.

1. Advocate at the state level (Cal Trans and CTC) to enter dialogue with the Bureau of Land Management and Dept. of Fish and Game.
Lead Organization: Chamber of Commerce, Assembly and Senate
Time Frame: 2001-2020

Strategy #8 – Obtain community consensus on the location for the high-speed rail station in Greater Bakersfield.

1. Leverage the work of the Kern Transportation Foundation which is creating a broad concern list for proposed sites
2. Adopt a location for the high speed rail station
Lead Organization: KernCOG, Cal Trans, CTC, High Speed Rail Authority



TRANSPORTATION

Strategy #9 – Provide a long term plan for airport infrastructure.

1. Extend the length of the runway to 5000 feet
2. Create “Airport Ambassadors” who can help raise funds or corporate sponsorships for the fountain and entry design of the new terminal.
3. Solicit in-kind labor by the City and County
4. Redesign Highway 65 as it relates to the airport and the new terminal and work with the County to nominate the project for Cal Trans funding.
5. Protect airport usage and airspace through appropriate land use planning.

Lead Organization: Airport Director, County

Time Frame: 2002-2005.

Strategy #10 – Educate community on topics such as cargo opportunities, international gateways and flight availability.

1. Develop and fund public service announcements – “Fly Bakersfield First”
2. Identify additional funding.
3. Solicit support of City, County and business leaders to “Fly Bakersfield First.”
4. Encourage large businesses and corporations to have them check fares out of Bakersfield and call the airport if fares are not in line with LAX prices.
5. Install better signage that is recognizable and consistent.
6. Rename the airport. Name the terminal for Meadows and rename the airport.
7. Encourage new airport terminal to use electric equipment and vehicles. Have low emission rental vehicles available at the airport.
8. Present a statement of support and show of presence at Board of Supervisors by Kern Transportation Foundation (KTF) and Vision 2020

Lead Organization: Chamber of Commerce, County

Time Frame: 2002-2005



TRANSPORTATION



Strategy #11 – Reconstitute the governance of the Kern Council of Governments (KernCOG) to provide for more influence for the largest population center, Greater Bakersfield (for example: the need for support of the airport and airport expansion).

- I. Urge the Kern Transportation Foundation, Vision 2020, the City and the County make a showing to KernCOG on the community's support of the airport expansion.

Lead Organization: Chamber of Commerce, County and KTF

Time Frame: 2002-2005

IMAGE—“How We See Ourselves”

Greater Bakersfield is...

a community that has a positive perception of itself. Our community is seen as a destination place for business and tourism based on its reputation. We are perceived as a thriving metropolitan area with a small town atmosphere and big city amenities. We are a community known for its friendliness, family-oriented atmosphere and diversity.



Photo courtesy of Don Mason, Photographer

Strategy #1 – Create a process and structure to ensure focus and completion of activities in a collaborative fashion to measurably improve the image of Greater Bakersfield among internal (residents) and targeted external audiences.

1. Develop Image Vision Force into a collaborative partnership group to address image issues facing Greater Bakersfield. This will include securing commitment of current members and recruiting additional members.

Lead Organization: County of Kern, Bakersfield Convention and Visitors Bureau, KCSOS, Greater Bakersfield Vision 2020 Image Vision Force

Time Frame: June 1, 2001

Strategy #2 – Identify funding needs and capture potential sources of funding to carry out goals.

1. Secure funding from partners (where available) as well as other identified sources.

Lead Organization: Collaborative Partnership Group established in step 1

Time Frame: Completed by June 1, 2001

2. Involve the help of a grant writer/editor to review funding solicitation documents.

Lead Organization: Collaborative Partnership Group established in step 1, specifically KCSOS

Time Frame: June 1, 2001

Strategy #3 – Hire a marketing/public relations agency to conduct baseline research.

1. Conduct research that will reveal the perceptions and attitudes about Greater Bakersfield among residents.

Lead Organization: Collaborative Partnership Group to hire marketing/public relations agency; marketing/public relations agency to conduct baseline research

Time Frame: Research completed by December 1, 2001

2. Research will reveal the perceptions of Greater Bakersfield among business decision-makers and travelers.

Lead Organization: Collaborative Partnership Group to hire marketing/public relations agency; marketing/public relations agency to conduct baseline research

Time Frame: Research completed by December 1, 2001



Strategy #4 – Launch an internal and external marketing campaign based on the data gathered in the baseline research phase and the tactics and messages proposed by the Vision 2020 Image Vision Force.

