

# Economic Development

---

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.01.1	Expand telecommunication s and other infrastructures to support new and existing industries.	1. Identify infrastructure needs for high tech/communications and technology cluster groups/CSUB-Business School	Complete	<ul style="list-style-type: none"> <li>• Identify Connecting Kern County - this is an ongoing committee</li> <li>• Brochure for the County created by Connecting Kern County</li> <li>• Connecting Kern County was convened; communications infrastructure invented; deployment of broad band services resulted; grant resources sought and obtained State, Great Valley Center, and Kern River Valley Revitalization project are tracking the internet access and speed needs.</li> <li>• Kern River Valley broad band and other satellite internet service providers continue to deploy new technology solution.</li> </ul>	Connecting Kern County
3.01.2		2. Inventory existing public and private high tech and communications infrastructure	Complete	<ul style="list-style-type: none"> <li>• Inventory completed. State of CA - Revitalization of internet, Kern Valley broad band - new technology</li> </ul>	County Director of Information Technology in conjunction with valley-wide I.T. Directors
3.01.3		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.	Complete	<ul style="list-style-type: none"> <li>• Mapping completed years ago - electronic tracking system</li> </ul>	Mayor's Technology Council and Connecting Kern County

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.01.4		4. Apply for grants (California Trade and Commerce Agency, HUD, etc.)	Complete	<ul style="list-style-type: none"> <li>• HUD Grant consider for Lamont/Weedpatch broad band services but later not required by developer</li> <li>• Great Valley Center Grant received and used</li> </ul>	Consortium of Education and Government Resources (KHSD, KCSOS, BC, CSUB and County of Kern) No need to have lead liaison
3.02.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Clusters identified by KEDC targeted specific industries with potential to offer high wage paying jobs and career</li> <li>• Flagship #1) Cluster network development strategies, Flagship #2) Human resources and skills development, Flagship #3) Land use and infrastructure planning, Flagship #4) Tourism marketing and branding Kern County, and Flagship #5) Financing entrepreneurship and innovation ladders</li> <li>• Community Development - Economic Development plan and consolidated plan- working on contract for the next 5 years (Implement HUD program)</li> <li>• KEDC Stewardship role in 2007</li> <li>• Collaborative effort with community college, CSUB, community college, KEDC</li> <li>• Permitting and processing - working with planning dept (roads)</li> <li>• Permitting advisory group created by KEDC</li> </ul>	Kern County and Kern Economic Development Corporation (KEDC)
3.02.2		2. Develop Cluster Task Forces to identify and recommend incentives necessary to attract investment capital in those sectors	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Aerospace and Defense</li> <li>• Healthcare</li> <li>• Logistics and Advanced Manufacturing</li> <li>• Value Added Ag</li> <li>• Tourism</li> <li>• Energy and Natural Resources</li> </ul>	Kern Economic Development Corporation (KEDC)

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.02.3		3. Target growth companies that meet clean air requirements, and create sustainable employment in jobs paying higher wages	Complete and Ongoing	<ul style="list-style-type: none"> <li>CEWTP Grant -Clean Energy Workforce Training Program</li> </ul>	City, County to develop specific incentives to attract companies meeting these criteria
3.02.4		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Exit interviews conducted</li> </ul>	Kern Economic Development Corporation (KEDC)
3.02.5		5. Develop a marketing plan, specific to targeted companies, that addresses issues identified	Complete and Ongoing	<ul style="list-style-type: none"> <li>Targeted plan in Industrial and Commercial</li> </ul>	Kern Economic Development Corporation (KEDC)
3.02.6		6. Ensure the development of a regional technology group with public and private membership	Complete	<ul style="list-style-type: none"> <li>Chambers created International Business and Trade Committee working together on foreign trade zones, export promotion and encouraging investment</li> </ul>	Connecting Kern County and KEDC
3.03.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Sub clusters and programs created</li> <li>Permit advisory group (Public/private coalition)</li> <li>Alliance for Women in Energy</li> <li>Wind Energy Association (representing sub cluster)</li> <li>Independence High School (Energy Academy Program)</li> <li>Cuesta - Energy partners with Energy focus group at CSUB</li> <li>Taft College's Energy program - On-going effort to try to get a 4 year program</li> </ul>	KEDC, Kern High School District and Taft College

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.04.1	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	Not Complete	<ul style="list-style-type: none"> <li>• Task force not completed but several efforts and achievements were made. Including: Pre-engineering or computer sciences programs, schools focusing on higher math grades/skills, higher focus on science in high desert areas, Aerospace Academy at Tehachapi High, ETR Focusing on job training for green jobs, working with local educational institutions and employers to develop training classes to meet employers' needs</li> <li>• Taft College became certified for Energy Program in 2009</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.04.2		2. Form an advisory group to assist in the planning and implementation of the newly approved CSUB Engineering Program	In Progress	<ul style="list-style-type: none"> <li>• CSUB's "Engineering Program" was set up as a collaboration with other cooperating universities due to insufficient numbers of students were adequately prepared to enter an engineering program in the CSUB market, there is no current need for additional engineering programs in the CSU system. The following grants were obtained to attempt to improve the readiness of local students for pre-engineering.</li> <li>• \$500,000 from Chevron to increase number of high school graduates majoring in STEM fields (2009)</li> <li>• \$2.6 million from US Department of Education for joint program (CSUB, CSUMB, Cal Poly SLO, KCSOS, Tulare Office of Education) to improve teacher quality in math, science, special education (2009)</li> <li>• \$170,000 from NSF to enhance geoscience curriculum in Kern County schools and facilitate transition from high school through college to geoscience careers (2009)</li> <li>• \$900,000 from NSF to encourage talented STEM majors to become high school math and science teachers (2009)</li> <li>• \$296,000 from NSF supporting math and science partnerships between CSUB and area high schools (2009)</li> <li>• \$79,000 from N1H to prepare minority CSUB students for PH.D. programs in biomedical research (2009)</li> <li>• USDA summer fellowship for economics professor to learn of funding sources and opportunities to prepare Hispanic students for careers in agriculture and environmental management (2009)</li> <li>• \$4.9 million from US Department of Education to build institutional capacity to serve underrepresented students in STEM majors in Hispanic-serving institutions (2009)</li> <li>• \$300,000 Andrew W. Mellon Grant and \$25,000 National Park Service grant supporting faculty and student research relating to plant physiology and ecosystems in fire-ravaged areas (2008 and 2009)</li> <li>• \$50,000 from Workforce Staffing to underwrite instructional costs for an occupational safety and health (OSH) curriculum and to assist with OSH internship opportunities (2008)</li> <li>• \$400,000 from NSF to fund 40 scholarships for students majoring in STEM disciplines (2008)</li> <li>• \$1 million from Chevron to work with middle school and high school math and science teachers to provide mentored</li> </ul>	CSUB

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.04.3		3. Form a task force to determine the university's role relating to maintaining databases/information systems and conducting applied research. Develop funding plan	Not Complete	<ul style="list-style-type: none"> <li>On-going efforts to forecast our local economy specifically the region are being focused on. Working on funding plan.</li> </ul>	
3.05.1	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	Complete	<ul style="list-style-type: none"> <li>Chamber of Commerce on-going efforts. San Joaquin Valley Partnership was awarded grant to serve central valley workforce investment areas. The purpose was to establish San Joaquin Valley network of entrepreneurial centers (2-4 year colleges serving student and community population)</li> <li>KEDC and Chamber continue to partner to promote both tactics through their network with businesses.</li> <li>Car shows to help with area development</li> <li>Monthly luncheon to promote business networking opportunities</li> <li>Challenges include needing instructors to take the lead at local colleges</li> </ul>	CSUB, BC - Business Assistance Center and SBDC , Chamber of Commerce - training for modules for small businesses (Entrepreneur focus). Grant writing workshop, strategic writing (Sponsor by Chick-Fil-A)
3.05.2		2. Create business development and entrepreneurial initiatives centered in the industry cluster groups to be formed	Complete and Ongoing	<ul style="list-style-type: none"> <li>KEDC staff organized industry cluster groups that had as their initial purpose - the sharing of best practices. Future plans are to provide input to government as to how to reduce governmental red tape for business</li> </ul>	KEDC - Business Enhancement Program, KCCD, WIB
3.06.1	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"	Complete and Ongoing	<ul style="list-style-type: none"> <li>Partnership Plus Program also conduct surveys and connection of education and businesses. As well as business to business.</li> <li>Renewable energy.</li> </ul>	CSUB, BC, and GBCC

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.06.2		2. Develop courses that focus on the workforce needs of high tech and other industries based on information gained in surveys	Complete and Ongoing	<ul style="list-style-type: none"> <li>• *Alternative and conventional energy academy programs in high schools</li> <li>• An occupational safety and health curriculum has been developed with industry support as a program option in the Environmental Resource Management major (2009).</li> <li>• CSUB - Business School has proposed a B.S. in Applied Studies degree program to articulate with transferable technical programs offered by community colleges or military technical education programs deemed equivalent to Baccalaureate work by the American Council on Education. The program is under review in 2009-2010. The technical program would be transferred in to satisfy the area of emphasis requirement. The required core is designed to address the following competencies: 1) Professional communication skills 2) Analyzing organizational behavior and external environments of organizations, and 3) Managerial and leadership skills (2009)</li> <li>• Mentoring alliance for H.S. girls (mentorship programs)</li> </ul>	CSUB, BC and KHSD
3.06.3		3. Partner with high tech and other industries to develop internships for students	Complete and Ongoing	<ul style="list-style-type: none"> <li>• * Chevron's STARS program</li> <li>• * ETR utilizing ARRA fund, have funded training classes in a variety of topics including medical office workers and green jobs</li> <li>• * The Environmental Resource Management program has partnered with Work Force Staffing to develop internship opportunities relating to occupational safety and health (2008)</li> <li>• * CSUB's Career Development Center was expanded to assume responsibility for internships and student service learning and has been renamed the Center for Community Engagement and Career Education (2009)</li> <li>• * Internships for students through Partnership program</li> </ul>	WIB, CSUB, Community businesses

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.06.4		4. Develop marketing plan to educate the public about the higher education programs currently in place that prepare students for the new economy	Not Complete	<ul style="list-style-type: none"> <li>• Started on tactic but was not completed. Shared efforts continued to support this tactic.</li> <li>• ETR made significant effort in this area which included the production of a youth career education campaign, a monthly newsletter emphasizing career pathway/earning projections as they relate to education and career, DVD highlighting industry representative and jobs and continued marketing.</li> <li>• Other training opportunities available are highlighted at Careersinthevalley.com</li> </ul>	
3.06.5		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• * KEDC going after training grants</li> <li>• * SBA affiliated Small Business Development Center (SBDC) serving Kern, Inyo and Mono Counties now is hosted by CSUB (effective May 2010). The SBDC institutionalizes support services for small business at CSUB to include seeking external funds supporting technology related areas</li> <li>• * Aera Energy Concentration in Occupational Safety and Health Management has been developed within the Environmental Resource Management degree program to provide baccalaureate level preparation for the safety fields</li> <li>• * CSUB's School of Business &amp; Public Administration has forwarded a degree completion proposal (B.S. in Applied Studies) to CSUB's Academic Senate. The purpose of the newly proposed degree is to articulate a baccalaureate with technical programs offered through community colleges. The degree requires an area of specialization that is to be met through transferable course work in community college technical programs</li> </ul>	CSUB, BC, KEDC, WIB



ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.07.1	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)	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Activities going on but will need to push for a higher priority</li> <li>• ETR continues to partner with Central Valley WIB's in the regional industry cluster for solicitation and procurement of grants</li> <li>• SJVB grant - limited funding focus on high demand occupations in the valley. Taft College is participating in this effort</li> <li>• Employer Forum held May 2009 - surveyed employer needs</li> <li>• 2008 - central valley WIB surveyed logistics and distribution, manufacturing, agriculture business, renewable energy and health care industries for job openings in the near future. Information available at <a href="http://careersinthevalley.com">careersinthevalley.com</a></li> <li>• Need a long term plan</li> <li>• Need to revisit what is taught and how things are taught</li> </ul>	WIB, KEDC, CSUB and KCCD
3.07.2		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	Not Complete	<ul style="list-style-type: none"> <li>• State of the Workforce - not done annually but one completed in 2002.</li> <li>• ETR produces annual state of the workforce report</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.08.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Partnership Plus Program continues through the Chamber (Brooke contact Christine Frasier)</li> <li>• Ready to Start Program continued and have been extended to Panama Buena Vista (Challenges - teacher training needed, infrastructure issue)</li> <li>• Results generated from this project identified positive outcomes for participating students and challenges concerning teacher</li> <li>• Due to lack of funding the emphasis is now on helping foster youth and youthful offenders</li> <li>• KHSD opened energy and utility academy program at Independence High School</li> <li>• ETR will be working with the district to use this to help farm workers and solar panel installation</li> </ul>	Greenfield school district and Rosedale Union school district - Ready to Start Programs. KHSD, KCCD and CSUB
3.08.2		2. Develop a Public Relations program educating the community on various career, education and training opportunities in the community	In Progress	<ul style="list-style-type: none"> <li>• Career and College exploration</li> <li>• Careersinthevalley.com</li> </ul>	KCSOS
3.09.1	Develop a plan to promote, publicize and obtain adequate funding to successfully implement a technology incubator concept	1. Develop a plan to promote, publicize and obtain adequate funding to successfully implement a technology incubator concept	Complete and Ongoing	<ul style="list-style-type: none"> <li>• EDA funding potential. Kern Energy Technology Incubator Group - working on developing funding</li> </ul>	KEDC

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.10.1	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	In Progress	<ul style="list-style-type: none"> <li>Ongoing meetings but no "mega-group"</li> </ul>	Greater Bakersfield Chamber of Commerce
3.10.2		2. Establish and communicate a specific legislative agenda for economic growth, including potential public funding	Complete and Ongoing	<ul style="list-style-type: none"> <li>City and County to communicate Chambers need to continue to facilitate</li> </ul>	Chamber and KEDC Legislative committee in place NOR sent out letters of support
3.11.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>* See August 2003 report (Brooke contact Richard)</li> <li>* No electronic tracking for County but have Planner of the Day</li> <li>* City has web-based tracking system</li> <li>*KEDC references Zucker report offering over 150 recommendations for the county. Looked at prioritizing projects that produces 100 or more jobs but that brings other issues</li> <li>* Use the Riverside County model</li> </ul>	City, County
3.11.2		2. Provide business permitting information, application, and permitting capabilities as a part of a common web portal	Complete	<ul style="list-style-type: none"> <li>* City and County website</li> <li>* Chamber needs to continue to be the facilitator and bring these groups together</li> </ul> <p>Lots of energy around putting effort into improving the permit process</p>	Governmental consortium on technology

