

CITY OF BAKERSFIELD
ADOPTED CITY COUNCIL GOALS

FY 2015 – 16



MAYOR

Harvey L. Hall

CITY COUNCILMEMBERS

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| Willie Rivera | Councilmember, Ward 1 |
| Terry Maxwell | Councilmember, Ward 2 |
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| Harold Hanson | Councilmember, Ward 5 |
| Jacquie Sullivan | Councilmember, Ward 6 |
| Chris Parlier | Councilmember, Ward 7 |

Submitted By:
Alan Tandy
City Manager

GOAL #1: PROVIDE QUALITY PUBLIC SAFETY SERVICES

Initiative 1.1: Continue to evaluate, address and implement the recommendations from international association of chiefs of police to reduce priority response times.

Target Actions:

1. Continue to work to implement the highest priority recommendations provided by the IACP to reduce response times, improve officer recruitment and retention and improve overall customer service to the public.

Initiative 1.2: Provide consistent police services that support and enhance proactive law enforcement including City-wide efforts to reduce gang violence, illegal drug use, domestic violence and child abuse.

Target Actions:

1. Plan for and develop funding mechanisms for additional staffing when possible. Continue efforts to increase Police patrol and progress towards a goal of 1.3 officers per 1,000 population. Pursue State and Federal grants to increase police officer compliment.
2. Work with County and other Law Enforcement agencies to evaluate and upgrade its public Safety infrastructure in a manner which provides for the future and provides the highest level of interoperability.
3. Evaluate the recently implemented priority call classifications from July 2015 to ensure priority one calls are grouped into "true" emergencies such as life threatening situations that require immediate response, violent crimes in progress, or violent crimes which have just occurred with a likelihood the suspect will be immediately apprehended.
4. Work with Kern County Sheriff's Office, Bakersfield Safe Streets Partnerships (BSSP) and other agencies involved in the Safe Neighborhoods and Community Relations Committee, the Joint City/County Standing Committee to Combat Gang Violence and the Schools Resource Officer Program to reduce gang related crime through prevention, intervention and suppression activities.



5. Promote park safety by utilizing traditional police patrol, police citizen volunteer patrols, specialized park patrol, and video technology.
6. Reduce Part 1 and quality of life crimes through directed policing practices and strategies that utilize crime analysis to identify crime trends and heavy calls for service locations. Utilize the resources of the Community Relations Unit and the Schools Resource Officer Program to proactively work with neighborhoods, commercial areas and schools to make individuals and property less attractive to the criminal element.
7. Continue to work closely with the Kern County Department of Human Services Child Protective Services in a partnership to effectively investigate allegations involving child victims of physical abuse, sexual abuse, and neglect.
8. Continue strategies to address the impact to the City due to the realignment of the California Department of Corrections. Work closely with all agencies involved in the local Community Corrections Partnership to effectively and efficiently minimize crime as a result of the realignment and the impacts of Proposition 47.
9. Effectively use Crimeview mapping system to improve traffic safety efforts by the BPD through identifying problem areas with high collision rates, developing action plans for collision reduction and improved safety for motorists, bicyclists, and pedestrians and evaluation of results while working with City Traffic Engineering to improve overall roadway safety.
10. Proactively promote new Neighborhood Watch and Business Watch programs and encourage continued participation from neighborhood residents and businesses after the programs are established.

Initiative 1.3: Provide consistent fire and related emergency services throughout Bakersfield.

Target Actions:

1. Determine fire service needs and future station locations based on planned growth within the Metropolitan General Plan; conduct research on residential/commercial build-out, population statistics and funding. Implement new station development plans (Pursuant to Joint Powers Agreement with County, including funding the construction and staffing of Stations #12, #16, and #18.)
2. Reduce fire deaths, injuries, and losses through fire suppression services, education, and prevention awareness programs administered through direct contact with the community, service organizations, educational facilities, non-profit groups, the media, and other private sector entities.
3. Maintain Fire Department deployment, service, and staffing levels through strategic planning and forecasting. Maintain awareness of service trends via the standards of the National Fire Protection Association and Occupational Safety and Health Administration, and National Institute for Occupational Safety and Health recommendations.
4. Improve and maintain Fire Department emergency response capacity through

continued use of various federal and state funding streams, including AFG, MMRS, UASI, SHSGP, SAFER, and FPS. Investigate other non-traditional funding streams relative to Fire Department priorities and competitiveness.

