



# Greater Bakersfield **VISION 2020**

**“Our Future...Our Responsibility”**

**SUMMARY REPORT**



**“Our Future...Our Responsibility”**

*Greater Bakersfield Vision 2020 gratefully recognizes  
the consulting assistance and inspiration provided by  
**Michael Doyle & Associates**, San Francisco, California.*

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The goals and strategies identified in the Summary are those that provide the foundation for achieving long term goals and reflect a high level of energy and enthusiasm in the community. They are consistent with all of the input received throughout the process. Because all of the recommended strategies and actions are important to the long-term accomplishment of the Vision, the full body of work of the Vision Forces follows. As a result of integrating some of the items, some of the recommended strategies and actions may be located in sections other than where they were developed.



# **VISION 2020 SUMMARY REPORT**

**January 2001**

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

## **“Our Future...Our Responsibility”**

***“Greater Bakersfield is a great place to live and work—boasting big city appeal with small town charm!”***

### ***Introduction:***

This short statement is the Greater Bakersfield community’s vision of what we want our city to be in the year 2020. Behind this statement is a set of strategies and actions that, when implemented, will guide us to successfully reaching our vision.

This vision was created by an extraordinary effort of more than 13,000 residents over an 18-month period. Work to implement these strategies has already started.

In 1999, as we prepared to turn the century, a number of individuals and organizations in the Greater Bakersfield area looked ahead to the future of our community and neighboring areas. Many were asking what Greater Bakersfield will be like in the years ahead, how well our workforce will be prepared, and whether our citizens will be uniquely qualified to seize the opportunities created in the new century.

To leverage this future-looking momentum, a group of interested citizens came together, along with local, state and federal officials, to facilitate the creation of a long-term vision and action plan for our community. Greater Bakersfield Vision 2020, Inc. was formed with a goal to use a broad-based community effort to create a Vision for our community’s future and set in motion the plans to make that Vision a vibrant reality.

In the spring of 1999 a volunteer facilitation team began meeting to develop and facilitate an open and inclusive process to create and realize the Vision. The scope of the process was defined and Vision 2020 was introduced to elected officials at the September 13, 1999, joint meeting of the Kern County Board of Supervisors and Bakersfield City Council. It was introduced to the Greater Bakersfield community on September 14, 1999.



# SUMMARY REPORT

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## ***What are Greater Bakersfield's strengths and weaknesses? What is our Vision of what we want our community to be in the year 2020? How do we achieve this Vision?***

These three questions spawned a process that included thousands of people, tens of thousands of hours and the largest number of people in our area's history—representing a diverse cross-section of the community.

The process was divided into four phases. The first phase—**Planning**—was a four-month process that was completed in September 1999. It set the course for the Vision, defined the process, and generated a purpose statement and a process to achieve that purpose.

Phase II—**Assessment**—provided us a greater understanding and insight into our community. In the Assessment phase, completed in January 2000, more than 12,000 residents identified our community's major strengths and weaknesses during 37 community-wide meetings and forums on high school campuses, surveys, and mini-meetings.

This was followed by the third phase—**Visioning**—which included 30 meetings, community-wide and on high school campuses, co-hosted by local elected officials. We were joined by more than 2,000 of our neighbors who helped us build upon a shared understanding of our strengths and weaknesses to develop a vision for the future. Over the five-month Visioning phase, completed in June 2000, we asked, "What do you want our community to be in 2020?" Throughout the entire Visioning process, there has emerged a remarkably high degree of consistency, unity, and alignment, across neighborhoods, of what people want our community to be. From this broad-based consensus, we have developed the major Vision elements—a comprehensive, integrated Vision for what we wanted our community to be by the year 2020.

Finally, in the fourth phase—**Action**—we developed the action plan to make our Vision a reality. In the action planning and final phase of this project, seven Visioning Forces (task forces), comprised of approximately 15 individuals each, developed the strategies and actions that will bring our Vision to life. A recommended lead organization was identified for each action based on the organization's specific expertise, resources or interest. Suggested timeframes were included for purposes of monitoring progress in accomplishing our Vision, and where feasible or meaningful, suggested funding sources were identified. The Vision 2020 Facilitation Team integrated the work of the Vision Forces into a comprehensive report "Greater Bakersfield Vision 2020: Our future...Our Responsibility."

# SUMMARY REPORT

## Critical Strategies and Actions

The Vision Forces identified more than 100 strategies and hundreds of specific actions necessary to reach the Vision. All of these are in the full report. Using community input the Vision Forces identified the critical, high-priority strategies that provide the foundation for achieving long-term goals or reflect a high level of energy and enthusiasm in the community. These high-priority strategies are consistent with all of the input received throughout the process and are presented here, with the associated Vision element, for focused action.

The actions associated with these critical, high priority strategies, as well as all of the recommended strategies and actions, can be found in the full body of work of the Vision Forces in the comprehensive report “Greater Bakersfield Vision 2020: Our Future...Our Responsibility.”