ID	Strategy	Tactics	Status	Achievements	Lead Organization
3.12.1	Develop and implement a plan to develop statistics measuring the economy and other relevant data for Greater Bakersfield.	Develop and implement a plan to develop statistics measuring the economy and other relevant data for Greater Bakersfield.	Not Complete	<ul style="list-style-type: none"> <li>• Dr. Grammy's economic outlook annual report for Kern County strongly reflects Bakersfield; however, there is not a report specific to Greater Bakersfield. KEDC Foundation will commission annual forecast</li> </ul>	

# Education and Life Long Learning

---

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.01.1	Establish core competencies and standards of achievement for each Prekindergarten - 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	Complete	<ul style="list-style-type: none"> <li>State Standards/Frameworks are in place</li> <li>New pre-school learning foundations have been developed by the State although they service as a guide only and are not mandatory</li> </ul>	State
4.01.2		2. Communicate standards of achievement to parents to help them understand what is expected	Complete and Ongoing	<ul style="list-style-type: none"> <li>Ready to Start Program serving 900 students in 4 districts has a strong parent component that helps parents understand requirements for Kindergarten. State funded pre-school programs have a parent participation component. Successful to the Parents. The Ready to Start is a program to prepare the kids for school but does not go over the standards</li> </ul>	Ready to Start & School Districts (Greenfield, Panama-Buena Vista, Rosedale & Beardsley / Standard). State Preschool Programs throughout Kern County
4.01.3		3. Ensure that testing process measures student performance relative to set standards of achievement	Complete	<ul style="list-style-type: none"> <li>Aligned with standards</li> </ul>	State and Federal
4.01.4		4. Educate the public on the strengths and weaknesses of state mandated testing for students	Complete and Ongoing	<ul style="list-style-type: none"> <li>KCSOS website has STAR testing results. The Californian has articles, counselors, explore one-on-one, Parent/Teacher conferences and The Californian has articles</li> </ul>	Kern County Superintendent of Schools (KCSOS) and K-12 school districts developed K-12 standards; Media

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.02.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• State Early Learning Foundations will improve transition between pre-school and kindergarten. Greater collaboration among educational institutions led to improved transition between grade levels</li> <li>• BC and CSUB - has summer bridge programs. BC - Mesa focused programs</li> <li>• Partnership - CSUB and BC has a transfer center. At BC - host counselor articulation day with students, CSUB has Council of Counselor forum. Jim Burke Education forum. Education Leadership Forum - bringing Elementary, High School, higher education at table. There is an Alliance for Minority Participation - AMP, hosted by CSUB that focuses primarily on students' math skills .CSUB Onsite Admission days each semester. We also have the STEM collaboration with CSUB and our advisors conduct outreach to the high schools)</li> <li>• CSUB counselor at BC. BC/CSUB STEM project to strengthen the "pipeline" of potential students pursuing degrees in the sciences, math, and engineering. Fran Pavley Legislation: encouraged communication between pre-school and kindergarten teachers. While this legislation did not have funding and no mandates, it did encourage early education programs throughout the states to link with Kindergarten programs.</li> <li>• Los Angeles Unified School District unveiled a new transition kindergarten program. The Los Angeles Unified School District (LAUSD) will create an innovative, new transition kindergarten pilot program, scheduled to begin in September 2010. The voluntary pilot program is intended to boost the academic success of the district's youngest kindergarteners by providing them with a year of preparation before entering kindergarten.</li> <li>• Model transition programs are taking place in several locations throughout California. These include early education programs placed on elementary school campuses, prekindergarten round ups to orient children and their families to the Kindergarten experience. (Math, Engineering, Science Achievement). 2 + 2: Students can receive high school credits. Early assessment program students are assessed during Jr. Year so senior year can be used to shore up areas that need to be addressed. If successful, then they have already finished their qualifications. STEM = Science, Technology, Engineering and Math.</li> </ul>	Burke Foundation Focus Group, CSUB, Superintendent of Schools, Chamber of Commerce, BC

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.03.1	Target reading skills first	<p>1. Implement “reading first” efforts in elementary and junior high schools considering these elements:</p> <ul style="list-style-type: none"> <li>• “Reading recovery” training for appropriate teachers</li> <li>• Time for teachers to contact parents</li> <li>• Parent component in daily reading homework</li> <li>• Silent reading time during school day</li> </ul>	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Target Reading First Collaborative was formed and operated for approx. 8 years to introduce children to reading at an early age. Website was developed (<a href="http://www.targetreadingfirst.org">www.targetreadingfirst.org</a>). Building blocks to reading success, community reading programs.</li> <li>• CSUB has a program partnered with Chevron.</li> <li>• Grants used to fund family literacy programs.</li> <li>• United Way has funding and expanded the base of the community reading. Community reading program operated by KCOCS.</li> <li>• Building blocks to reading success, community reading programs, and Ready to Start was implemented.</li> <li>• DEAR - Drop Everything and Read.</li> <li>• Target Foundation Funds Literacy. One Book One Bakersfield has included books for children in their annual event to encourage reading in Kern County. Read 180. Read by 9 and 9 (Read by 3rd. Grade).</li> <li>• Ready to Start serves 900 students each year entering Kindergarten. A parent component is offered in all 4 school districts. Community Connection for Child Care partners with United Way on the Born Learning campaign, which offers suggestions to parents on how they can be their child’s first teacher</li> </ul>	CSUB, KCSOS, Bakersfield City School District (BCSD) and other feeder schools to Kern High School District (KHSD);, Ready to Start, United Way, First 5; Bakersfield College

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.03.2		2. Mandate the use of pre-reading programs for all licensed pre-school/child care facilities	Not Complete	<ul style="list-style-type: none"> <li>• Authority does not exist to mandate. Community Connection for Child Care</li> <li>• at KCSOS. (CCCC) provides information and technical assistance in helping providers raise the quality of their care.</li> <li>• CPIN - California pre-school Instructional Network: provide professional development for Pre-School Teachers.</li> <li>• First Five Kern provides kits for all new parents with information with a variety of issues including family literacy. Recently completed State Early Learning Foundations provide guidelines for pre-school teachers in several disciplines</li> <li>• BC's Early Childhood Mentor Program also offers professional development for pre-school teachers and a monthly professional development seminar specifically for directors of early childhood programs. KAEYC also offers professional development</li> </ul>	
4.03.3		3. Provide information on, and access to, reading and literacy programs for every woman seeking prenatal care	Complete	<ul style="list-style-type: none"> <li>• Cal-SAFE: California School Age Families Education</li> <li>• First 5 Parent kits are available to parents</li> <li>• CCCC sponsors events for parents and care givers to teach parents about family literacy</li> <li>• GET offers the Reading Express where Children's books are available on all buses</li> </ul>	Community Connection for Child Care, First 5, KCOCS, School Readiness Providers and Other programs, Golden Empire Transit
4.04.1	Evaluate and implement structural changes to improve student performance.	1. Change kindergarten eligibility deadline to September utilizing legal authorization granted in AB25	Not Complete	<ul style="list-style-type: none"> <li>• SB 1298 was passed last year and addressed a number of issues related to data and requires the Department of Education to begin using a common identifier for records from center-based early childhood programs through higher education</li> </ul>	



ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.04.2		2. Legislate mandatory preschool and kindergarten	In Progress	<ul style="list-style-type: none"> <li>Proposition 82 failed in 2006 to establish preschool for all of California's children. In 2009, AB 2759 passed which will consolidate and streamline existing Title 5 child development programs that serve pre-school aged children</li> </ul>	State and Federal
4.04.3		3. Extend class size reduction to grades 4, 5, & 6	Not Complete	<ul style="list-style-type: none"> <li>Some districts have attempted to implement this. Other districts, due to budget constraints have had to eliminate the class size reduction for grades 1, 2, 3.</li> <li>State mandates maximum class size.</li> </ul>	
4.04.4		4. Extend class size reduction to junior high and high school	Not Complete	<ul style="list-style-type: none"> <li>Overcome by budget</li> <li>State mandates maximum class size.</li> </ul>	
4.04.5		5. Add one period to high school	Not Complete	<ul style="list-style-type: none"> <li>On-going lobbying in Sacramento by High School District Association</li> <li>Students are taking more core classes in middle school</li> </ul>	
4.04.6		6. Implement the principles of "Project 2000"	Complete and Ongoing	<ul style="list-style-type: none"> <li>Partnership academy - Funded career focused program - health, criminal justice. How to use technology to benefit student achievement.</li> <li>9th. grade retention program. Digital HS initiatives. Project 2000 - put more kids in College Prep curriculum in area of math. Collaboration of team of teachers and professional learning communities</li> </ul>	KHSD, Region 8 Avid
4.04.7		7. Develop a plan to establish cross-age tutoring programs in all elementary schools	Complete and Ongoing	<ul style="list-style-type: none"> <li>Community service program encourages high school students tutoring at elementary schools.</li> <li>After school programs.</li> <li>Various programs at BC and CSUB provide tutoring at different locations. Foster Youth Tutor Program with Network for Children</li> </ul>	BC, CSUB, School Districts

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.05.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• U-PLANit website developed by KCSOS offers career and college information targeted at middle school students. Website will include financial aid information and a high school planner. Other programs exist as well including the Chamber's Expansion of Partnerships Academies Plus effort (lasted for a yr)</li> <li>• Career Pathways required for H.S. graduation. Kern County College Night.</li> <li>• NOR - scholarship \$500 for students living in North of the River (4 scholarships to 4 high schools) per year</li> </ul>	Chambers of Commerce, KCSOS, private sector
4.05.2		2. Offer alternative learning environments or schools (e.g. academies and schools within schools for academically at risk or gifted)	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Expansion of academies in high schools. BC has an engineering week Zero (bring in eng school students to get an early start experience)</li> <li>• Summer algebra institute held at churches at CSUB.</li> <li>• KHSD Community Tutoring Programs has teachers going to churches</li> <li>• Online learning.</li> <li>• Early start programs hosted by CSUB to focus on remedial development focus.</li> <li>• Valley Oaks Charter School supports home schooling.</li> <li>• Plan is in place for a children's museum and science center called "Bakersfield Adventures for the Mind."Work is being done in concert with CSUB.</li> <li>• After school programs in science at area elementary schools</li> </ul>	CSUB, KHSD, BC, Bakersfield Adventures for the Mind
4.05.3		3. Offer specialized high schools—e.g. fine arts, academic	Not Complete	<ul style="list-style-type: none"> <li>• Concept is evolving at individual schools as specialized programs within comprehensive high school</li> <li>• Fine Arts, Engineering programs at Centennial.</li> <li>• HSD have specialty programs with comprehensive high school. Flexible transferable options</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.05.4		4. Increase school day by one or two periods so as to give more choices and flexibility to students.	Not Complete	<ul style="list-style-type: none"> <li>On-going lobbying in Sacramento by High School District Association</li> <li>Students are taking more core classes in middle school</li> </ul>	
4.05.5		5. Create enrichment opportunities in vocational training scheduled after the regular day so more students can take advantage of them	Not Complete	<ul style="list-style-type: none"> <li>Challenges with budget constraints</li> <li>Virtual Enterprise program. On-going exploration of funding for use of available facilities.</li> <li>Jobsplus programs - link students with mentors in areas of interests.</li> <li>Strides made in the past are suffering due to the current budget climate. Bakersfield Adult School offering afternoon and evening vocational classes</li> </ul>	
4.05.6		6. Incorporate vocational education into college prep programs by adding an optional extra period.	Complete and Ongoing	<ul style="list-style-type: none"> <li>Efforts to add an additional period is limited by budget. Efforts other than additional period include: 2 +2 program, California Partnership Academies, A to G certifications for Career Technical Education</li> </ul>	State

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.05.7		7. Require that all before and after school programs at school sites have an academic component (e.g. homework club, tutoring)	Complete and Ongoing	<ul style="list-style-type: none"> <li>• All after school programs that are Federal or State funded require an academic component. Boys and Girls Club operates at 4 locations and has satellite programs at 19 schools campuses.</li> <li>• Greater increase of after school programs so the overall levels are higher but many are in jeopardy due to current economy.</li> <li>• Funding has impacted the progress of after school programs.</li> <li>• Volunteer after school programs are still on-going (especially in athletics)</li> <li>• State Prop 49 operates at mini school districts (after school programs)</li> <li>• Required if State and Federal Funds are received.</li> <li>• After School Programs are not required of schools receiving state and federal funding unless the funding is specifically for that purpose. Prop. 49 and federal after school program funds are competitive grants. Athletics are not considered After School Programs in this context</li> </ul>	KHSD, Partnerships Plus, Boys and Girls Club, Workforce Investment Board (WIB )
4.05.8		8. Expand student attendance and performance incentive programs to additional schools as needed, and recruit additional sponsoring businesses and organizations to help fund	Complete	<ul style="list-style-type: none"> <li>• Leaders in Life (High School): High school leadership conference. Student Leadership Conference (6-8th. Grades).</li> <li>• Project BEST (Black Excellence Scholarship and Teaching)</li> </ul>	KCSOS, KHSD, Bakersfield Service Clubs

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.05.9		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Local universities host college information events.</li> <li>• xpansion of Advancement via Individual Determination (AVID) classes and school sites. AVID participation: 22 middle schools and 17 comprehensive high schools. Council of Counselors from CSUB.</li> <li>• BC has Articulation Day and Career Pathways, individual time with counselors, Cash for College students fill out forms.</li> <li>• U-PLANit Website offers information. BC Transfer Day.</li> <li>• Kern County College night attracts thousands of students.</li> <li>• Project BEST</li> </ul>	KHSD and KCSOS in coordination with local universities
4.06.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Teacher recruitment and retention strategies have been implemented and the teacher voluntary retention rate has improved to 90% (2005).</li> <li>• Requires Union negotiation. CSUB participated with Tulare County Office of Education has quality enhancement grant for recruitment of teachers. KCCD Leadership Academy (1 yr program w/possible internships)</li> </ul>	KCSOS and school districts including teacher organizations. KCCD
4.06.2		2. Implement professional development programs to teach leadership and promote excellence in principals and administrators	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Added to the existing programs. Principle Training Program AB430 - State Program on going for 5 years. CSUB - Planning. Phase has been started for ED in Education. Superintendent Leadership Forum at KCSOS.</li> <li>• CPIN provides professional development to pre-school directors. Kern Association for the Education of Young Children (KAEYC) offers workshops for pre-school staff</li> </ul>	KCSOS and school districts; CSUB ; BC, KAEYC