5. Improve and maintain Fire Department disaster and major emergency response capabilities, including the Fire Department Operations Center, grant-funded communications improvement and upgrades, policy and protocol revisions, and ongoing department-wide major emergency operations planning and training.

GOAL #2: ENHANCE THE CITY'S TRANSPORTATION NETWORK

Initiative 2.1: Maintain and improve the quality of existing surface streets and arterials by continuing to enhance the road resurfacing program, including increasing funding for street maintenance.

Target Actions:

1. Implement a long term program for the rehabilitation/reconstruction of surface and arterial streets using recurring state and federal funds. Pursue additional funding opportunities through Kern COG to increase street repair and maintenance.

Initiative 2.2: Implement the Thomas Roads Improvement Program (TRIP) projects as promptly as possible.

Target Actions:

1. Work with the County and other governmental entities to cooperatively plan for and fund multi-jurisdictional transportation facilities in the metropolitan area.
2. Implement the Thomas Roads Improvement Program including:
 - a. Complete construction of the Southbound State Route 99 at Rosedale (SR 58) Auxiliary Lane Improvement Project (construction complete 2016).
 - b. Complete construction of the State Route 178 Widening Project (construction complete 2017).
 - c. Complete construction of the Rosedale Highway Widening Project (construction complete 2016).
 - d. Complete land acquisition, and final design work for the 24th Street Improvements Project (environmental completed early 2014; begin construction mid-2015).
 - e. Complete construction of the Beltway Operational Improvement Project (construction complete 2017).

- f. Complete final design work for the Hageman Flyover Project and begin land acquisition late 2015.
 - g. Complete environmental, land acquisition, and final design work for the Centennial Corridor Project (anticipate to begin construction of the initial phase in 2016).
3. Pursue the acquisition of needed properties on designated transportation corridors from willing sellers with available funds designated for transportation purposes.

Initiative 2.3: As the City continues to transition through the TRIP capital projects, the City Council has a strong desire to maintain or exceed historic levels of support for street maintenance, resurfacing, and road construction projects for all related purposes, including support of the Bicycle Transportation Plan.



Target Actions:

- 1. Implement a long term program to maintain and improve the condition of City streets in a method that supports the Complete Streets Policy and the Bakersfield Bicycle Transportation Plan.

Initiative 2.4: Complete construction of SR 99/Hosking Avenue Interchange

- 1. Complete construction of the SR 99 at Hosking Avenue Interchange Project (construction complete early 2016).

Initiative 2.5: Maintain and construct trails for cycling, walking, jogging and equestrian uses.

Target Actions:

1. Recognize the link between land use and transportation through adoption and implementation of General Plan policies including development and transportation standards which promote a balanced transportation system of pedestrian, bicycle, transit, and motor vehicles. Explore alternative development concepts which promote pedestrian and transit oriented communities.
2. Continue to expand and develop trails and bikeways by promoting the connectivity of new and existing trails within the city to the existing Kern River Parkway.
3. Public Works: Completed design and received a grant to construct a multi-use path across the Calloway Weir to improve connectivity to the Kern River Parkway.
4. Construct improved pedestrian and bicycle access to the Kern River Parkway from Commercial Way south of Truxtun Avenue.
5. Pursue a "Bicycle Friendly Community" status from the League of American Bicyclists.
6. Work with local bicycle organizations to identify new bicycle facilities. Encourage installation of bicycle parking areas in the downtown and in private developments. Plan for inclusion of wider bicycle lanes on new and existing streets as the locations may allow. Incorporate bicycle racks at City parks, as needed. A Bicycle Transportation Plan was adopted in November 2013 that will qualify for funding through Caltrans' Bicycle Transportation Account to enhance and/or construct new bicycle facilities.
7. Pursue other available grant funding to continue bicycle transportation planning in furtherance of the adopted Bicycle Transportation Plan.
8. Seek legislative assistance to make possible the installation of multi-use trails along canal corridors, including the South H Street corridor from Taft Highway to Belle Terrace and the Friant Kern Canal corridor from the Kern River Channel to 7th Standard Road, in addition to the identification of funding sources and design and construction issues.
9. Retrofit existing neighborhoods to be more pedestrian friendly and provide for pedestrian friendly thoroughfares in new developments.
10. Public Works: Revise City Standards to reflect Complete Streets policies.