1. Focus the marketing campaign on creating the image for Bakersfield envisioned by residents who participated in the Vision 2020 process.

Lead Organization: Marketing/public relations agency under the direction of the Collaborative Partnership Group

Time Frame: Campaign proposal approved by February 1, 2002

2. Implement the campaign to include the following tactics:

- Internal campaign
- Fast facts publication
- Reward residents and local businesses for promoting Greater Bakersfield
- Radio advertising and feature stories
- TV advertising and feature stories
- Print advertising and feature stories
- Partnering with collaboratives, non-profits, businesses and other organizations promoting Greater Bakersfield
- Highway signage
- Publish positive statistics about the community
- Create Bakersfield-enhancing quality of life indicators and use them to promote the community
- External campaign
- Fast facts publication
- Pitch stories to publications throughout California
- Primary portal website with information on Bakersfield
- Presentations and displays at county fairs and state conventions
- Highway signage
- Publish positive statistics about the community
- Create Bakersfield-enhancing quality of life indicators

Lead Organization: Marketing/public relations agency under the direction of the Collaborative Partnership Group

Time Frame: 3-year campaign to commence March 1, 2002



Strategy #5 – Monitor and evaluate the effectiveness of the marketing campaign

- I. Evaluate the effectiveness of the internal and external campaigns by conducting post campaign research and comparing the results with the baseline data.

Lead Organization: Marketing/public relations agency to provide measurement for evaluation by Collaborative Partnership Group

Time Frame: Quarterly and annual progress reports will be made by the marketing/public relations agency to the Collaborative Partnership Group



Greater Bakersfield Vision 2020 Contributing Visionaries

Visionaries—Bringing Our Vision to Life

The Vision 2020 Facilitation Team would like to express its appreciation to the following “Visionaries.” These companies and individuals have made impressive and significant contributions to the development of our Vision.

Founding Visionaries - \$10,000 or more

Aera Energy LLC
American General Media
The Bakersfield Californian
Castle & Cooke, Inc.
Chevron
City of Bakersfield
County of Kern
Cox Communication
Cynthia Pollard Communications, Inc.
Greater Bakersfield Chamber of Commerce
Great Valley Center
Harrison Marketing and Advertising
KGET - TV
Kern County Superintendent of Schools
Texaco

Sponsoring Visionaries - \$5,000 or more

Bank of Stockdale
Barbich Longcrier Hooper & King
CHW Central California
Davenport Sweeping
Ray and Joan Dezember
Golden Empire Concrete Products, Inc.
Golden Empire Transit
Harvey L. Hall/Hall Ambulance Service
Kaiser Permanente
Milazzo and Associates Architects
Pacific Bell
Sanitation Services Co.
San Joaquin Bank
Wells Fargo Bank

APPENDIX

Contributing Visionaries

Bakersfield College
Bakersfield Envelope & Printing Company
Bakersfield Museum of Art Smart Kids
Bakersfield Symphony Orchestra
Central Valley Business Forms
Colombo Construction Company, Inc.
Community Connection for Child Care
Dewar's Candy Shop
Juvenile Hall-Female Treatment Program
John R. Reedy, Inc.
Kern County Hispanic Chamber of Commerce
Kern County Hispanic Foundation
Kern Schools Federal Credit Union
Klein, DeNatale, Goldner, Cooper, Rosenlieb &
Kimball, LLP
Mexican American Opportunity Foundation
Mission Uniform & Linen Service
National University
Paramount Farming
Pepsi Cola Bottling Group, LLC
Smart Growth Coalition
State Farm Insurance Companies
Tel-Tec Security Systems, Inc.
The Grapery
Union Bank of California
W.A. Thompson, Inc.

The Facilitation Team

The Greater Bakersfield Vision 2020 Visioning process was actively managed by a broad-based group of community leaders, under the guidance and direction of president Sheryl Barbich, who collectively invested countless thousands of hours in bringing the Vision home to the people of our community.