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.06.3		3. Shorten the duration of the credentialing process	Complete and Ongoing	<ul style="list-style-type: none"> <li>• CSUB program BBest program.</li> <li>• Internship program at CSUB. Developed a 4 year blended math program - get degree and credential. In process of revising the teacher credential program</li> </ul>	CSUB
4.06.4		4. Modify the tenure system for improved accountability (teachers re-elected based on performance and merit)	Not Complete	<ul style="list-style-type: none"> <li>• Requires a change in legislation</li> </ul>	
4.06.5		5. Assess teacher and administrator performance by surveying parents, students, and teachers and using survey results in performance evaluations	Not Complete	<ul style="list-style-type: none"> <li>• Requires change in legislation and funding</li> </ul>	
4.06.6		6. Develop an organizational chart that identifies clear lines of authority including responsibilities by and between school boards, superintendents, principals and teachers	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Required by law and regularly updated</li> </ul>	KCSOS, KHSD
4.06.7		7. Carefully observe and assess teachers within the initial 2 years of employment	Complete	<ul style="list-style-type: none"> <li>• KHSD teacher mentor program. Teacher credentialing requirements have changed to require 2 year mentoring program thru BTSA. Evaluations are a part of the tenure process.</li> <li>• Part of BTSA - Beginning Teacher Support and Assessment.</li> </ul>	KCSOS , school districts, teacher organizations

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.06.8		8. Implement career ladders for teachers and administrators with appropriate financial rewards to encourage professional development	Complete and Ongoing	<ul style="list-style-type: none"> <li>Panama Buena Vista school district and others have increased pay for increased educational hours, teacher coaches and teacher mentors. Percent of higher qualified teachers and master degreed teachers has increased</li> </ul>	KCSOS , school districts, teacher organizations
4.07.1	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	Complete	<ul style="list-style-type: none"> <li>Parent universities such as math, science, reading nights to help students and other types of parent projects such as encouraging fathers to come to the schools with the children. KCSOS offers several programs aimed at increasing parent participation</li> </ul>	KCSOS and local school districts; neighborhood collaboratives. Boys & Girls Club, PAL, SAL, Ready to Start
4.07.2		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	Complete	<ul style="list-style-type: none"> <li>First 5 Kern provides Kits to all new parents including family literacy. Nurse Family Partnership program sponsored by the Kern County Health Dept., funded by First 5 Kern supports teen, first time mothers.</li> <li>The Baby Steps Project was implemented with which had positive results. However, due to budget constraints, the project has been discontinued</li> </ul>	First 5 Kern and local hospitals
4.08.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Ongoing efforts are made to have this permeate throughout the Bakersfield area</li> </ul>	KCSOS and businesses that provide funding for these projects (e.g. United Way, Kaiser Permanente and many more.)
4.08.2		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	Complete	<ul style="list-style-type: none"> <li>While difficult to measure, these events and programs such as: California High School exit exam. Kern County College Night and AVID helped increase expectations</li> </ul>	Local universities

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.08.3		3. Increase the value placed on teachers and administrators	Complete	<ul style="list-style-type: none"> <li>• Various different recognition programs within the individual school, districts and within the community</li> </ul>	Local school districts
4.08.4		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	Complete	<ul style="list-style-type: none"> <li>• U-PLANit website developed by KCSOS, Chambers Partnership Plus Programs and other local efforts. Web based was field tested in 2010. STEM and MESA - students, faculty and staff talk about the importance of steps to college.</li> </ul>	KCSOS, KHSD, CSUB, BC, and Chambers
4.08.5		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	Complete	<ul style="list-style-type: none"> <li>• Career Pathways at BC.</li> <li>• U-PLANit website has planning information, virtual tours of universities, career planning modules (<a href="http://www.uplanit.org">www.uplanit.org</a>)</li> </ul>	KCSOS, KHSD, CSUB, BC, and Workforce Investment Board



ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.08.6		<p>6. Develop a marketing plan that includes the following components:</p> <ul style="list-style-type: none"> <li>• A public awareness campaign that proclaims the value and importance of high educational performance for all students</li> <li>• Promotion of local student successes</li> <li>• Promotion of teachers and administrators who are making a difference</li> <li>• Inform families on the value and importance of education</li> <li>• Inform families and students on the value of vocational education</li> <li>• Public education about the diverse needs of students and the responsibility of the education system to respond with unique strategies</li> </ul>	Not Complete	<ul style="list-style-type: none"> <li>• A system wide marketing plan has not been developed; however, individual marketing plans have been done by individual school district. Home to School, district and school website, and school mandated accountability report card. Bakersfield Life has top student profiles.</li> <li>• Energy for Learning Classroom Grants from Chevron. Jim Burke Teacher of the Year Awards, Bakersfield Californian Scholar Athletes highlighted every year. Individual schools and educational entities do promotion. CSU Bakersfield Hall of Fame - graduates. Bakersfield City started their own 'Hall of Fame'</li> <li>• "San Joaquin Valley Rocks: Inspiring Future Geoscientists" is hosted by the Cal State Bakersfield geology department, and is funded by a \$173,000 grant from the National Science Foundation.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.09.1	Support improvements to, and maximize the use of, school buildings and infrastructure.	1. Enlist the community's support on efforts to pass legislation and fund school construction by: <ul style="list-style-type: none"> <li>• Identifying key decision leaders</li> <li>• Developing "business" group to support education needs</li> <li>• Developing and maintain an alumni group that is dedicated to support of the school/district (other than athletics)</li> <li>• "Negotiating" support from the community in exchange for school site access.</li> <li>• Developing relationships with specific industries having a natural self-interest in the improvement of schools (e.g. Realtors, Architects, Developers)</li> <li>• Identifying "interest groups" to support specific improvements (e.g. music, art, science)</li> </ul>	Complete	<ul style="list-style-type: none"> <li>• Bond issues have passed</li> <li>• Arts Council of Kern has programs during, after and summer programs at the schools. GRC - Education Advocate (locally and in Sacramento)</li> <li>• AKC hosts seminars, workshops and performances during the days and evenings at KCSOS facilities.</li> </ul>	KCSOS and school districts; Greater Bakersfield Chamber of Commerce (GBCC); Kern County Hispanic Chamber of Commerce (KCHCC), KCCD
4.09.2		2. Explore other ways of funding school infrastructure more equitably than taxing across the board	Not Complete	<ul style="list-style-type: none"> <li>• There are legal challenges associated with this tactic. Association of California school administrators, State PTA, CA school Boards Association, and a number of school districts in CA have filed a law suit against the State Legislature and Governor to force them to adequately fund CA public schools (May 2010)</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.09.3		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	Not Complete	<ul style="list-style-type: none"> <li>Although resource mapping has not been completed, individual schools and districts are working to utilize their facilities at nontraditional times for the purpose of extended opportunities and parent interaction as noted in 4.5.5 - budget constraints impact these schools' ability to staff and utilize the facilities after hours</li> </ul>	
4.09.4		4. Quantify the amount of additional use, the potential demand, cost involved in increasing utilization	Not Complete		
4.09.5		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	Not Complete	<ul style="list-style-type: none"> <li>Task force has not been created but local districts continue to share facilities such as: Boys and Girls Club</li> </ul>	
4.09.6		6. Maintain a web-based inventory of school facilities, times available, rules for use, and costs	Not Complete	<ul style="list-style-type: none"> <li>Has not been done system wide but individual districts have been maintaining a list</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.10.1	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	Complete	<ul style="list-style-type: none"> <li>Standard testing results. At BC this also includes: Tech Prep, VTEA, &amp; High School/ROP Connections; Apprenticeship Programs; Contract Education and community service; work experience and internship; an excellent connection with business and industry through its advisory boards. High school district adopt the pathways graduation requirements (CTE). Chambers has provided leadership in helping establishing vocational opportunities by working with KCSOS. High school districts. ETR has fund job opportunities for students. (Employees Training Resource)</li> </ul>	KCSOS, KHSD, Workforce Investment Board and local universities
4.10.2		2. Replicate the most successful programs at additional schools, developing partnerships to support them and using businesspersons to model appropriate workplace skills and behaviors	Complete	<ul style="list-style-type: none"> <li>At individual school level, this has been confirmed to happen on many fronts</li> </ul>	
4.10.3		3. Publicize the findings	Not Complete		
4.10.4		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	Complete	<ul style="list-style-type: none"> <li>BC - extensive use of CTE advisory councils</li> <li>CSUB School of Business and Public Administration has an Executive Advisory Council that meets quarterly to discuss needs of the school and vice versa</li> </ul>	Local universities

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.10.5		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• CareerPlus online job listing resource</li> <li>• (Trade school program) Youth Build Grant</li> <li>• BC picked up program (Build &amp; Sell houses)</li> <li>• Chevron - Project Lead the Way</li> <li>• Chevron - in support with BC (MESA)</li> <li>• CA Partnership Academies</li> <li>• CTE Advisory Committees</li> </ul>	<p>Workforce Investment Board, Partnerships Plus, KCSOS and school districts, media Black Chamber - JR Black Chamber Program</p> <p>2009 CA Jr. Black Chamber of Commerce - Apprenticeship (HS to College) activity.</p> <p>Support by Business (Mentor)</p> <p>Feb - Leadership Dev (50-60 kids) - Career goals, life skills and dinner with Judge Hachett for the annual Fundraiser Gala</p>
4.11.1	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.	<p>1. Prepare a "Case for Support" to be used to advocate for the following:</p> <ul style="list-style-type: none"> <li>• Increase the ADA cap for ROP programs in the high school district</li> <li>• Increase resources to youth workforce development through ETR</li> <li>• Increase funding to community colleges, a primary source of adult vocational training</li> <li>• Increase funding to public universities for programs that offer vocational skills training</li> </ul>	Not Complete	<ul style="list-style-type: none"> <li>• While no comprehensive case has been prepared, Workforce Investment Board received \$12 Million for Youth Council; Community Colleges received SB70 for funding</li> <li>• KHSD continues to advocate increase ADA cap for ROP programs</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.11.2		2. Develop an advocacy campaign for increased funding for the above programs	Not Complete		
4.11.3		3. Conduct annual evaluation of progress	Not Complete		
4.11.4		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	Not Complete	<ul style="list-style-type: none"> <li>• While there is no particular plans but there are some applications for funding for Community College (partnerships)</li> </ul>	
4.12.1	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	Not Complete	<ul style="list-style-type: none"> <li>• No system wide plan in place but progress is being made by these: OLLI (Osher Lifelong Learning Institute) at CSUB</li> <li>• Levan Institute for Lifelong Learning at BC provides non-credit course focusing on community members 55 and older</li> <li>• Bakersfield Adult School promotional videos - promote the values of lifelong learning</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
4.12.2		<p>2. Conduct needs assessment and plan to meet the lifelong learning needs of Greater Bakersfield's residents</p> <ul style="list-style-type: none"> <li>• Develop an understanding of Greater Bakersfield's adult education needs, inventory the current adult education capability, and identify gaps and duplications</li> <li>• 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</li> <li>• Change the adult education's capability to reduce or eliminate gaps and duplications and meet the lifelong learning needs of Greater Bakersfield's residents</li> </ul>	Not Complete	<ul style="list-style-type: none"> <li>• No system wide plan in place</li> </ul>	

# Quality of Life

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.01.1	1. Attain air quality standards	1. Support the efforts of the California Air Resources Board (CARB), other state and local agencies, and Valley industry	Complete and Ongoing	<ul style="list-style-type: none"> <li>Heightened awareness of air quality issues through increased outreach and public education programs. Project Clean Air still exists. The SJVUAPCD has expanded its education and regulation efforts. Solar power plants are being and have been built. City Water is using solar to power treating plant #4. Large solar power generation facility north of Bakersfield, additional small city solar plants</li> </ul>	San Joaquin Valley Air Pollution Control District (SJVUAPCD)
5.01.2		2. Leverage Project Clean Air by increasing membership, community support and funding by the Valley Air Pollution	Complete and Ongoing	<ul style="list-style-type: none"> <li>Heightened awareness of air quality issues through increased outreach and public education programs. Project Clean Air is the umbrella non-profit for clean cities program and coordinates the Blue Sky Partner coalition</li> </ul>	San Joaquin Valley Air Pollution Control District (SJVUAPCD)
5.02.1	2. Encourage the use of alternative fuel and low or zero emission vehicles in Greater Bakersfield. Included 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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Greater use of alternative fuel and low or zero emission vehicles in Bakersfield. San Joaquin Valley Clean Cities Coalition members indicate an annual growth rate in their fleets of 17 percent, which is the estimated rate needed to achieve the goal of 10 percent usage by the year 2020. City and County have purchased a significant number of LEV for their fleets. 100% of GET buses are CNG. City's fleet is moving to zero emissions and electric vehicles. County BOS passed new policies relating to new purchase of vehicles for fleet in alignment with this tactic. GET is replacing older less efficient vehicles (first generation CNG with newer ones).</li> <li>There are on-going efforts to pursue grants that promote education and the use of alternative vehicles, deploy vehicles and create infrastructure</li> </ul>	Board of Trade, San Joaquin Valley Clean Cities Coalition, City and County



ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.02.2		2. Create the private and public infrastructure necessary to support alternative fuel vehicles	Not Complete	<ul style="list-style-type: none"> <li>Efforts continue to provide this infrastructure. Many private efforts have stopped due to lack of use or have been converted to an alternate usage</li> </ul>	
5.02.3		3. Add curriculum at local colleges to train mechanics to service alternative fuel vehicles	Complete	<ul style="list-style-type: none"> <li>Included in the Elite Automotive Program at Bakersfield College. General industry (John Deere and Cummins) have programs. County of Kern has a training program for County employees on working with new vehicles. KHSD has programs training high school kids on this program. KCCD is planning to partner with Fresno City College to increase the number of alternative fuel vehicle classes in Bakersfield</li> </ul>	Bakersfield College, BC Foundation, PG&E, Clean Cities Coalition, KHSD
5.02.4		4. Create ordinance to encourage City, County, school districts and other public agencies to use alternative fuel vehicles	Not Complete	<ul style="list-style-type: none"> <li>An ordinance is not needed. County has a policy for going to low emission alternative vehicles. The City Council has a set objective to use alternative fuel vehicles. Financial incentives are provided through State and Federal programs</li> </ul>	
5.03.1	3. Reduce emissions from mobile sources by improving traffic flow	1. Encourage more right-turn lanes	Complete and Ongoing	<ul style="list-style-type: none"> <li>Right turn lanes are required at major intersections as part of the development standards for new development and, depending on the level of traffic generated by a development, may be required at other entrances. The number of right turn lanes continues to increase. City and County are adding them in association with road reconstruction and/or widening projects when we can acquire additional right of way</li> </ul>	City, County planning and roads departments
5.03.2		2. Encourage beltway freeway to get cars off the "stop and go" surface streets; investigate "systems" approach.	Complete and Ongoing	<ul style="list-style-type: none"> <li>TRIP funds have been committed to parkways and freeways to reduce "stop and go". A major report given to City each month in improvements. City received addition ARRA funding to support freeway construction</li> </ul>	Kern COG, City & County, Caltrans