GOAL #3: CONTINUE POSITIVE DOWNTOWN AND MAJOR MIXED USE DEVELOPMENT PROJECTS AS A SUCCESSOR AGENCY TO THE DISSOLVED REDEVELOPMENT AREA (RDA) IN ACCORDANCE WITH AB 26/AB 1484

Initiative 3.1: Encourage improvements to the downtown and former southeast redevelopment area.

Target Actions:

1. Encourage commercial development that includes plazas, pocket parks and water features.
2. Encourage the use of trees and flowers, lighting, street furniture, canopies, public art, signage, flags. Use surface material that enriches the paving options on our streets, sidewalks, and curbing.
3. Expand the downtown street light design and streetscape design, and incorporate benches, refuse containers, tables and chairs and explore the use of LED and solar lighting.
4. Pursue creation of identifiable districts within the downtown - arts, education, theater, government, finance, etc.
5. Participate in outreach efforts with local interest groups to facilitate a unified approach to Downtown Redevelopment. Encourage quality downtown housing developments which bring families to the downtown area.
6. Pursue property acquisition in the downtown from willing sellers for projects that fulfill stated downtown planning objectives.
7. Ensure that the future freeway system provides ample and easy access to the downtown area.
8. Encourage mixed use development south of the Mill Creek project along the California Avenue corridor and surrounding area to further expand revitalization and build on the improvements made in the South Mill Creek area.
9. Complete the projects listed on the Enforceable Obligation Payment Schedule related to the new State laws governing the cessation of redevelopment agency projects.
10. Work to continue the redevelopment and revitalization of downtown Bakersfield, Old Town Kern, Southeast Bakersfield, and the 34th Street corridor with the loss of community redevelopment funding. Examine new funding and financing options, available incentive programs, methods to encourage and promote mixed use and residential projects, methods to improve the public realm, such as lighting, landscaping, signage, and streetscapes. Work collaboratively with other community entities.

11. Prepare and adopt a Station Area Plan (SAP) for the downtown area, focusing on the relationship to the planned High-Speed Rail Station on Golden State Avenue and "F" Street, as well as establishing planning, design, and economic development goals, policies, and proposals for the entire downtown. SAP will address planning, urban design, architectural standards, streetscapes, districting, bicycle and other multi-modal transportation and transit facilities, economic development, infrastructure planning, housing, parking, signage, way-finding, lighting, and open space.

Initiative 3.2: Pursue development of the Mill Creek Project.

Target Actions:

1. Develop concepts for projects which contain the following elements: entertainment, trees, landscaping, water features, canopies, family activities, pedestrian-friendly design, safety, attractiveness. Minimize the negative aspects of railroad.
2. Continue to build on the success of the Convention Center Hotel, Centennial Plaza, Rabobank Arena, Amtrak Station, McMurtrey Aquatic Center, and Ice Sports Center by promoting mixed use development that supports entertainment venues, restaurants, commercial and retail businesses and housing. Identify underutilized and blighted properties in the downtown core area as potential sites for improvement.

Initiative 3.3: Encourage housing and mixed use development projects.

Target Actions:

1. Promote mixed use development that includes landscaping and innovative urban design elements, urban housing, restaurants, retail and other commercial uses.
2. Implement affordable housing development in the suitable areas throughout the city, including older urban areas.
3. Promote in-fill projects for vacant, abandoned, or blighted areas throughout the city.
4. Complete future phases of Creekview Villas - 22 units (Target Completion Date: will depend on Phase 1 sales and market conditions).