Michele Allen	Chris Frank	David Price III
Louis J. Barbich	Harvey Hall	John Pryor
Sheryl Barbich	Barbara Harris	Dr. Larry Reider
Richard Beene	Bernie Herman	Randy Rowles
Vic Bolton	Susan Hersberger	Edward Spaulding
Ken Carter	Ed Hickman	John Stinson
Martin V. Castro	Roger McIntosh	David Strong
Tom Corson	Danielle McKinney	Ray Watson
David Couch	Mike Maggard	Wendy Wayne
Shirlyn Davenport	Jack Pandol	
Brent Dezember	Barbara Patrick	

Community wide meetings were co-hosted by a member of the Board of Supervisors and a member of the City Council or the Mayor. The Vision 2020 Facilitation Team would like to express its appreciation to them for their support.

Irma Carson, City Council	Ken Peterson, Board of Supervisors
David Couch, City Council	Steve Perez, Board of Supervisors
Pat DeMond, City Council	Bob Price, Mayor
Mike Maggard, City Council	Mark Salvaggio, City Council
Jon McQuiston, Board of Supervisors	Jacque Sullivan, City Council
Pete Parra, Board of Supervisors	Randy Rowles, City Council
Barbara Patrick, Board of Supervisors	

APPENDIX

Community Participation Phase II—Assessment Determining Our Strengths and Our Weaknesses

Community Meetings:

Highland High School (Northeast)	56
Beale Library (Central),	98
Centennial High School (Northwest)	60
North High School (North)	25
Stockdale High School (Southwest)	54
Boys & Girls Club (East)	27
San Clemente Mission (Bilingual)	11
Mt. Vernon Veteran’s Hall (Bilingual)	10
Central Church (South)	9
Bakersfield Senior Center (Southeast)	<u>30</u>
	380

Mini-Meetings:

Kern County Superintendent of Schools Staff	80
Greenfield Collaborative	18
Martin/McIntosh Engineers	8
East Bakersfield Collaborative	20
Aera Energy	19
Jim Burke Foundation	20
Hispanic Businesspeople	15
Safe Harbor Coalition	23
34th Street Collaborative	15
CSUB-Political Science Class	25
GBCC-Govt. Review Committee	25
Weill Institute-Facilitator/Recorder Training	63
Bakersfield Adult School	133
MAOF Staff	17
Bakersfield College staff	23
State Farm	15
Chevron	15
Kern County Hispanic Chamber of Commerce	10
Watson Realty Company	<u>40</u>
	584

APPENDIX

Youth Input:

4-H Leadership Camp for 7 th , 8 th , & H.S. members	48
Girl Scouts	137
Boys & Girls Club, Youth Connection, Boy Scouts, Bethany	84
High School classes	<u>10,263</u>
	10,532

Survey Input:

Kiwanis	19
South Bakersfield Rotary	15
Blue Ribbon Circle (Museum of Art)	14
Californian Ad	18
Email	132
Fax	232
Christmas on Lakeview	66
Drop boxes, mail, etc.	<u>517</u>
	1,013

TOTAL INVOLVED **12,509**

Phase II Community Assessment

What People Said – Greater Bakersfield’s Major Strengths

Those strengths or attributes most frequently cited by residents from across the community included:

- **Location:** Our unique geography provides us easy access to the mountains, beach, and larger urban areas. In addition, our central strategic location offers accessibility to the whole state.
- **Friendly, caring people:** Our people are seen as friendly, community-minded people. Community spirit and volunteerism are very important and it is easy to become involved. We are a compassionate community with concern for the less fortunate.
- **Affordable housing and cost of living:** Relative affordability of housing and other costs of living in Greater Bakersfield.
- **Educational opportunities:** The community values the opportunities for higher education afforded by California State University Bakersfield, Bakersfield College, and other extended universities in the community. Residents also value most of the K-12 schooling opportunities as well as the Bakersfield Adult School.
- **Small town character:** Our people like the small town atmosphere with big city amenities.
- **Family oriented:** Many commented that Greater Bakersfield is a “great place to raise a family,” and that the community offers many family activities.
- **Downtown revitalization:** Across the board, the community appreciates and values the redevelopment and increasing revitalization of the downtown area including the new streetscaping.
- **Relatively light traffic:** The community recognizes that we still have relatively uncongested traffic compared to other communities; however there is concern that traffic is a growing problem.
- **Law enforcement:** The relative safety of our streets is attributed to our strong law enforcement agencies.
- **Entertainment:** Community entertainment opportunities rank highly with the youth and in the written surveys. Cited most frequently are the increasing diversity of entertainment available, Centennial Gardens events, shopping malls, neighborhood parks, movie theaters, and the wide variety of ethnic restaurants.
- **Cultural diversity:** The participants value to the increasing cultural diversity of our community.
- **Agriculture and Oil:** Our community is a world leader in these two historical strengths of our economy.
- **Climate:** Many value the springs and falls, cool evenings, summer nights, and the opportunity to play golf and other sports year round.