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.03.3		3. Encourage carpool parking lots and carpool lanes on the beltways.	Not Complete	<ul style="list-style-type: none"> <li>• Churches have provided carpool parking lots</li> <li>• Kern COG working with Tejon Ranch on HAL (Healthy Air Living), Increased outreach to churches and abandoned shopping centers to identify other potential ride share locations, Air District Rule 9410 - new regulation requiring commute plans for business / larger work sites to identify opportunities for reducing single occupant vehicles. (Include current number of car pool lanes and ride share parking lots).</li> </ul>	
5.03.4		4. Create a walkable city to encourage pedestrians, discourage “maze” developments and “island cities” such as Laurel Glen. Make shopping areas friendly to pedestrians.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Castle &amp; Cooke Windermere designed to be extremely friendly. Other C&amp;C have pedestrian friendly features. Kern COG &amp; Bike Bakersfield have a program encouraging more people to walk/bike "Safe Routes to Schools" (SRTS) , PBV school district also encouraging walking &amp; cycling, Blueprint project through Kern COG. City planning have standards for requirements of sidewalks, trees, etc., legislative movements, such as (SB 375) requires consideration of transportation and land use and focus on sustainable community plan. Other goals relating to trees and traffic promote people parking and walking. Mill Creek Development project</li> </ul>	Tree Foundation, Smart Growth Coalition, SJVUAPCD, Downtown Business Association (DBA), Chamber of Commerce, transit organizations.
5.04.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Global Green and Aera Energy partnered for steam generation; bio-energy plant using methane from cows is completed. SCE and PG&amp;E offering incentives and rebates for creating alternative energy. The challenge is that we could use more bio mass and co-gen plants/facilities. Economic incentives went away and it became cheaper for SB 700 - will eliminate agriculture burn as of the end of 2010. Air pollution stats have changed due to stricter standards/changes in the matrix for measuring. (Get specific stats from EPA and Air District) - Improvements through compliance</li> </ul>	Elected officials, Nisei Farmers League, farm corporations and co-ops, Farm Bureau

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.04.2		2. Encourage agriculture burn alternatives	Complete	<ul style="list-style-type: none"> <li>Due to State mandates, there is very little agriculture burn. There is one biomass cogeneration plant available, common practices is to turn under the weeds and row crop for in-place decomposition</li> </ul>	Farm Bureau, farm corporations and co-ops
5.04.3		3. Create buffer zone between city and farmland	Complete and Ongoing	<ul style="list-style-type: none"> <li>AB32 requires growth boundaries</li> </ul>	City & County Planning
5.05.1	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)	Complete and Ongoing	<ul style="list-style-type: none"> <li>The Tree Foundation has planted over 12,000 trees in public locations since 1994. General Plan incorporates these elements in the text. Private parking lots and development are required to meeting planning standards, which require 30% shade at maturity. The City/County general plan is in the process of being updated and could be incorporated into this process</li> </ul>	City, County, Tree Foundation, Ad Hoc Tree Advisory Committee, Kern River Parkway Foundation
5.05.2		2. Conduct workshops in tree planting and maintenance and proper pruning	Complete and Ongoing	<ul style="list-style-type: none"> <li>Tree Foundation has Citizen Forester classes at least once per year. Master Gardener classes through the UC Extension program held twice a year teach skills. Expanding Citizen forester class at satellite locations</li> </ul>	Tree Foundation
5.05.3		3. Launch campaign to get each person in Greater Bakersfield to plant five trees	Not Complete		
5.05.4		4. Review and revise commercial and residential development specifications for landscape requirements	Not Complete	<ul style="list-style-type: none"> <li>Planning ordinances strengthened regarding landscaping and shade coverage from trees for commercial. No progress on residential</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.05.5		5. Institute shade requirements on school playgrounds	Not Complete	<ul style="list-style-type: none"> <li>There are no specific requirements for shade on school playground in Greater Bakersfield area. However, existing schools have added trees to their playgrounds and all new schools being built make shade for the playground and their buildings as a priority. Other educational efforts include the Tree Foundation's education program for kids and planting trees on school grounds</li> </ul>	
5.06.1	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	Not Complete	<ul style="list-style-type: none"> <li>Although there is not an Ad Hoc Tree Advisory Committee in place, The Tree Foundation and Kern River Pkwy Foundation are fulfilling the role of the group. Would like to see this strategy remain a focus (Review maps for tree line corridors)</li> </ul>	
5.06.2		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	Not Complete		
5.06.3		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>City and County maintain this as an on-going effort. Additional education is needed on the benefit of trees for developer and property owners</li> </ul>	City, County, Tree Foundation, Ad Hoc Tree Advisory Committee, Developers

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.06.4		4. Encourage Golden Empire Transit (GET) ridership by planting trees to shade bus stops	Not Complete	<ul style="list-style-type: none"> <li>• GET does not own the property where the bus stops sit. Trees are promoted to provide shade, but there is no current program to campaign with property owners to plant trees</li> </ul>	
5.06.5		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	Not Complete	<ul style="list-style-type: none"> <li>• Although the ordinance is not at the 50% requirement for shade, it has been increased to 40% shade in parking lots</li> </ul>	
5.06.6		6. Encourage use of reflective roofing materials and/or consider roof gardens on parking structures to help mitigate “heat island effect.”	Not Complete		
5.06.7		7. Finish Chester Ave. greenbelt from 24th Street north to Kern River Bridge	Complete	<ul style="list-style-type: none"> <li>• Streetscape complete</li> </ul>	City, County, Superintendent of Schools, North Bakersfield Recreation and Park District
5.06.8		8. Create landscaped gateways, freeways and arterial roads. Increase freeway and entry point landscape standards	Not Complete	<ul style="list-style-type: none"> <li>• White Lane south bound on-ramp is attractively landscaped. The other ten Hwy 99 on-ramps and off-ramps are either have mature trees with minimal landscaping or just weeds.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.06.9		<p>9. Implement public landscaping projects such as roundabouts and streetscapes</p> <ul style="list-style-type: none"> <li>• Consider a metropolitan-wide maintenance district or privatize maintenance</li> <li>• Develop joint, city-county standards for the metropolitan area with defined urban and suburban zones.</li> <li>• Leverage grant monies for privately lead beautification projects</li> </ul>	Complete	<ul style="list-style-type: none"> <li>• The Garces Circle currently is the only roundabout that exists and improves flow of transportation. Challenge is there is no current planning in City/County roads to encourage them to look at this. Planning department finds additional difficulties with use of roundabouts and needs education and accepted flow.</li> <li>• 34th. Street Memorial Medical Plaza streetscape improvements</li> <li>• The County has used redevelopment funds to improve the Oildale community streetscape; this includes the North Chester Frontage Road between the Norris Road and China Grade Loop. The project design consists of a covered stage area, new street lights, widening of the median between Frontage Road and North Chester and much more. The project location is on the East Side of North Chester Avenue extending North of Norris Road to China Grade Loop</li> </ul>	City, County
5.06.10		<p>10. Incorporate more water venues, fountains, and/or trees in parks</p> <ul style="list-style-type: none"> <li>• Adopt standards to require trees</li> <li>• Encourage use of water through policies</li> <li>• Incorporate art requirements in buildings</li> </ul>	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Mill Creek Linear Park; Central Park, six water spray parks. Mill Creek encourages walking/biking and has trees &amp; water. Mill creek development provides opportunities for outdoor dining. River Walk Parkway also fulfills this strategy</li> </ul>	City, County
5.07.1	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	Complete	<ul style="list-style-type: none"> <li>• Landscaped bike path in place</li> </ul>	Kern River Parkway Foundation, City, County, Tree Foundation, Kern County

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.07.2		2. Create a landscaped bike path from Enos Lane to Buena Vista Lake by 2006	Not Complete		
5.07.3		3. Create a master landscaping plan for the Kern River Corridor	Not Complete		
5.07.4		4. Develop a green, landscaped river shoreline along the Kern River at Beach Park that includes recreational uses	Not Complete		
5.08.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>Additional parks added: Yokuts, River Walk, Aera Park - Baseball fields, River Oaks Park, Mill Creek Park</li> </ul>	City Parks and Recreation District
5.08.2		2. Landscape Kern River Parkway for safety including lighting, call boxes, and bike patrols.	Complete	<ul style="list-style-type: none"> <li>Call boxes, bike patrols and information signs, reflectors in needed areas</li> </ul>	City Public Works, Bakersfield Police Department, Service Clubs
5.08.3		3. Start annual Greater Bakersfield cultural heritage festival along the river.	Not Complete		
5.08.4		4. Provide seasonal art exhibits and sales along the river; increase frequency with time as popularity of the event grows.	Complete and Ongoing	<ul style="list-style-type: none"> <li>Mill Creek Park is nucleus for events, additionally many activities are held at city parks along the river. AKC participating in Grand Opening at Mill Creek and holds twice annual "gallery on the green" at the Park at River Walk. AKC hosts concerts, movies and festivals at parks throughout Greater Bakersfield area.</li> </ul>	Arts Council of Kern, Bakersfield Art Association, City Parks and Recreation

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.08.5		5. Provide maps and parkway information at Kern River parkway access points. Publicize the parkway entrances, exits, parks, etc.	Complete	<ul style="list-style-type: none"> <li>Permanent maps provided by East Bakersfield Rotary Club. Parkway information markers in place</li> </ul>	Kern River Parkway Foundation, Kern County Water Agency, The Bakersfield Californian
5.08.6		6. Provide easier public access to the Kern River bottom at Beach Park by creating entrances to safe areas of the river.	Not Complete		
5.09.1	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	Complete	<ul style="list-style-type: none"> <li>Drilled 8 wells that are ready to operate and help keep water in the river</li> </ul>	City, County, Kern County Water Agency
5.09.2		2. Center high density and retail/restaurant development along the river and downtown canals/river walks	Complete	<ul style="list-style-type: none"> <li>Mexicali is making a canal frontage along Mill Creek Park. Mill Creek Deli is open</li> </ul>	City, Redevelopment Agency, Water Districts
5.10.1	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.	Complete	<ul style="list-style-type: none"> <li>Arts Council of Kern has assumed this role</li> </ul>	Arts Council of Kern



ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.10.2		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.	In Progress	<ul style="list-style-type: none"> <li>Plans are under development, funding sources are being finalized. Project is a collaboration with all viable arts organizations and community leaders.</li> </ul>	Arts Council of Kern, Arts Culture and Tourism (ACT)
5.10.3		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.	Not Complete	<ul style="list-style-type: none"> <li>Although, no significant progress has been made on a Performing Arts Center. Arts District does include theatres sponsored by the Downtown Business Association (DBA) and the City. The economic downturn has stalled the full center. However a smaller Arts Center is being developed in Downtown. We are still in need of an acoustically appropriate performing arts venue.</li> </ul>	
5.10.4		4. Convene monthly meeting of leaders from major Bakersfield attractions and community developments to share information and plans	In Progress	<ul style="list-style-type: none"> <li>Although, there are no formal monthly meetings being convened, the smaller theatres are working together on projects and communicating. This group is under theater arts guild, and defined as a group marketing plan. ("That's the Ticket"). Arts Council of Kern is helping to facilitate funding for this project.</li> </ul>	Arts Council of Kern, All local theaters, music venues and community leaders.

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.11.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Bakersfield has 4 museums, 2 of which are accredited. Bakersfield Museum of Arts has a mission to inspire and engage diverse audiences by providing a broad spectrum of creative visual arts experiences through the exhibition and preservation of fine art, educational programs, community outreach, and special events. We have done that the past year alone through exhibits on: <ul style="list-style-type: none"> <li>• • Harlem Renaissance (together with a related Big Read grant)</li> <li>• • Colors of China</li> <li>• • Hobos to Street People (homelessness)</li> <li>• • Day of the Dead (celebrated this day with the creation of family alters on the grounds)</li> <li>• • Japanese art</li> <li>• • Western art</li> </ul> </li> <li>• There are far more than 20 activities and exhibits annually throughout the community</li> </ul>	Bakersfield Museum of Arts, Arts Council of Kern
5.11.2		2. Celebrate cultural diversity in parks by installing murals, landscaping, sculptures and other lasting displays.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Beale Band concerts, Gospel Fest, Cinco de Mayo Festival, KRABfest, Central Park Farmers markets, concerts, festivals and street fairs. Murals include, but are limited to: stop the violence at the MLK Center, Greenfield Park, Hart Park and Sister City Gardens... much more!</li> </ul>	NOR Recreation District, City Parks Department , Arts Council of Kern
5.11.3		3. Develop rotating seasonal exhibits to celebrate diverse local cultures at CSUB, Fox and Centennial Garden and other public venues.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• There has been an increase in cooperation and coordination of efforts within the arts community to improve local cultural and arts offerings</li> </ul>	CSUB, Fox Theatre Association, Centennial Garden, Arts Council of Kern
5.11.4		4. Draft plan for public art to coordinate efforts of the art exhibits.	Not Complete	<ul style="list-style-type: none"> <li>• Although there is no formal plan, there are guidelines established through the Arts council of Kern. The Arts Council of Kern is responsible for public art in the County. The group is called upon by Cities to help facilitate the call to artists and the completion of the art.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.12.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>Murals and sculptures are increasing throughout Downtown. Examples include but are not limited to Wall Street Alley mural, Younger Sculpture Garden, Downtown signal box art</li> </ul>	Arts Council of Kern, Bakersfield Police Department Graffiti program, Bakersfield Economic Redevelopment
5.12.2		2. Sponsor a contest to design an art plan for use throughout the community	Not Complete		
5.13.1	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.	Complete	<ul style="list-style-type: none"> <li>City of Bakersfield Parks and Recreation has well defined plan. County Parks and Recreation has developed a plan</li> </ul>	City, County park districts.
5.13.2		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.	Complete	<ul style="list-style-type: none"> <li>Civic groups are working with the City on various programs throughout the City parks. A city-wide parks needs assessment was completed and a recreation master plan has been adopted.</li> </ul>	City Parks and Recreation District, Mayor

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.13.3		3. Develop incentives for water park developers to encourage attractive development in Metro Park/downtown	Not Complete	<ul style="list-style-type: none"> <li>Although there are no commercial water parks due to neighborhood opposition or financial viability, spray parks are abundant. McMurtrey Aquatic Center is very popular</li> </ul>	
5.13.4		4. Create a partnership between Golden Empire Transit (GET) and city parks to transport children to parks during the summer	Complete and Ongoing	<ul style="list-style-type: none"> <li>Cooperation among all groups has created diverse program opportunities</li> </ul>	GET, Kern Regional transit, schools, Boys & Girls Club, City Parks and Recreation, County Parks and Recreation
5.13.5		5. Create neighborhood parks on vacant land and add restrooms to all parks	Complete and Ongoing	<ul style="list-style-type: none"> <li>Developers can include neighborhood parks in their developments. To accommodate larger groups and activities, the City has been focusing on more regional parks such as River Walk, Aera Park, and creating Mill Creek Park out of Central Park.</li> <li>Restrooms are included in parks that have features that keep people there for a longer period of time. The cost to maintain restrooms in neighborhood parks is prohibitive.</li> </ul>	Public/private partnerships, City, neighborhood associations, Keep Bakersfield Beautiful Foundation
5.13.6		6. Increase volunteer leadership for recreation programs, including high school students	Complete and Ongoing	<ul style="list-style-type: none"> <li>High school students participate in homework help and they are candidates for lifeguards</li> </ul>	City Council, Parks and Recreation District, KHSD, Private High Schools
5.14.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Boys and Girls Club has increased number of neighborhood programs.</li> <li>Community activities include the annual fishing derby, family fun day and many other activities under the joint City-County Gang Task Force.</li> </ul>	Kern County Network for Children, City, County Parks and Recreation departments, Boys and Girls Club, Kern County Museum, Non-profit and faith based groups (The Garden, Stay Focused, Stop the Violence, Project 180, etc.)