GOAL #4: PLAN FOR GROWTH AND DEVELOPMENT

Initiative 4.1: Provide for the logical planned growth and development of the City.

Target Actions:

1. Ensure that updates or revisions to the Metropolitan Bakersfield General Plan include planning for infrastructure and delivery of public services, as well as compliance with climate change legislation, other environmental laws, and sustainable growth principles.
2. Facilitate annexations where staff is sensitive to the areas and where support starts with the neighbors. Provide information to explain financial incentives or other benefits of annexation, including water and sewer service, which encourage urban areas in the County to be annexed into the City.
3. Work with major corporations/homebuilders and land owners to create master planned communities which provide cohesive design and transportation elements, including the use of development agreements to facilitate necessary infrastructure improvements and services.
4. Continue using various strategies to reduce conversion of prime agricultural land for urban development.
5. Plan for development of City facilities such as fire stations, police stations, parks, and water facilities such as wells and pumps, etc., with other governmental agencies and organizations and locate such facilities in a manner which will provide economies of scale, reduce costs, and maximize the public benefit of City facilities and other related public facilities.
6. Develop and implement an economic development program, focusing on areas including industrial areas near the Bakersfield Municipal Airpark and the Highway 58 corridor in southeast Bakersfield. The program will include identification and promotion of appropriate incentives, assistance with site identification and selection, and active recruitment of investors, developers and businesses.
7. Plan and encourage quality "infill" development projects that offer additional urban living options for the residents of Bakersfield. Use a variety of tools to help achieve this goal such as: Support for projects that use and enhance existing infrastructure; Promotion and facilitation of processes for remediation of urban sites to relieve pressure to develop at the urban fringe; Identification of open lands that are suitable for infill development; Encouragement of public and private collaborations that result in desirable neighborhoods via the use of interconnected green space, use of multi-modal transportation concepts, mixed-use development and other innovative concepts.

Initiative 4.2: Provide for and protect the City's water supply.

Target Actions:

1. Vigorously defend against any potential threats to the City's water supply and water rights.
2. Provide for future growth and water demands by planning for water facilities in advance of development. Periodic update of Urban Water Management Plan in progress. (Target Completion Date: 2014)
3. Pursue opportunities to increase the water supply available to the City.
4. Implement expansion of Maxi-Com System in all City parks with Water Resources grant.
5. Participate in hearings through the State Water Resources Control Board to obtain rights to unappropriated Kern River water.
6. Actively promote water conservation to the residents of Bakersfield.
7. Explore opportunities to reduce the City's water consumption by looking at the feasibility of placing turf in medians.
8. Identify potential opportunities to expand the use of tertiary treated water.

Initiative 4.3: Encourage the development of affordable housing.

Target Actions:

1. Support affordable housing for seniors and low/moderate income residents.
2. Encourage and support redevelopment project areas to promote development in the older urban areas of Bakersfield through use of available funding sources, community planning efforts, and other available revitalization tools.
3. Streamline processes and provide incentives for first time homebuyers in targeted and economically challenged areas, including the Parkview Cottages and Creekview Villa projects.

Initiative 4.4: Promote the redevelopment of older areas within the City.

Target Actions:

1. Encourage and support redevelopment and neighborhood improvements in Southeast Bakersfield. Examine methods to encourage and support development in the area of the Bakersfield Municipal Airport.
2. Develop policies for specific incentives for residential in-fill in blighted areas. Encourage and promote in-fill projects and redevelopment in the older areas within the city.

3. Collaborate with business stakeholders and the arts community to create a downtown arts district with enhanced signage, infrastructure and event areas.
4. Continue program to improve existing median islands with landscaping and reduce water use by using decorative rock features in accordance with City standards throughout the city.
5. Continue code enforcement efforts to help maintain neighborhoods and improve visual standards.

GOAL #5: STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

Initiative 5.1: Enhance economic development opportunities.