What People Said – Major Weaknesses

Those weaknesses or challenges most frequently cited by residents from across the community included:

- **Air quality:** Poor air quality and air pollution is the weakness most frequently cited in all neighborhoods and surveys.
- **Urban sprawl, leapfrog development:** An across the board perception of a lack of planning for growth resulting in uncontrolled development and residential encroachment on agricultural lands.
- **Gang activity:** An across the board concern about gang activity. This perception is prevalent even in neighborhoods where there is very little gang activity.
- **Underperforming educational achievement:** Educational achievement in the K-12 grades is below state averages.
- **Airport and air service:** The Greater Bakersfield community sees the airport as too small and antiquated. Air service is perceived to be inadequate with no jets.
- **Image:** It is widely believed that the community has a negative image with outsiders. There is also a poor community self-image.
- **Freeway planning:** Poor freeway planning is widely noted with comments such as “freeways to nowhere” and poor downtown or East-West connection. Specific on and off-ramps are also cited.
- **Drug traffic:** Drug sale and use with attendant crime were recognized as well as the perceived high level of methamphetamine labs in the community and surrounding area.
- **Blighted neighborhoods:** There is a lack of development and redevelopment in some areas of the community. Southeast and East Bakersfield are specifically mentioned as are the vacant strip malls in some areas of town and the condition of Union Avenue.
- **Youth activities:** A perception of a lack of affordable afternoon and evening activities for youth is particularly strong with the youth input, but is supported by the rest of the community, especially on the East side.
- **Public transportation:** A need for extended hours, Sunday service, and more frequent service was expressed particularly by our youth and in the neighborhoods that are more transit dependent.
- **City-County cooperation:** A strong perception exists of the lack of adequate cooperation between the two governmental entities in development and services to the urban area. In addition to the overall perception, neighborhoods cited issues specific to their area.
- **Traffic flow:** Increasing traffic, lack of synchronized traffic lights, and specific congested areas resultant from the lack of connected freeways are frequently cited.

APPENDIX

Phase III—Visioning Community Participation

More than 2,000 citizens participated in community-wide meetings, hosted by local elected officials, where they built upon a shared understanding of the community’s strengths and weaknesses to develop a vision for the future.

Community meetings:

Centennial High School (Northwest)	60
Bakersfield Senior Center (Southeast)	42
Boys & Girls Club (Northeast)	44
Bakersfield College (Northeast)	20
Norris Rd. Veteran’s Hall (North)	35
K. C. Administration Building (Central)	40
Stockdale High School (Southwest)	41
CSUB (Southwest)	61
South High School (South)	25
Highland High School (Northeast)	<u>52</u>
	420

Mini-Meetings

Facilitation Team Meeting	14
Facilitator Training	20
Leadership Bakersfield Class	30
Facilitator Training	13
GBCC Board of Directors	15
Community Connection for Child Care	79
The Bakersfield Californian	31
Governmental Review Council	24
Building Industry Association	21
Bakersfield Adult School	137
Superintendent of Schools	20
Association of Realtors	30
San Joaquin Hospital	20
Westchester Kiwanis	<u>20</u>
	474

Total

894

Students:

Highland High School.....	350	
Centennial High School	160	
South High School.....	350	
West High School.....	109	
Stockdale High School	111	
Female Drug Treatment Program	54	
	1134	<u>2028</u>
Total		

**Phase III—Visioning
Community Meeting Co-Sponsors**

A number of local organizations co-sponsored the community wide meetings during the Visioning, Phase III process. Listed below are the participating organizations.