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.14.2		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Kern County Family Magazine publication lists events.</li> <li>• County Board of Trade has an easy to use and submit on-line calendar.</li> <li>• Bakersfield Californian publishes monthly and weekly calendars both in print and on-line.</li> <li>• City and NOR Parks and Recreation publish their activities in print and on-line</li> </ul>	Chamber of Commerce, Kern Co. Board of Trade, City, County Parks and Recreations department, Kern County Family Magazine
5.15.1	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	Complete	<ul style="list-style-type: none"> <li>• Intent of the tactic is complete. Uninsured organizations or individuals can get a liability certificate from any one of the liaison organizations for an affordable premium. Churches are eligible for these same certificates when conducting events on city or county property where liability insurance is required. The County's Risk Management Division has a Special Event Liability Insurance program that has been in effect for the last nine years. The Program has a very simple and easy process, whereby the insurance premium amount based on proposed event and facility usage, and the premium is collected and certificate of insurance issued.</li> </ul>	County of Kern Risk Management Department; City of Bakersfield Risk Management Department; Self-Insured Schools of Kern (SISK)
5.16.1	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.	Complete	<ul style="list-style-type: none"> <li>• Free movies and concerts at River Walk summer band concerts at Beale Park. Level of free activities is dependent on available public and private finances</li> <li>• The Youth &amp; Family Vision Force found that on the average, one free event for families is held in our community on a weekly basis.</li> </ul>	Kern County Museum, Kaiser Permanente, Boys & Girls Club, CSUB, BC
5.17.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Agreements made on project by project basis with Sierra Club for project impact mitigation.</li> </ul>	City, County

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.17.2		2. Encourage communication between builders, community groups, non-profits and citizenry through meetings, forums and Livable Communities Summit	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Communication was enhanced through the downtown and southeast Bakersfield charrettes. Kern Regional Blueprint (2008) held meetings in each quadrant of the city and had participation from all of the listed stakeholders. Each General Plan (2002, 2007-2011) meetings bring together the stakeholders for communication and consensus building.</li> <li>• KEDC is completing the County economic development update. This is done every five years. Task forces are formed as needed to respond to specific sector needs. The target industry sectors are: <ul style="list-style-type: none"> <li>○ -Value-added Agriculture</li> <li>○ -Energy and Natural Resources</li> <li>○ Transportation and Logistics</li> <li>○ -Healthcare Service</li> <li>○ -Aerospace and Defense</li> <li>○ -Tourism, Recreation, and Entertainment (Board of Trade)</li> </ul> </li> </ul>	Building Industry Association (BIA), Smart Growth Coalition, Tree Foundation, Citizen Advisory Committee
5.18.1	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	Complete	<ul style="list-style-type: none"> <li>• Joint Powers Agreement would not affect ordinances; however there is an agreement for mutual aid for emergencies between City and County law enforcement.</li> </ul>	Bakersfield Police Department (BPD), Kern County Sheriff (KCSO)
5.18.2		2. Develop a plan to integrate BPD and KCSO data and voice communication capability	Complete	<ul style="list-style-type: none"> <li>• The BPD took the lead in helping to facilitate grant funding for a County central crime data system so they are now able to share information across departments. Software is purchased that will share data between the entities. Will be in place in early 2010</li> </ul>	BPD, KCSO

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.18.3		3. Design an effective model of “community policing” in all neighborhoods within Greater Bakersfield (unify and expand)	Complete and Ongoing	<ul style="list-style-type: none"> <li>BPD continues to expand their successful neighborhood watch program and incorporate crime analysis and statistics to target areas/issues and to direct patrols. The Crime Prevention Unit within the BPD has also expanded the Business Watch Program. This mirrors the design of traditional neighborhood watch program but instead networks with businesses within specific areas and industries</li> </ul>	BPD, KCSO, City/County, CBOs (community based organizations) and collaboratives
5.18.4		4. Conduct public awareness campaign of community policing	Complete and Ongoing	<ul style="list-style-type: none"> <li>Neighborhood and Business Watch programs also are a proactive effort to educate the community and utilize them as resources. BPD and KCSO have a Crime Prevention Specialist working on getting information on crime prevention programs. BPD's Public Information Officer conducts a morning show on TV 17 every Monday (Police Beat) in an effort to utilize media to educate public and engage the community on trends and crime. Police Beat is also used to ask the public for help and information when needed.</li> </ul>	BPD, KCSO, Media

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.18.5		5. Conduct a written needs survey to define residents' specific safety concerns and establish metrics to measure progress in improving community safety	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Within the last 5 years the BPD has conducted feedback process which included community meetings for the purpose of identifying needs and concerns of the community so they can build on the mission of the department and direct services.</li> <li>• There continues to be significant progress in regarding this strategy. The BPD and Sheriff's Department continues to use sub-stations. The BPD is beginning to utilize GIS Mapping to help coordinate how they district their Officers. The tool can also help focus prevention and education activities based on the data to keep the community informed and involved in their own neighborhoods to prevent crime. Before the funding crisis the BPD was able to put 13 Officers assigned geographically to schools which helped to greatly reduce the number of calls due to their presence and community based policing activities. Because of funding cuts the officers had to be re-assigned.</li> <li>• New COPPS Grant - 17 police officers in two Directed Policing Units which will focus on neighborhood crime and quality of life issues. East and west area commands being set up to enable more activities. The efforts are tied into crime prevention to have lasting effect on reduction of crime</li> </ul>	Chief's Liaison Committee - comprised of 18 ethnic leaders from the community. The group meets quarterly.
5.18.6		6. Develop safer community spaces by ensuring all streets, parks, shopping centers and other public spaces are clean, well lit and landscaped	Complete and Ongoing	<ul style="list-style-type: none"> <li>• The BPD crime prevention unit teaches environmental design in various classes to enhance safety. Mill Creek Park created through the efforts of City Developmental services, and Economic Development Department replacing the less safe Central Park</li> <li>• Arts Council and the City Graffiti Task Force has placed public art on signal boxes in Downtown to reduce graffiti.</li> <li>• BPD contributes to safer community spaces and crime prevention through environmental design. Resources are dedicated to assisting developers apartment, managers, etc. on assessments and recommendations.</li> </ul>	City, County, CBOs, collaboratives, DBA, KEDC, BPD, PW



ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.19.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Kern Chiefs Association and a joint City/County gang task force, work with the Kern County Network for Children (KCSOS Program), Boys and Girls Club, PAL and KC Mental Health for nutrition and parenting education.</li> <li>• BPD works with the Kern County Network for Children and other agencies on GIS mapping that layers statistics on issues mentioned in the tactic to generate qualitative crimes and analysis which directs patrols and resources.</li> </ul>	Kern Chiefs Association, BPD
5.19.2		2. Obtain grant funding for root cause crime analysis coordinator	Complete and Ongoing	<ul style="list-style-type: none"> <li>• BPD has secured funding and employs 2 full-time Crime Analysis Coordinators. They are continuing to look for grants to supplement. They are also looking for funding for enhanced mapping system to monitor and determine trends and take "upstream" actions</li> </ul>	BPD
5.20.1	20. Continuously improve the cleanliness of Greater Bakersfield	1. Adopt universal curbside household recycling, keeping costs reasonable for residents and business owners	Not Complete	<ul style="list-style-type: none"> <li>• Universal curbside recycling is not implemented, but it is available at a reasonable cost to everyone in the Greater Bakersfield area. However, universal pickup has become mandatory</li> </ul>	
5.20.2	20. Continuously improve the cleanliness of Greater Bakersfield	2. Implement "Keep America Beautiful" campaign	Complete	<ul style="list-style-type: none"> <li>• Leadership Bakersfield implemented Keep Bakersfield Beautiful committee which conducts the "Keep America Beautiful" campaigns on the local level</li> </ul>	Keep Bakersfield Beautiful committee

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.20.3		3. Work with Kern High School District (KHSD) to educate students about littering; integrate anti-litter campaigns with high school community service program	Not Complete		
5.20.4		4. Conduct free monthly or quarterly bulky item pick-up throughout Greater Bakersfield	Complete	<ul style="list-style-type: none"> <li>City and County residents can call for free curbside large item pick up</li> </ul>	City, County Waste Management
5.21.1	21. Increase inclusiveness by encouraging members of minority communities to serve on civic boards and commissions	1. Create an inclusive, diverse Citizen Advisory Committee	Not Complete	<ul style="list-style-type: none"> <li>There is not a Citizen Advisory Committee. The Supervisors and Council Members make an effort to have diversity on the boards and commissions.</li> <li>California Women Lead conducts workshops to increase the number of women on commissions and boards. There is a Latina Leaders in Kern County Network of support for Hispanic Women</li> </ul>	
5.21.2		2. Circulate “board make-up” matrix created by Tree Foundation to other boards and groups to enable them to evaluate their own diversity.	Not Complete	<ul style="list-style-type: none"> <li>The Tree Foundation matrix has not been maintained or shared</li> </ul>	
5.21.3		3. Citizen Advisory Committee to serve as a clearinghouse/resource center for diverse candidates for board service	Not Complete	<ul style="list-style-type: none"> <li>No action. Community groups and City and County clerk reach out to improve diversity</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.21.4		4. Involve more of the community in our Sister Cities programs	Complete	<ul style="list-style-type: none"> <li>• Bucheon, Republic of Korea sister city is very active and vibrant. Have had two way student exchanges past few years. Last year 100 people associated with the Bakersfield Youth Symphony went and gave three performances.</li> <li>• Sister Cities have been established in Mexico and India to try to increase involvement with Bakersfield residents with ties to those countries</li> </ul>	Bakersfield Sister City
5.22.1	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.”	Complete	<ul style="list-style-type: none"> <li>• CSUB Education program has the following core learning objectives: Candidates will be able to: <ul style="list-style-type: none"> <li>○ - Describe nature and scope of culture and ethnicity in the United States and local area schools</li> <li>○ - Explain the effect of ethnic, racial, gender, disability giftedness and socio-cultural factors on learning and teaching</li> <li>○ - Describe cultural characteristics, concepts, components and universals</li> <li>○ - Specifically describe a cultural group in this country and define key cultural/ethnic concepts applied to classroom settings</li> <li>○ - Demonstrate skills for working with students from various cultural/ethnic backgrounds</li> <li>○ - Describe the implications of culture to language acquisition and development</li> </ul> </li> </ul>	CSUB, BC
5.23.1	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	Complete	<ul style="list-style-type: none"> <li>• Más magazine published by Bakersfield Californian strives to provide positive promotion of the Hispanic Culture through: * Improving communications *Building and understanding * Celebrating culture * Highlighting leaders * Being incorporated into schools and used as a learning tool</li> </ul>	Hispanic Chamber of Commerce, African-American Coalitions, churches/synagogues. Bakersfield Californian

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.23.2		2. Establish an annual multi-cultural citizen of the year award for a person who has encouraged inclusiveness	Not Complete		
5.24.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Interfaith group still active. Faith in Action is trying to live out the true meaning of community: fostering lasting bonds/relationships with one-another throughout all of Kern County block-by-block, home-by-home, calloused hand-by-calloused hand. And those relationships are between decision makers and community residents; they are between our disenfranchised students and Superintendents etc. The substance is in the relationship and that is what we hope becomes contagious not only in Kern County but in the rest of the world. That basic precept of love, unity and peace is this pursuit of happiness</li> </ul>	Ministerial Association
5.25.1	Perpetuate the family-friendly culture of our city through intergenerational activities; include single parent families.	8.1 Offer free family days at museums and senior centers	Complete and Ongoing	<ul style="list-style-type: none"> <li>• There are many free activities throughout our community. The Kern Senior Network continues to promote and link seniors to intergenerational activities.</li> <li>• The BPD has been working behind the scenes to build support for an inter-generational pre-school that would pair seniors with pre-schoolers. Several successful models exist in other communities</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.25.2		Assemble booklet to help event organizers be more sensitive to the needs of seniors at events	Complete and Ongoing	<ul style="list-style-type: none"> <li>The Kern Senior Network has developed resource and referral information for seniors and continues to collect and distribute information throughout our community. The Senior Collaborative whose mission is to develop a shared vision of serving seniors, their families, and the community by building an interdependent system to address issues and opportunities. Their goals are to bring public and private interest together and identify key issues and problems regarding our senior population as well as find solutions and encourage inter-generational cooperation. They were recently accredited by KCNC</li> </ul>	
5.26.1	9.1 Provide resources for teens that are mentally ill and/or chemically dependent	Develop residential and outpatient facilities for mentally ill and /or chemically dependent.	Complete and Ongoing	<ul style="list-style-type: none"> <li>The Kern County Mental Health System of Care continues to participate in several evidence-based programs. Unfortunately, due to the budget crisis we are actually seeing a reduction services.</li> <li>Kern's Chapter of the National Alliance for the Mentally Ill (NAMI) has started a group of teens with mental health issues called "Outspoken Young Minds" that provides an opportunity for youth to provide advocacy</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.27.1	Provide youth exiting the foster care system with scholarships, housing, etc., to encourage higher education as well as technical schools	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	Complete	<ul style="list-style-type: none"> <li>The Transitional Age Foster Care Task Force meets quarterly to improve the success of foster youth exiting the system. One outgrowth of the group has been the formation of the Urgent Action Team which works to ensure that each youth has a "plan" such as a place to live, ability to pursue educational or employment opportunities, transportation housing, etc. A wraparound program keeps children with their birth families, with relative caretakers or foster families, by providing intensive, comprehensive, integrated support services in their home. This reduces out-of-County placement and overall cost and has better long-term results for the youth. KCNC opened the Dream Center Foster Youth Resource Center &amp; Coffee Shop, (operated by Dagny's) as a way of supporting Kern's foster youth. There continues to be significant progress regarding this strategy</li> </ul>	
5.27.2		Support legislation extending benefits to foster children after 18	Not Complete		
5.28.1	Offer leadership training for high school students.	11.1 Create Leadership Bakersfield for youth	Complete	<ul style="list-style-type: none"> <li>Youth Leadership Bakersfield Class was developed by the a Chamber Leadership Bakersfield Group and continues to be a successful program</li> </ul>	
5.28.2		11.2 Offer leadership and citizenship courses at all grade levels	Not Complete	<ul style="list-style-type: none"> <li>Programs are offered by community and non-profit groups</li> </ul>	
5.29.1	Promote and support youth councils throughout the community.	Coordinate, strengthen and expand youth advisory councils	Not Complete		