Target Actions:

1. Continue to streamline processes for establishing and/or retaining businesses.
2. Encourage business retention and expansion through programs which collaborate with local organizations such as trade unions, vocational training centers, schools and universities to provide technical assistance, employee training resources and other business assistance.
3. Attract industries which are best suited to the advantages of our location, which include availability of energy and agricultural production, access to major transportation corridors, and geographic diversity for film locations and recreational activities.
4. Focus on improvements and opportunities within the Southeast and Old Town Kern areas for revitalization and economic enhancement.
5. Promote Bakersfield development site opportunities through collaboration with local and national commercial and industrial brokers and site selectors.
6. Implement job creation strategies identified in the Old Town Kern and Southeast Economic development plans which address high unemployment area needs by attracting targeted industries that provide higher paying jobs which can support



families.

7. Continue to enhance the Community Development website with updated demographic and economic information for Bakersfield.
8. Collaborate with local and regional economic development organizations to cooperatively promote local job/business creation and retention.
9. Continue to promote Bakersfield as a convention and visitor destination to increase Transient Occupancy Tax (TOT) and Sales Tax revenues.
10. Explore using the 18th and Eye parking garage as a location to reach large numbers of visitors and residents to promote increased spending locally.
11. Promote economic development by engaging and encouraging new business, enabling existing business retention and expansion, and providing other incentives and opportunities.
12. Develop an Economic Opportunity Areas Plan, which identifies specific areas that will facilitate more private sector investments by creating added tax revenue, promoting businesses growth, and developing new jobs. Financing tools shall include, but are not limited to, creating a tax increment financing program and the pursuit of other financing and grant opportunities.

GOAL #6: PROMOTE COMMUNITY PRIDE AND IMAGE

Initiative 6.1: Improve the visual appearance and livability of the City.

Target Actions:

1. Continue the campaign against littering (Keep Bakersfield Beautiful) and graffiti. Encourage public participation in such volunteer efforts.
2. Create landscaped gateways, freeways and arterial roads. Improve freeway and entry point landscape standards. Promote and encourage future community gardens, with identification of adequate financial resources and community support for long-term sustainability.
3. Continue to pursue an aggressive and proactive program to control and maintain the condition and appearance of abandoned homes and buildings and abate the presence of illegal tenants from such buildings.
4. Complete a new website for the City that allows Departments the ability to better disseminate information and the user the ability to more easily find information.



Initiative 6.2: Provide quality recreational facilities and programs.

Target Actions:

1. Facilitate development and encourage corporate capital investments towards cultural and recreational facilities, including the use of grants, contributions, in-kind services and other unique or appropriate one-time funding sources which may become available, while limiting the use of General Fund revenues for such capital construction. Such facilities would include a performing and cultural arts center; community recreation buildings; aquatics facilities; and a multi-purpose stadium.
2. Complete design for State Farm Sports Village, Phase 3, and begin construction on the stadium fields and potential park areas. (Target Completion Date: Spring 2015).
3. Complete design for the Mesa Marin Sports Complex, Phase 2, and begin construction of 2 additional softball fields, restroom and playground. (Target Completion Date: 2015).
4. Begin design of Wilson Park Spray Park (Target Completion for Design: 2014).

Initiative 6.3 : To be proactive in the reduction of solid waste within the City through the promotion and implementation of recycling programs and other waste management strategies that are efficient, cost effective, consistent with council goals, and meet applicable state requirements, if any.

Target Actions:

1. For compliance with California Assembly Bill 341, provide outreach and education to roughly 2,000 businesses who are subject to the state’s Mandatory Commercial Recycling requirements, and provide commercial recycling services to those

- businesses who choose to comply.
2. For compliance with California Assembly Bill 1826, provide outreach and education to roughly 500 businesses who are subject to the state's Commercial Organic Recycling requirements, and provide commercial food waste recycling services to those businesses who choose to comply.
 3. For compliance with a new State Water Resources Control Board rule for compost facilities, develop a new technical plan and associated capital improvements required to manage water at the compost facility.
 4. In response to the closure of the biomass power plant in Delano, expand composting operations about 50% in order to manage massive quantities of wood chips that used to be sold for biomass fuel.