## Our Vision for Economic Development

### Greater Bakersfield is...

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

- **Attract new types of businesses consistent with our Vision.**
- **Create a post-graduate Research and Development partnership with industry and universities.**
- **Align the offerings of higher education with the needs of the new economy.**
- **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).**

# SUMMARY REPORT

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## ***Our Vision for Education and Life-long Learning***

### **Greater Bakersfield is...**

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

- ***Establish core competencies and standards of achievement for each K-12 grade in all subject areas.***
- ***Recruit, develop, and retain the best and brightest teachers and administrators, improve accountability, and reward superior performance and professional growth.***
- ***Engage parents as active participants and champions of their children's education.***
- ***Target reading skills first.***
- ***Evaluate and implement structural changes to improve student performance.***
- ***Achieve seamless transition between grade levels.***
- ***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.***





# SUMMARY REPORT

## ***Our Vision for Our Quality of Life***

### **Greater Bakersfield is...**

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

- Promote and support youth councils throughout the community.***
- Provide consistent safety and law enforcement throughout Greater Bakersfield.***
- Attain air quality standards.***
- Increase tree shade canopy to 30% and the number of trees in Greater Bakersfield from 1 million to 3 million by 2020.***
- 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.***
- Develop a cultural/museum master plan incorporating the museums, a new performing arts center and Metro Park.***
- Assure broad-based recreation programs in all neighborhoods of Greater Bakersfield at area parks, schools and community based organizations.***
- Keep water in the Kern River year-round through Beach Park.***



VISION 2020 **II**

# SUMMARY REPORT

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## ***Our Vision for Downtown: The Heart of the City***

### **Downtown Bakersfield is...**

an inspiring magnet for those who live, work or play there and is truly the “heart of the city”. It is architecturally pleasing, with an emphasis on the use of water that provides an attractive backdrop for public art and sculptures, concerts and other cultural activities. It has a safe atmosphere that stimulates activity in a 24-hour downtown—a thriving center of activity including business, retail, government, entertainment, and residential uses. Our downtown boasts a collection of neighborhoods, each with its own unique aspects and is a place that captures our rich historical heritage.

- *Encourage mixed use development that includes a diverse mixture of housing, retail and commercial uses.*
- *Develop a River Street to become a center for community activities and outdoor enjoyment.*
- *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.*

## **12 VISION 2020**

## ***Our Vision for Community Planning***

### **Greater Bakersfield is...**

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



# SUMMARY REPORT

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- *Provide consistent urban services within defined metropolitan area.*
- *Provide property owners with incentives to create in fill or redevelopment.*
- *Require non-contiguous development to provide all necessary infrastructure or provide economic disincentives through variable fees.*
- *Develop policies for specific incentives for residential in fill in blighted areas.*
- *Provide stricter code enforcement to help maintain neighborhoods and increase visual standards.*



## ***Our Vision for Transportation***

### **Greater Bakersfield is...**

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

- *Create additional revenue sources to increase priority for state and federal transportation funding.*
- *Increase pedestrian pathways and bike routes.*
- *Encourage joint metropolitan transit policies/goal consensus between City, County and the public.*
- *Provide a long-term plan for airport infrastructure.*

# SUMMARY REPORT

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## ***Our Vision for Our Image—“How We See Ourselves”***

### **Greater Bakersfield is...**

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

***- 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.***

## ***Where Do We Go From Here?***

The Vision for Greater Bakersfield is achievable because it represents what our residents want as witnessed by the broad base of individuals and organizations who have stepped forth to serve as ushers and stewards of the process. Great Bakersfield is filled with “can-do” people who will work together with a “can-do” attitude to make it all happen.

Many in the community have already begun to implement certain elements of the Action Plan, while other elements are in development for near term implementation. Implementation of some elements will take, at times, unprecedented collaboration between individuals and organizations that remain steadfastly committed to the long-term Vision of this great community.

To encourage success in implementing the Action Plan, Greater Bakersfield Vision 2020 Inc. will continue, with the specific purpose of championing, encouraging and monitoring the Action Plan’s implementation by the community.

And so it is with great honor and pride that we present the Vision 2020 Action Plan to all the citizens of our great community!

The full body of work of Bakersfield Vision 2020 may be viewed on our website at [www.bakersfieldvision2020.com](http://www.bakersfieldvision2020.com)



## Greater Bakersfield Vision 2020 Contributing Visionaries

### **Visionaries—Bringing Our Vision to Life**

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

#### **Founding Visionaries - \$10,000 or more**

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

#### **Sponsoring Visionaries - \$5,000 or more**

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

# APPENDIX

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## Contributing Visionaries

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

## The Facilitation Team

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

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

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

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

# APPENDIX

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

### Community Meetings:

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

### Mini-Meetings:

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



# APPENDIX

## Youth Input:

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

## Survey Input:

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

**TOTAL INVOLVED .....** **12,509**

# APPENDIX

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## Phase II Community Assessment

### What People Said – Greater Bakersfield’s Major Strengths

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

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

## What People Said – Major Weaknesses

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

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

# APPENDIX

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## Phase III—Visioning Community Participation

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

### Community meetings:

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

### Mini-Meetings

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

**Total** .....

**894**

# APPENDIX

**Students:**

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

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

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

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

# APPENDIX

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## Phase IV Action Planning

### Greater Bakersfield Vision 2020-Vision Forces

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

#### Quality of Life

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

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

#### Economic Development

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

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

## **Downtown**

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

David Milazzo  
Larry Reider  
Mike Russo  
Dee Slade  
Gene Spinozzi  
John Stinson  
Lwanga Yonke

## **Youth and Family**

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

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

## **Community Planning & Transportation**

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

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

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

# APPENDIX

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## **Education & Life-long Learning**

Lou Barbich, Chair  
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