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.29.2		Hold and expand youth policy conferences where youth develop goals, strategies, and action plans and are responsible for making action steps happen	Complete	<ul style="list-style-type: none"> <li>The first Annual Leaders In Life Youth Conference took place Spring of 2004. Over 1,200 students attended the one-day event planned by youth. It continues today and is coordinated by KCSOS</li> </ul>	
5.30.1	Provide a myriad of choices for those in need of child care	Expand on-site, affordable day care centers at large government, business & employment sites	Complete and Ongoing	<ul style="list-style-type: none"> <li>The Local Investment in Child Care Constructing Connections (LINCC) program funding has finished. Early Childhood Council of Kern continues to advocate with agencies and government to include child care in their planning process including the faith-based communities. The cities of Taft and Delano have adopted supportive child care language into their General Plans as well as Ridgecrest. California City is still in draft form</li> </ul>	
5.30.2		Provide incentives for businesses to provide child care benefits	Not Complete		
5.30.3		Provide 24-hour “drop-in” day care within walking distance of transit centers and major workplaces	Not Complete		

ID	Strategy	Tactics	Status	Achievements	Lead Organization
5.31.1	Increase incentives for child care providers so it becomes a viable form of employment	Benchmark communities that are known for producing quality child care.	Complete and Ongoing	<ul style="list-style-type: none"> <li>The Early Childhood Council of Kern has developed a comprehensive, county-wide, early care and education strategic plan. It is a road map for not only the Council, but any agency, organization or community group interested in improving the child delivery system in our community. The Council has also completed their community wide needs assessment. These two documents build upon each other for a comprehensive look at child care in our County and strategies which will help to provide greater direction. There continues to be significant progress in regarding this strategy</li> </ul>	Early Childhood Council of Kern
5.31.2		Encourage low interest rate loans for child care facilities	Complete and Ongoing	<ul style="list-style-type: none"> <li>Community Connection for Child Care and the LINCC project had projects with local banks to assist those needing loans for a child care facility. CCCC is working on making this easier. Providers with a sound business plan are generally able to get conventional loans for their business</li> </ul>	Community Connection for Child Care
5.31.3		Expand and enhance affordable and accessible training programs for child care providers	Complete and Ongoing	<ul style="list-style-type: none"> <li>Various early childhood organizations offer a myriad of choices and opportunities. Information is accessible on the CCCC and Early Childhood Council websites</li> </ul>	Community Connection for Child Care
5.31.4		Expand the number of LiveScan machines throughout our community that are free and accessible	Complete	<ul style="list-style-type: none"> <li>Live Scan machines may be accessed at the KC Sheriff's Department, Department of Human Services, and Community Connection for Child Care</li> </ul>	Kern County Sheriff's Office



# Downtown

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.01.1	Encourage mixed use development that includes a diverse mixture of housing, and commercial uses	1. Change zoning and ordinances to create mixed use developments that further encourage use of incentives and processes which represent the unique context of development in downtown	Complete	<ul style="list-style-type: none"> <li>Mixed zoning since 1995</li> </ul>	* City, * County, EDCD
6.01.2		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	Complete and Ongoing	<ul style="list-style-type: none"> <li>Demand created by:               <ul style="list-style-type: none"> <li>* Mill Creek project</li> <li>Federal Courthouse</li> <li>Incentives and Grants</li> <li>City received grant to pay for street work towards greenbelt (South end of 13th. and 14th. Streets)</li> </ul> </li> </ul>	* City * County * State * EDCD * Private Developers * Current building Owners
6.01.3		3. Identify uses consistent with downtown character and provide for consistent zoning with uses	Complete	<ul style="list-style-type: none"> <li>* EDCD is encouraging consistency through personal contact with potential business owners</li> </ul>	* City Planning * EDCD
6.01.4		4. Encourage business uses downtown	Complete and Ongoing	<ul style="list-style-type: none"> <li>* Building at 900 Truxtun</li> <li>* Housing authority building</li> <li>McMurtrey Aquatic Center</li> <li>* Bakersfield Ice Sports Center</li> <li>* Convention and Visitor's Bureau</li> <li>* Maya Theater</li> <li>* Padre Hotel renovation</li> <li>* Rabobank Arena</li> <li>* Various other business and organizations</li> </ul>	Various businesses and organizations in the Downtown and Recreation District of Bakersfield

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.01.5		5. Create energetic, mixed-use downtown with abundant after-work activities	Complete and Ongoing	<ul style="list-style-type: none"> <li>• * 50 unit senior housing on 20th and V Streets, which includes retail shops</li> <li>• * 19th. and S Streets mixed use retail and restaurants - part of Mill Creek project</li> <li>• * JC Penny building - vocational school</li> <li>• * 24th and L Streets- Village at Town Center</li> <li>• * Downtown Arts District including new Art Galleries - Metro</li> <li>• * First Fridays</li> <li>• *Senior residence (R Street) and cottages</li> <li>• * Senior Residence (California and M Street)</li> <li>• * Federal Courthouse in progress</li> <li>• * Trolley</li> <li>• * Downtown Street Fair</li> <li>• * Various other business and organizations</li> </ul>	Various businesses and organizations within the City of Bakersfield
6.01.6		6. Develop a marketing plan with DBA and Association of Realtors	Not Complete	<ul style="list-style-type: none"> <li>• This strategy was dropped as a part of the 1st Quarter updates and the Vision 2020 document was revised</li> </ul>	
6.02.1	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 the Charrette	Complete	<ul style="list-style-type: none"> <li>• The Charrette was completed in May 2001 which led to an overall plan for the Downtown area. Many of the recommendations that came out of the Charrette have been implemented by the City. Examples include Mill Creek, the designated Arts District, Wall Street Alley, downtown housing, Chester Avenue streetscape</li> </ul>	*City of Bakersfield *Bakersfield Chamber of Commerce
6.02.2		2. Encourage active participation by community representatives in the Charrette process	Complete	Downtown and Baker Street Charrettes successfully captured community input and provided guidance for work.	City of Bakersfield

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.02.3		3. Ensure that goals of Vision 2020 are incorporated and that the outcomes of the Charrette process become Vision 2020 action items	Complete	<ul style="list-style-type: none"> <li>• * Outcomes of the Charrette process include Mill Creek, Wall Street Alley and Arts Districts</li> <li>• * Many of Vision 2020 elements incorporated into City Council goals for public garden, mural, water elements</li> <li>• *Downtown Bakersfield Charrette Report (<a href="http://www.bakersfieldcity.us/cityservices/devsrv/pdfs/charrette-1.pdf">http://www.bakersfieldcity.us/cityservices/devsrv/pdfs/charrette-1.pdf</a>)</li> </ul>	<ul style="list-style-type: none"> <li>* City of Bakersfield</li> <li>* Bakersfield Chamber of Commerce</li> <li>* EDCD</li> </ul>
6.03.1	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	Complete and Ongoing	<ul style="list-style-type: none"> <li>• * Zoning and Ordinances are complete</li> <li>• * Pedestrian friendly atmosphere is on-going</li> <li>• Parks</li> <li>• * Trees planted</li> <li>• * Enhance downtown streets to look like a park</li> <li>• Trolley</li> <li>• * Trolley services the downtown during the day</li> <li>• River walk</li> <li>• * Jogging trail along Mill Creek</li> <li>• * Plans to extend Central Park</li> </ul>	
6.03.2		2. Provide incentives to developers and/or property owners to develop parks	Complete	<ul style="list-style-type: none"> <li>• * Housing fees includes money that can be used towards parks, developers can negotiate to develop the parks</li> <li>• * Planning encourages usage of the extra space from projects be used as green space e.g. Mill Creek project will have green space under the power lines</li> </ul>	<ul style="list-style-type: none"> <li>* City</li> <li>* DBA</li> <li>* Tree Foundation of Kern County</li> <li>* Arts Council of Kern</li> </ul>

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.04.1	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 uses of parking structures	Not Complete	<ul style="list-style-type: none"> <li>Although the tactic has not been completed, the City completed a parking study in 2003 and continues to collect data and review other models relating to this strategy/tactic (i.e. reviewing diagonal parking vs. parallel parking in streets)</li> </ul>	<ul style="list-style-type: none"> <li>* EDCD</li> <li>* City of Bakersfield</li> </ul>
6.04.2		2. Encourage downtown merchants to provide validation for parking structures	Not Complete		
6.04.3		3. Develop ways to provide consolidated parking structures	Not Complete	<ul style="list-style-type: none"> <li>* City currently has 1 parking structure</li> <li>* City has considered sharing parking structures</li> </ul>	
6.04.4		4. Establish a parking authority	Not Complete		
6.04.5		5. Implement recognizable and consistent signage on parking	In Progress	<ul style="list-style-type: none"> <li>* Code is in place</li> </ul>	
6.04.6		6. Adopt ordinances for parking signs (public vs. private)	Complete	<ul style="list-style-type: none"> <li>* Take advantage of code in place</li> </ul>	
6.04.7		7. Develop and launch a Public Relations campaign for parking	Not Complete		
6.04.8		8. Develop joint use parking agreements, Parking Authorities, trolley/bus transportation	Not Complete	<ul style="list-style-type: none"> <li>* City/County have agreement for County structure related to Rabobank events</li> <li>* Trolley carries passengers during the day</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.04.9		9. Implement parking ordinances changes as needed	Complete	<ul style="list-style-type: none"> <li>• Ordinances has been changed</li> <li>• Businesses can combine parking</li> </ul>	City Planning
6.04.10		10. Provide incentives to developers that are tied to parking issues	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Downtown businesses only need half of the usual parking spaces</li> </ul>	City Planning
6.5.1	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	<b>Complete and Ongoing</b>	<ul style="list-style-type: none"> <li>• Streetscape and sidewalk areas:</li> <li>• Wall Street Alley landscaping and art - 2002</li> <li>• Old Town Kern</li> <li>• Chester Ave, 19th St. from Eye to H</li> <li>• Chester Ave. in front of Kern County Museum</li> <li>• Chester Ave. from 24th to Garces Circle</li> <li>• Eye, 18th, 19th</li> </ul>	
6.5.2		2. Pursue funding for expanded areas	<b>Complete and Ongoing</b>	<ul style="list-style-type: none"> <li>• \$1.25 MM in federal funds secured for Baker St., including courtyard plaza</li> </ul>	
6.5.3		3. Encourage expansion of the downtown design to include additional areas	<b>Complete and Ongoing</b>	<ul style="list-style-type: none"> <li>• Baker St. area will adopt design</li> </ul>	
6.5.4		4. Encourage businesses to include awnings and consistent signage to complement the theme	<b>Not Complete</b>		
6.06.1	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	Complete	<ul style="list-style-type: none"> <li>• Mill Creek project</li> <li>• Art Museum</li> <li>• Village Artisans</li> </ul>	City Council, Water Districts, Developers, Insurance Companies

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.06.2		2. Locate art shows or other cultural events at or near waterways	<b>Complete and Ongoing</b>	<ul style="list-style-type: none"> <li>• Art museum</li> </ul>	
6.06.3		3. Tie scenic waterways and senior living areas with safe walkways for seniors and the community at large	Complete	<ul style="list-style-type: none"> <li>• Mill Creek project</li> </ul>	City Planning
6.06.4		4. Develop a “River Street” plan	Complete	<ul style="list-style-type: none"> <li>• Mill Creek project</li> </ul>	City
6.07.1	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 for water elements	Not Complete		
6.07.2		2. Provide incentives to developers for water elements	Not Complete		
6.07.3		3. Establish an Arts Commission to oversee design of water elements	Not Complete		
6.08.1	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	Complete	<ul style="list-style-type: none"> <li>• Ordinances allow courtyards and landscaped spaces</li> </ul>	City

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.08.2		2. Provide incentives to developers	Not Complete		
6.09.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• · Flags for the art district</li> </ul>	DBA, Tree Foundation, Arts Council
6.10.1	Recognize historic buildings, sites and neighborhoods.	1. Obtain historic designation on City, State or Federal registers	Complete and Ongoing	<ul style="list-style-type: none"> <li>• · Lopez House at Museum</li> </ul>	City Historic Preservation Commission, Kern County Museum
6.10.2		2. Provide incentives to developers and property owners to preserve and enhance historic structures	Not Complete		
6.10.3		3. Provide history of historic building/sites to be placed in a visible area.	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Downtown has historical information on buildings</li> </ul>	Historical preservation commission
6.11.1	Develop permanent historical displays that depict the history of our community	1. Place outside kiosks along pedestrian walkways, in parks, and other “districts.”	Complete	<ul style="list-style-type: none"> <li>• Kiosks downtown provide city history</li> </ul>	Kern County Historical Society, Kern County Museum, And City Historic Preservation Commission.