GOAL #7: FISCAL SOLVENCY

Initiative 7.1: Provide for the prudent use of fiscal resources.

Target Actions:

1. To incorporate best practices from the private sector as an element of conducting business.
2. To prudently govern all areas of discretionary spending, including personnel, benefit and pension costs, so that funds to provide services can be balanced with the need to attract and retain quality personnel.
3. To conservatively govern the financial operations of the City, so that long-term liabilities are controlled as best as practicable for the benefit of the tax payer and to take full advantage of any and all opportunities to reduce and eliminate unfunded liabilities.
4. To budget conservatively by using one-time revenues for capital rather than operating costs, with streets being of particular importance.
5. To preserve General Fund revenues for core services of the City, such as public safety, streets, parks, and quality of life issues.
6. To respect the history of the City by keeping tax rates, fees and assessments as low as possible while still providing quality services.
7. Pursue technology that will cut costs, preserve staff time, and allow the City to utilize resources more efficiently while maintaining quality service levels.

City of Bakersfield - Guiding Principles

In addition to the City Council Goals, the City of Bakersfield recognizes the following guiding principles in providing public services to the Citizens of Bakersfield:

- To maintain responsible fiscal policies which insure fiscal solvency, promote the pursuit of grants and private donations, maintain the lowest possible fee structure for all services and streamline government operations to be more responsive and cost effective.
- To foster a "cut-as-you-go" policy, implementing spending offsets to cover the expenses of new programs whenever possible.
- To recognize that pension costs are a large percentage of the General Fund and to therefore pursue fiscal policies which prudently govern such costs.
- To encourage utilization of local vendors wherever possible and continue an investment policy that provides opportunities for City funds to be invested locally if all other conditions such as rate of return are the same.
- To attract and foster a qualified workforce by creating an environment that encourages employees to achieve and provide quality customer service.
- To maintain positive and effective labor and employee relations through enhanced employee reward and recognition programs, involving all staff in implementing the goals and objectives of the City.
- Continue to implement cultural diversity in all aspects of the employment process.
- Provide safe working conditions and train employees in sound safety practices.
- Maintain a comprehensive employee wellness program through review of best practices from public and private entities
- Improve city government communications which promote a positive image of the City's projects, programs and accomplishments.
- Continue enhancement to the public communications process, including use of television broadcasts and other technical advancements as they become available for meetings and to provide public information; enhancement of the city's WEB site; use of press releases regarding city activities; use of surveys to obtain customer service and other citizen feedback information; and distribution of city-wide publications.
- Provide more positive council interaction with the public through improved response to citizen complaints and inquiries through use of constituent tracking software and available technology.
- Improve internal Council relations by promoting common goals, respecting individual positions on issues, reducing the level of "political" decision-making, and conducting annual team building and goal setting sessions.

- Work with the County to provide efficient government services for metropolitan area which reduce the duplication of public services.
- Research, evaluate and implement emerging technologies which would enhance the provision of City services by making them more effective and efficient.
- Explore new or alternative funding mechanisms, including the pursuit of grant funding for constructing and staffing new programs and facilities.
- Continue to provide consistent urban services within the metropolitan area defined by the City's General Plan.
- Adhere to City Statement of Water Resources Policy in preserving the quality and quantity of City's Kern River water supplies and water rights of the water resources available to the City.
- Maintain, replace and protect the City's infrastructure (i.e. streets, storm drains, sewer lines, canal crossings, buildings, structures and facilities, parks, etc.)
- Pro-actively pursue intergovernmental legislation at the county, state and federal levels by monitoring, taking a position and actively pursuing pending legislation; expanding annual lobbying efforts with state and federal representatives; inviting legislators to Council workshops or other activities; holding joint City Council/County Board of Supervisor meetings to discuss various issues.
- Continue to partner with school districts on recreation and education programs to reduce youth violence, drugs and crime.