- | | |
|--|--|
| 60 Plus Club | Mt. Elgon |
| American Association of University Women | Norris School District |
| Bakersfield Museum of Art | North Bakersfield Optimists |
| Bakersfield Symphony | North of the River Chamber of Commerce |
| California Society of CPAs-Bakersfield Chapter | Oildale Community Partnership |
| Downtown Business Association | Oildale Kiwanis |
| East Bakersfield Community Coalition | Old Town Kern |
| Fruitvale School District | Project Clean Air |
| Golden Empire Architects Association | Rosedale Union School District |
| Greater Bakersfield Chamber of Commerce | Rotary Club of Bakersfield |
| Greater Bakersfield Convention & Visitors Bureau | Rotary Club of Bakersfield East |
| Kern County Bar Association | Rotary Club of Bakersfield North |
| Kern County Builders Exchange | Rotary Club of Bakersfield South |
| Kern County Hispanic Chamber of Commerce | Rotary Club of Bakersfield West |
| Kern County Taxpayer's Association | Smart Growth Coalition |
| Kern County Women Lawyers | Soroptimists |
| Kern Economic Development Corporation | Southeast Neighborhood Partnership |
| League of Women Voters | Tree Foundation of Kern |

Phase IV Action Planning

Greater Bakersfield Vision 2020-Vision Forces

Vision Force members were selected because of their integrity; open-mindedness; interest and/or experience in the Vision area addressed by their Vision Force; and commitment to the future of Bakersfield. They served as individuals, not as representatives of a particular organization or constituency. The mix of individuals also reflects demographic diversity and people from across Greater Bakersfield. Representatives of the City and the County were also active participants.

Quality of Life

John Pryor, Chair
Kay Pitts, Recorder/Facilitator
Dana Adams
Gayle Batey
Christina Blaine
Gene Bogart
Dave Kilpatrick
Pauline Larwood
Ginger Moorhouse
Don Murfin

Joe O'Bannon
Jeannie Omel
David Price III
Jeanne Radsick
Bill Rector
Ed Spaulding
Claudia True
Linda Urata
Greg Williams

Economic Development

Ed Hickman, Chair
Sheryl Barbich, Recorder/Facilitator
Manual Arriola
Keith Brice
Alan Christensen
Patrick Collins
Mark Evans
Fred Drew
Guy Greenlee

Harvey Hall
John Nilon
Harley Pinson
Barbara Patrick
Rick Roper
Judy Salamacha
Tom See
John Stovall
Gene Voiland

Downtown

Shirlyn Davenport, Chair
Patti Coffman, Recorder/Facilitator
Sharon Banker
Pat DeMond
Carola Rupert-Enriquez
Bernie Herman
Bruce Keith

Marti Kemper
David Milazzo
Larry Reider
Mike Russo
Dee Slade
Gene Spinozzi
John Stinson

Youth and Family

Tom Corson, Co-chair
Kate Hersberger, Co-chair
Mary McCabe, Recorder/Facilitator
Tony Ayon
Kevin Burton
Sheryl Chalupa
Deanna Cloud
Isaiah Crompton
Leslie Golich
Kris Grasty

Frank Kane
Miriam Krehbiel
Darlene Liesch
Eric Matlock
Magda Menendez
Steve Sanders
Mickey & Chris Sturdavaint
Vernon Valenzuela
Marty Williamson

Community Planning & Transportation

Ken Carter, Co-Chair
Roger McIntosh, Co-Chair
Andrea Lahocki, Recorder/Facilitator
Ray Bishop
Stephan DeBranch
Ron Brummett
Greg Bynum
Lois Chaney
David Couch
Marvin Dean
Brandi DelaGarza
John Fallgatter

Chris Frank
Greg Gallion
Jack Hardisty
Barbara Harris
Ted James
Chuck Lackey
Jacques LaRochelle
Mike Maggard
Chester Moland
Rod Palla
Jack Pandol
Craig Pope

Jeanne Radsick
Herman Ruddell
Howard Silver
Peter Smith
Brian Todd
Jeff Williams

APPENDIX

Education & Life-long Learning

Lou Barbich, Chair
Judy Newman, Recorder/Facilitator
Mike Butcher
Mike Chertok
Laura Dennison
Jim Etcheverry
Jean Fuller
Jim George
Jim Goodgame
Gloria Guerra-Scott
Lynne Hall
Bill Hatcher
John Hefner

Joan Herman
Lisa King
JoAnn Merritt
Doug Miller
Bob Ortiz
Cheryl Palla
Larry Reider
Willie Sandoval
Wade Tavorn
Chantel Washington
Wendy Wayne

Image

Michele Allen, Co-chair
Danielle McKinney, Co-chair
Peggy Dewane-Pope, Recorder
Kelly Boston
Scott Begin
Morgan Clayton
Jim Foss
Julie Giuntoli

Della Hodson
John Meroski
Debbie Moreno
Paul Pavletich
Mayor Bob Price
Vince Zaragoza
Barry Zoeller