ID	Strategy	Tactics	Status	Achievements	Lead Organization
6.12.1	Develop Historic Walking and Trolley Tours.	1. Publicize the availability of brochures for self-guided walking tours. The Arts Council of Kern created a brochure of public art downtown. The Arts Council of Kern & DBA have also created an arts and culture map of downtown Bakersfield. Locate the electronic copies of these at Kernarts.org	Complete and Ongoing	<ul style="list-style-type: none"> <li>• Historical trolley tours available upon request</li> </ul>	Kern County Historical Society, Kern County Museum, Convention & Visitors Bureau, Arts Council of Kern and DBA
6.12.2		2. Work with Visitors and Convention Bureau to provide docents for group tours.	Not Complete		



# Community Planning

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.01.1	<b>Provide consistent urban services within defined metropolitan area</b>	1. Encourage City and County to agree on and work together to develop consistent urban services	Complete	<ul style="list-style-type: none"> <li>The City and County have worked on addressing the consistent standard issue as it relates to streets and sewers. Discussed at joint City Council/ Supervisor meetings. Consistent road and transportation standards apply for metro. County adopted ordinances are not allowing new development on septic systems in greater Bakersfield area. Joint meeting with City-County and in the Metropolitan General Plan Update.</li> </ul>	City, County planning
7.01.2		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 Metropolitan plan	Complete	<ul style="list-style-type: none"> <li>Mutual Aid agreements are in place for Public Safety. A joint power agreement (JPA) is not needed if ordinances between the two jurisdictions have consistent standards given the existence of NOR Park District in the Northwest; it is not just a City/County issue involving recreation. Metropolitan General Plan. Fire departments have mutual response agreement. JPA on Bakersfield Metropolitan. JPA on Fire. Kern Sheriff and BPD Share Communication channels. There are issues with the JPAs.</li> </ul>	Kern County Sheriff's Office, BPD
7.01.3		3. Establish a joint City and County task force to identify inconsistencies and concentrate efforts to be consistent	Not Complete	<ul style="list-style-type: none"> <li>While there is not a formal City and County task force, the Planning Department staffs communicate and recommend consistency in ordinances when appropriate; Planning commissions jointly meet as needed.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.01.4		4. Develop ordinances jointly between the City and County	In Progress	<ul style="list-style-type: none"> <li>City and County attempt to align their ordinances when possible. Habitat Conservation Plan is complete. City has accommodated more ordinances. Core values have been the vehicle that has driven consistency moving forward. This effort is more strategic and ongoing as a result of general plan.</li> </ul>	City, County Planning
7.01.5		5. Revise Metropolitan General Plan to include policy and goal sections that encourage consistent urban services	Complete and Ongoing	<ul style="list-style-type: none"> <li>General Plan update in progress. This was included in the 2002 update and will be included in the current.</li> </ul>	City, County
7.01.6		6. Encourage annexations of county islands into the City	Complete	<ul style="list-style-type: none"> <li>City has developed a well define process that involves the communities. For example: Fair grounds and Kimberly Road/Coffee northwest has been annexed by the City.</li> </ul>	City
7.01.7		7. Develop a public relations campaign to educate and inform the public regarding the inconsistencies and the need for consistency	Complete	<ul style="list-style-type: none"> <li>City has developed a well define process that involves the communities.</li> </ul>	City Planning, LAFCO
7.01.8		8. Discourage annexation that creates "islands"	Complete	<ul style="list-style-type: none"> <li>City has developed a well define process that involves the communities</li> </ul>	City, County Planning, LAFCO
7.02.1	<b>Provide property owners with incentives to create in fill or redevelopment</b>	1. Develop ordinances that modify fees or set a fee structure for infill development	Complete	<ul style="list-style-type: none"> <li>The City Impact Fee program includes fee reductions for infill development.</li> </ul>	City Planning
7.02.2		2. Develop ordinances that allow the use of development agreements as incentives for infill	Not Complete	<ul style="list-style-type: none"> <li>The Economic &amp; Community Development Department has programs which fulfill this strategy, but are outside of the ordinance process.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.02.3		3. Create ordinances that would modify or lower fees, taxes and parking requirements	Complete	<ul style="list-style-type: none"> <li>• Waivers granted when appropriate.</li> </ul>	City Planning
7.02.4		4. Create ordinances that would expedite the approval process	Complete	<ul style="list-style-type: none"> <li>• "One stop" permitting implemented where available.</li> </ul>	
7.02.5		5. Update the related policies in the Metropolitan plan	In Progress	<ul style="list-style-type: none"> <li>• General Plan update in progress.</li> </ul>	
7.02.6		6. Reduce time delays for development in the downtown area through programs for expedited environmental planning review and traffic studies	Complete	<ul style="list-style-type: none"> <li>• A wide area traffic study is available for developers to use, eliminating the need for additional studies in areas such as the downtown core. Environmental planning is minimal in a developed area such as downtown.</li> </ul>	City Planning and Roads
7.03.1	<b>Require non-contiguous development to provide all necessary infrastructure or provide economic disincentives through variable fees</b>	1. Create ordinances supporting the strategy	In Progress	<ul style="list-style-type: none"> <li>• A goal of contiguous development and sensible growth is in the General Plan. Ordinances that formally support and define contiguous development within the Greater Bakersfield Area are not in place.</li> </ul>	City, County planning
7.03.2		2. Encourage a joint powers agreement between the City and County	Not Complete	<ul style="list-style-type: none"> <li>• Although this is not complete, a joint powers agreement for planning is not an appropriate approach. However, City and County are striving to develop a common strategy for development through the General Plan process.</li> </ul>	
7.03.3		3. Update the policies in the Metropolitan plan	Not Complete	<ul style="list-style-type: none"> <li>• This could be included as a strategy within the General Plan which is currently being updated.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.04.1	<b>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</b>	1. Encourage a joint powers agreement between the City and County. Update the related policies in the Metropolitan plan	In Progress	<ul style="list-style-type: none"> <li>The General Plan is a jointly constructed document that provides a common vision on what growth is acceptable and desired in the community. The plan is the forum by which City and County develop a common understanding around development and land use in the Greater Bakersfield area. The Metropolitan General Plan update is in progress. Joint Powers Agreements are in place for those services which are amenable to that type of agreement.</li> </ul>	City, County planning
7.04.2		2. Adopt agreements for shared services and shared tax revenues	In Progress	<ul style="list-style-type: none"> <li>The City and County ruling bodies meet in joint session at least twice each year. The meetings are not as productive as hoped. However, City and County have adopted a common transportation impact fee and solid waste/recycling program. Progress has been made and efforts continue.</li> </ul>	Board of Supervisors and City Council
7.05.1	<b>Implement a point system that requires certain criteria be met in order to develop additional agricultural land</b>	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 infrastructure	Not Complete	<ul style="list-style-type: none"> <li>Although the City and County have not implemented a point system as defined in this tactic, they have instead developed a more appropriate criteria-based system for agriculture land conversion.</li> </ul>	
7.05.2		2. Adopt policies in the Metropolitan general plan update	Not Complete	<ul style="list-style-type: none"> <li>Based on the change identified in 7.5.1, discouraging premature agriculture land conversion is in the General Plan.</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.06.1	<b>Develop policies for specific incentives for residential in-fill in blighted areas</b>	1. Implement a point system that provides incentives for infill	Not Complete	<ul style="list-style-type: none"> <li>Although the City and County have not implemented a point system as defined in this tactic, they have encourage infill development through grants. New metro general plan includes "Smart Growth Policy" in the update.</li> </ul>	
7.06.2		2. Consider bonus density in ordinances	Complete	<ul style="list-style-type: none"> <li>City has implemented a program as a result of State law which allows higher density housing in areas with complete infrastructure.</li> </ul>	City Planning
7.06.3		3. Implement ordinances and adopt policies in the Metropolitan general plan/housing element	Complete	<ul style="list-style-type: none"> <li>General Plan contains many applicable policies regarding infill development. These policies are reflected in the ordinances.</li> </ul>	City and County Planning
7.06.4		4. Use redevelopment mechanisms to identify blighted areas	Complete	<ul style="list-style-type: none"> <li>Redevelopment agency. City established 3 redevelopment agencies and areas.</li> </ul>	Economic & Community Development Department
7.06.5		5. Adopt differential pricing on fees	Complete	<ul style="list-style-type: none"> <li>Traffic impact fees were implemented. Credits can apply with pre-existing uses and redevelopment. Reduction of parking standards. Consistent permit fees of that for blighted areas.</li> </ul>	City Planning and Roads
7.07.1	<b>Streamline and provide incentives for first time homebuyer's in blighted areas</b>	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	Complete	<ul style="list-style-type: none"> <li>Additional down payment assistant program is part of this new stimulus package and applies to bank own properties.</li> </ul>	Economic & Community Development Department

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.07.2		2. Provide assistance to first time homebuyers in completing the HUD and Community Development Department process	Complete and Ongoing	<ul style="list-style-type: none"> <li>The City has an active development program which received a onetime large infusion of Federal stimulus monies. The program has an active realtor training program. The funds are available for low to moderate income home buyers to purchase foreclosed properties and the process has been streamlined. Our program is a model for other California cities. Federal program for new home owners.</li> </ul>	Economic & Community Development Department
7.07.3		3. Adapt program to make it more customer service friendly	Not Complete	<ul style="list-style-type: none"> <li>While City staff helps applicants, the overall process is outside their area of control. The rules for the process are dictated by the funding agencies.</li> </ul>	
7.08.1	<b>Provide stricter code enforcement to help maintain neighborhoods and increase visual standards</b>	1. Work with neighborhood collaboratives	Complete	<ul style="list-style-type: none"> <li>The County worked with the East Bakersfield Collaborative to install light bulbs on front porches through the use of the PG&amp;E grant. County continues to work with local collaboratives in other areas to improve the overall conditions. Examples: East Bakersfield and Oildale.</li> </ul>	City and County Code Enforcement
7.08.2		2. Identify resources to guide the property owner through the assistance programs when they cannot afford to do the repairs	Not Complete	<ul style="list-style-type: none"> <li>City and County staff when possible provide informal referrals to community groups that may be able to assist.</li> </ul>	
7.08.3		3. Encourage cooperation of City and County and Environmental Health Services on Code enforcement	Complete	<ul style="list-style-type: none"> <li>County code enforcement acts on behalf of EHS</li> </ul>	City, County
7.08.4		4. Empower City and County staff to notify each other of code violations	Complete	<ul style="list-style-type: none"> <li>This is encouraged on both sides as part of their routine work activities.</li> </ul>	City, County

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.08.5		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	Not Complete	<ul style="list-style-type: none"> <li>Although, due to budget constraints there is not a formal program for this, community groups such as Realtors and service organizations, and corporations continue to work with needy residents as they become known to them.</li> </ul>	
7.08.6		6. Encourage scheduled curbside pickup of bulky items	Complete	<ul style="list-style-type: none"> <li>There is quarterly bulky item curbside pickup provided by both City and County Waste Management Departments.</li> </ul>	City and County Waste Management
7.08.7		7. Expand liens to other properties in order to provide incentives for property owners to clean up	Complete	<ul style="list-style-type: none"> <li>City and County can impose administrative penalties against owners.</li> </ul>	City, County code enforcement
7.08.8		8. Implement a public relations program to educate neighborhoods	Not Complete		
7.09.1	<b>Involve youth in re-developing blighted neighborhoods</b>	1. Identify targeted neighborhoods, programs, and resources involving youth	Complete and Ongoing	<ul style="list-style-type: none"> <li>Ongoing efforts by a variety of organizations which relate to youth's involvement in improvement of blighted neighborhoods include but not limited to: graffiti removal program, Kern County Network for Children programs, adopting streets for clean up, Greenfield Walking Group, PAL, SAL, and much more.</li> </ul>	Community Based Organizations, supported by City, County and private providers
7.10.1	<b>Provide financial or other incentives for urban areas in the County to be annexed into the City</b>	1. Use Block Grant Funds	Not Complete		
7.10.2		2. Modify fees or hookup fees	Complete and Ongoing	<ul style="list-style-type: none"> <li>City occasionally has programs to reduce costs associated with sewer hookup.</li> </ul>	City Public Works Department

ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.10.3		3. Eliminate special districts upon annexation	Not Complete	<ul style="list-style-type: none"> <li>Tactic is unclear. City Special Districts such as Park and Recreation would replace the County Park and Recreation District. As long as the homeowner is receiving services from any given special district they will continue to be billed for it.</li> </ul>	
7.11.1	<b>Retrofit existing neighborhoods to be more pedestrian friendly and provide for pedestrian friendly thoroughfares in new developments</b>	1. Develop a program, identify funding requirements and grant sources	Complete and Ongoing	<ul style="list-style-type: none"> <li>Improvements are made as funds are available or as neighborhoods agree to be assessed. For example, a group in Northeast neighborhood agreed to be assessed to pay for streetscaping on Oswell. Additionally the County provided curb, gutter and sidewalks in an East Bakersfield neighborhood in response to street maintenance and neighborhood improvement requests.</li> </ul>	City and County
7.11.2		2. Reduce street size standards	Complete	<ul style="list-style-type: none"> <li>Windermere Community has this standard in place. This is project specific and has to allow for fire and trash pickup. Looking at standardization and new Metro General Plan (The City has a standard and the County will adopt this through the General Plan Process)</li> </ul>	City and County Planning
7.11.3		3. Lower speed limit on residential streets	Complete	<ul style="list-style-type: none"> <li>This is done where appropriate per the vehicle code</li> </ul>	BPD
7.11.4		4. Implement traffic calming devices	Complete	<ul style="list-style-type: none"> <li>This is not encouraged as an effective way to calm traffic but speed bumps are still utilized. New standards for subdivisions are being utilized to eliminate long, straight roads.</li> </ul>	BPD, City and County Planning
7.11.5		5. Adopt ordinances for off street parking	Complete	<ul style="list-style-type: none"> <li>City and County handle this within the Planning ordinances</li> </ul>	City and County Planning



ID	Strategy	Tactics	Status	Achievements	Lead Organization
7.12.1	<b>Adopt incentives for improving utilization of existing problem commercial areas</b>	1. Identify areas for commercial redevelopment, including spot areas	Complete	<ul style="list-style-type: none"> <li>The Economic &amp; Community Development Department has programs which fulfill this strategy.</li> </ul>	Economic & Community Development Department
7.12.2		2. Adopt policies in support of the strategy	Complete	<ul style="list-style-type: none"> <li>The General Plan has policies supporting the strategy</li> </ul>	City, County Planning, City Council, Board of Supervisors
7.12.3		3. Update the Metropolitan plan	In Progress	<ul style="list-style-type: none"> <li>An update was completed in 2002; it is currently undergoing another update.</li> </ul>	City, County Planning
7.12.4		4. Implement ordinances that provide incentives such as tax increases rebates or modification of fees	Not Complete	<ul style="list-style-type: none"> <li>No ordinances yet. However, incentives are offered on a case-by-case basis.</li> </ul>	
7.13.1	<b>Provide incentives for reuse of commercial zones</b>	1. Adopt ordinances to modify fees	Complete	<ul style="list-style-type: none"> <li>Planning Documents contain these ordinances.</li> </ul>	City, County
7.13.2		2. Provide pedestrian access	Not Complete	<ul style="list-style-type: none"> <li>Don't understand what the goal of this tactic.</li> </ul>	
7.14.1	<b>Use pocket redevelopment</b>	1. Identify problem areas and set up programs for development of the pocket areas	Complete	<ul style="list-style-type: none"> <li>The Economic &amp; Community Development Department has programs which fulfill this strategy.</li> </ul>	Economic & Community Development Department
7.15.1	<b>Redevelop individual city blocks</b>	1. Use mixed use to get funding from housing fund	Not Complete		
7.15.2		2. Use of transit villages to obtain additional funds. Place them near Amtrak or GET stations and they will qualify as "transit oriented developments"	Not Complete	<ul style="list-style-type: none"> <li>Not appropriate for how the redevelopment is proceeding</li> </ul>	Kern COG and City

# Transportation

ID	Strategy	Tactics	Status	Achievements	Lead Organization
8.01.1	<b>Create additional revenue sources to increase priority for state and federal transportation funding</b>	1. Create additional revenue source to become a self-help community in order to qualify for funding at a higher level	Not Complete	<ul style="list-style-type: none"> <li>1/2 cent sales tax was proposed to help create additional revenue, however, it failed at the ballot box. Other alternatives to get self-help funding being evaluated.</li> </ul>	
8.02.1	<b>Increase pedestrian pathways and bike routes</b>	1. Include provisions for pathways and bike routes for developing areas in the Metropolitan general plan update	Complete and Ongoing	<ul style="list-style-type: none"> <li>General Plan Update in progress. Integrating all the trail plans and going to develop a gap analysis looking at the whole system in order to get the gaps fill and link the paths to development.</li> </ul>	City, County
8.02.2		2. Adopt and implement policies to retrofit existing areas	Complete	<ul style="list-style-type: none"> <li>The bike path has been significantly expanded. Focusing on gaps so we have a truly connected system. County and City are working together on a climate change action plan and how this impacts the development of the bike path. Looking at setting goals for miles travel and working on the air district on this focusing on the N/S route.</li> </ul>	City, County, Cycling Groups
8.03.1	<b>Encourage completion of route 58</b>	1. Update the Metropolitan plan	Complete	<ul style="list-style-type: none"> <li>TRIP Funds, Alignment agreed upon by County, City and Caltrans.</li> </ul>	City, Kern COG, County, Caltrans
8.03.2		2. Design policies to implement strategy	Complete	<ul style="list-style-type: none"> <li>This is included in the Planning Documents. Ongoing through route adoption process and environmental review is in progress.</li> </ul>	Kern COG, City, County, Kern Transportation Foundation, Caltrans
8.04.1	<b>Recognize the link between land use and transportation</b>	1. Modify fees within three blocks of GET station, etc	Complete and Ongoing	<ul style="list-style-type: none"> <li>Fee modifications are offered on a case-by-case basis.</li> </ul>	City

ID	Strategy	Tactics	Status	Achievements	Lead Organization
8.04.2		2. Provide for more compact developments, less sprawl and higher density developments	Complete and Ongoing	<ul style="list-style-type: none"> <li>Planning Documents encourage compact development in higher density</li> </ul>	City
8.04.3		3. Encourage annexation for consistent, well-planned projects/development	Complete	<ul style="list-style-type: none"> <li>Annexation process is well documented and available</li> </ul>	LAFCO
8.04.4		4. Develop incentives for higher density development around transportation areas	Complete	<ul style="list-style-type: none"> <li>Incentives are offered on a case-by-case basis.</li> </ul>	City
8.04.5		5. Create a policy in the Metropolitan update	Complete	<ul style="list-style-type: none"> <li>The General Plan policy accommodates high and high-medium density residential adjacent to existing and planned commercial, multi-family, and principal transportation corridors</li> </ul>	City, County
8.05.1	<b>Encourage joint metropolitan transit policies/goal consensus between City, County and public</b>	1. Update the Metropolitan plan	Complete	<ul style="list-style-type: none"> <li>General plan was completed and the next edition is in progress. GET just received funding through Kern COG for a master transit development plan.</li> </ul>	GET, Kern COG
8.05.2		2. Enact a joint agreement between the City and County	Complete	<ul style="list-style-type: none"> <li>Formation of Kern County Citizens for Quality Transportation, a broad-based group to identify additional revenue sources to fund local transportation infrastructure needs.</li> </ul>	GET, Kern COG, MTIS, supported by the City, County
8.06.1	<b>Expand the public transportation system</b>	1. Obtain additional operations funding	Complete	<ul style="list-style-type: none"> <li>Kern COG with stakeholders have developed a systemic plan for public and employee transportation to businesses.. County has developed relationships with business and large employers - IKEA and CBCC</li> </ul>	Kern COG, GET

ID	Strategy	Tactics	Status	Achievements	Lead Organization
8.06.2		2. Become a “self help” county for higher state and federal transportation funding	Not Complete	<ul style="list-style-type: none"> <li>1/2 cent sales tax proposed; failed at the ballot box. Other alternatives to get self-help funding being evaluated.</li> <li>Formation of Kern County Citizens for Quality Transportation, a broad-based group to identify additional revenue sources to fund local transportation infrastructure needs</li> </ul>	
8.07.1	<b>Streamline the state and federal environmental review process</b>	1. Advocate at the state level (Caltrans and CTC) to enter dialogue with the Bureau of Land Management and Dept. of Fish and Game	Not Complete	<ul style="list-style-type: none"> <li>Ongoing efforts to streamline the processes continue</li> </ul>	
8.08.1	<b>Obtain community consensus on the location for the high-speed rail station in Greater Bakersfield</b>	1. Leverage the work of the Kern Transportation Foundation which is creating a broad concern list for proposed sites	Complete	<ul style="list-style-type: none"> <li>The City has obtained consensus and identified the location of the high-speed rail station and submitted the proposal to the State</li> </ul>	City, County and Community
8.08.2		2. Adopt a location for the high speed rail station	In Progress	<ul style="list-style-type: none"> <li>City and County have recommended location - Downtown</li> </ul>	Kern COG, Cal Trans, CTC, High Speed Rail Authority
8.09.1	<b>Provide a long term plan for airport infrastructure</b>	1. Extend the length of the runway to 5000 feet	Complete	<ul style="list-style-type: none"> <li>Runway was extended to 7700 ft and a second runway was extended to 11,000 ft. Submitted an environmental assessment to the FAA to move the Threshold so the airport can use both runways for commercial flights</li> </ul>	Airport Director, County
8.09.2		2. Create “Airport Ambassadors” who can help raise funds or corporate sponsorships for the fountain and entry design of the new terminal	Complete	<ul style="list-style-type: none"> <li>Community art work a significant addition to the Meadows Field Airport Thomas Terminal</li> </ul>	Community Groups

ID	Strategy	Tactics	Status	Achievements	Lead Organization
8.09.3		3. Solicit in-kind labor by the City and County	Complete	<ul style="list-style-type: none"> <li>Airport is complete. County has adopted a new airport master plan. (City and County are working together and have made good progress through in-kind efforts by putting money towards the airport enhancement).</li> </ul>	City, County
8.09.4		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	Complete	<ul style="list-style-type: none"> <li>TRIP Funds, Bridges, on ramps and off ramps constructed</li> </ul>	Caltrans, Kern COG
8.09.5		5. Protect airport usage and airspace through appropriate land use planning	Complete	<ul style="list-style-type: none"> <li>County and City have agreement</li> </ul>	Airport Director, County
8.10.1	<b>Educate community on topics such as cargo opportunities, international gateways and flight availability</b>	1. Develop and fund public service announcements – “Fly Bakersfield First”	Complete and Ongoing	<ul style="list-style-type: none"> <li>Ongoing fund raising for projects. Ongoing support from City and County for the "fly Bakersfield First" campaign.</li> </ul>	County, Bakersfield Board of Trade, Convention and Visitors Bureau
8.10.2		2. Identify additional funding	Complete and Ongoing	<ul style="list-style-type: none"> <li>Ongoing fund raising for projects. Ongoing support from City and County for the "fly Bakersfield First" campaign.</li> </ul>	County, Bakersfield Board of Trade, Convention and Visitors Bureau
8.10.3		3. Solicit support of City, County and business leaders to “Fly Bakersfield First.”	Complete	<ul style="list-style-type: none"> <li>Billboards and ads continue to encourage residents in Kern County and surrounding counties to fly from Bakersfield.</li> </ul>	City, County and Community
8.10.4		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	Complete	<ul style="list-style-type: none"> <li>The Airport has made it known that if there are a large discrepancies on fees, the Airport will notify and work with airlines to reduce fares</li> </ul>	Airport Director, County

ID	Strategy	Tactics	Status	Achievements	Lead Organization
8.10.5		5. Install better signage that is recognizable and consistent	Complete	<ul style="list-style-type: none"> <li>Following reconstruction of roads, signage has improved, but still needs work</li> </ul>	Caltrans
8.10.6		6. Rename the airport. Name the terminal for Meadows and rename the airport	Complete	<ul style="list-style-type: none"> <li>The Airport retained Meadows Field but the terminal is named William Thomas Terminal</li> </ul>	
8.10.7		7. Encourage new airport terminal to use electric equipment and vehicles. Have low emission rental vehicles available at the airport	Complete	<ul style="list-style-type: none"> <li>Airlines are using electric tugs and vehicles to a large extent</li> </ul>	Airport
8.10.8		8. Present a statement of support and show of presence at Board of Supervisors by Kern Transportation Foundation (KTF) and Vision 2020	Complete	<ul style="list-style-type: none"> <li>All involved showed strong support at the Board of Supervisors</li> </ul>	Chamber of Commerce
8.11.1	<b>Reconstitute the governance of the Kern Council of Governments (Kern COG) to provide for more influence for the largest population center, Greater Bakersfield (for ex: the need for support of the airport and airport expansion)</b>	1. Urge the Kern Transportation Foundation, Vision 2020, the City and the County make a showing to Kern COG on the community's support of the airport expansion	Complete	<ul style="list-style-type: none"> <li>All involved showed strong support at the Board of Supervisors</li> </ul>	Chamber of Commerce, County and KTF

# Image – “How We See Ourselves”

ID	Strategy	Tactics	Status	Achievements	Lead Organization
9.1.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>Image Vision Force continues to be a force and incorporates all lead organizations</li> </ul>	Greater Bakersfield Vision 2020 Image Vision Force
9.2.1	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.	Complete	<ul style="list-style-type: none"> <li>Successfully funded for 2 initial projects and continue to fund new projects (ex. Private/business donations for new signage)</li> </ul>	Collaborative Partnership Group established in step 1
9.2.2		2. Involve the help of a grant writer/editor to review funding solicitation documents.	Not Complete	<ul style="list-style-type: none"> <li>Grant funding was not needed due to community contributions</li> </ul>	

ID	Strategy	Tactics	Status	Achievements	Lead Organization
9.3.1	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.	Complete	<ul style="list-style-type: none"> <li>• Completion on Dec. 1, 2001 - Marketing Consultant funded by private industry. A research firm was hired to conduct a baseline study of Bakersfield's image among business decision-makers and travelers. The researchers also studied how local residents themselves felt about their community. It became clear that improving our city's image would require work both internally and externally.</li> <li>• The complete consultants' report is available online at <a href="http://bakersfieldvision2020.com/actionplanprogressreports.html">http://bakersfieldvision2020.com/actionplanprogressreports.html</a></li> </ul>	Collaborative Partnership Group (Vision 2020 Image Force)
9.3.2		2. Research will reveal the perceptions of Greater Bakersfield among business decision-makers and travelers.	Complete	<ul style="list-style-type: none"> <li>• A research firm was hired to conduct a baseline study of Bakersfield's image among business decision-makers and travelers. The researchers also studied how local residents themselves felt about their community. It became clear that improving our city's image would require work both internally and externally.</li> <li>• The complete consultants' report is available online at <a href="http://bakersfieldvision2020.com/actionplanprogressreports.html">http://bakersfieldvision2020.com/actionplanprogressreports.html</a></li> </ul>	Collaborative Partnership Group (Vision 2020 Image Force)



ID	Strategy	Tactics	Status	Achievements	Lead Organization
9.4.1	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.	Complete and Ongoing	<ul style="list-style-type: none"> <li>On-going efforts to promote brand continues. A marketing consulting firm was hired and the new Bakersfield brand, “Bakersfield: Life as it Should Be,” logo and tagline were developed. A brand strategy and marketing toolkit were developed and are now available for use by local businesses, schools, organizations and individuals to project a positive and consistent image of Greater Bakersfield. The materials in the toolkit include a logo, print ad, a usage manual and photo collections. A “company store” has been developed for purchase of promotional material and a website has been developed specific to the brand. Visit the store at <a href="http://www.bakersfieldlifeasitshouldbe.org/">http://www.bakersfieldlifeasitshouldbe.org/</a></li> </ul>	Collaborative Partnership Group (Vision 2020 Image Force)

ID	Strategy	Tactics	Status	Achievements	Lead Organization
9.4.2		<p>2. Implement the campaign to include the following tactics:</p> <ul style="list-style-type: none"> <li>• Internal campaign</li> <li>• Fast facts publication</li> <li>• Reward residents and local businesses for promoting Greater</li> <li>• Radio advertising and feature stories</li> <li>• TV advertising and feature stories</li> <li>• Print advertising and feature stories</li> <li>• Partnering with collaboratives, non-profits, businesses and other organizations promoting Greater Bakersfield</li> <li>• Highway signage</li> <li>• Publish positive statistics about the community</li> <li>• Create Bakersfield-enhancing quality of life indicators and use them to promote the community</li> <li>• External campaign</li> <li>• Fast facts publication</li> <li>• Pitch stories to publications throughout California</li> <li>• Primary portal website with information on Bakersfield</li> <li>• Presentations and displays at county fairs and state conventions</li> <li>• Highway signage</li> <li>• Publish positive statistics about the community</li> <li>• Create Bakersfield-enhancing quality of life indicators</li> </ul>	Complete	<ul style="list-style-type: none"> <li>• Highway signage, new website - life in Bakersfield, partnership with blood drives, historical Downtown trolley tours, merchandise, media exposure. Others on-going. A marketing consulting firm was hired and the new Bakersfield brand, “Bakersfield: Life as it Should Be,” logo and tagline were developed. A brand strategy and marketing toolkit were developed and are now available for use by local businesses, schools, organizations and individuals to project a positive and consistent image of Greater Bakersfield. The materials in the toolkit include a logo, print ad, a usage manual and photo collections. A “company store” has been developed for purchase of promotional material and a website has been developed specific to the brand. Visit the store at <a href="http://www.bakersfieldlifeasitshouldbe.org/">http://www.bakersfieldlifeasitshouldbe.org/</a></li> </ul>	Collaborative Partnership Group (Vision 2020 Image Force)

ID	Strategy	Tactics	Status	Achievements	Lead Organization
9.5.1	5. Monitor and evaluate the effectiveness of the marketing campaign	1. Evaluate the effectiveness of the internal and external campaigns by conducting post campaign research and comparing the results with the baseline data	Not complete	<ul style="list-style-type: none"><li>Financial restrictions stopped progress on the post campaign research.</li></ul>	