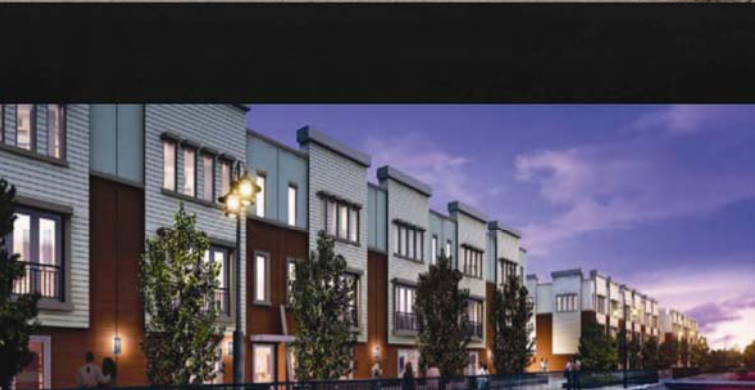


City of Bakersfield City Council Goals May 2011



CITY OF BAKERSFIELD



Adopted May 2011

GOAL #1: PROVIDE QUALITY PUBLIC SAFETY SERVICES

GOAL 1.1: 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 to Meet Goal:

1. Plan for and develop funding mechanisms for proposed substations and associated staffing when possible. Continue efforts to increase Police patrol and progress towards a goal of 1.3 officers per 1,000 population. Plan for funding to replace ARRA grant funded officers when the current grant funding expires.
2. Pursue and coordinate Homeland Security programs and facilitate information sharing with state and federal agencies regarding regional security concerns.
3. Enhance the City's graffiti enforcement efforts using community education, information on the City's graffiti Web site, City crews and volunteer clean-up efforts, Police enforcement and available technology. Work with the City Attorney's office to prosecute "quality of life" misdemeanors in conjunction with the District Attorney's Office.
4. Work with Kern County Sheriffs Office and other agencies involved in the Safe Neighborhoods and Community Relations Committee and the Joint City/County Standing Committee to Combat Gang Violence to reduce gang related crime through prevention, intervention and suppression activities.
5. Promote park safety by utilizing traditional police patrol, 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. Utilizing the resources of Crime Prevention, 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. Complete the Communications Center remodel, utilizing dedicated funding sources (Target Completion Date: 2011).

GOAL 1.2: PROVIDE CONSISTENT FIRE AND RELATED EMERGENCY SERVICES THROUGHOUT BAKERSFIELD.

Target Actions to Meet Goal:

1. Determine fire service needs and future station locations based on planned growth within the Metropolitan General Plan. Implement new station development plans (Pursuant to Joint Powers Agreement with County, including funding the construction and staffing of Station #12).

GOAL #2: ENHANCE THE CITY'S TRANSPORTATION NETWORK

GOAL 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 to Meet Goal:

1. Evaluate the condition of city streets and implement a plan to achieve street resurfacing improvements. Develop strategies for reconstruction of segments of selected arterial streets and older streets, based on priority, using state and federal road funds or other available funding sources. Set aside one-time eligible monies as a priority for street maintenance projects as they become available.
2. Implement a long term program for reconstruction of arterial streets and older streets using recurring state road funds and pursue a plan through Kern COG using 10% of state road funds allocated for Bakersfield for rehabilitation of local streets and roads.
3. Pursue all new revenue sources from the 2006 state transportation bond. Identify, through Kern COG, additional transportation augmentation funding.

GOAL 2.2: IMPLEMENT THE THOMAS ROADS IMPROVEMENT PROGRAM (TRIP) PROJECTS AS PROMPTLY AS POSSIBLE.

Target Actions to Meet Goal:

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. Construction of Westside Parkway Phases 1 2, 4, and 6a (Completion 2012).
 - b. Completion of environmental, land acquisition and design work for State Route 178 and Morning Drive Interchange (begin construction); State Route 178 widening (begin construction early 2013); Rosedale Highway widening (begin construction early 2014); 24th Street Improvements (begin construction mid 2014); Hageman Flyover project (begin construction early 2013); and Centennial Corridor project (begin construction summer 2015).
3. Pursue the prudent acquisition of needed properties on designated transportation corridors from willing sellers with available funds designated for transportation purposes.

GOAL 2.3: IMPLEMENT THE CONSTRUCTION OF THE WESTSIDE PARKWAY AS PROMPTLY AS POSSIBLE.

Target Actions to Meet Goal:

1. Construction of Westside Parkway Phase I, Mohawk Extension (Target Completion Date: Summer 2011).
2. Westside Parkway construction from Mohawk to Allen Road, Phase 2 (Target Completion Date: December 2012).
3. Westside Parkway construction, Truxtun Tie-In, Phase 4 (Target Completion Date: December 2012).
4. Westside Parkway construction, preliminary work (utility relocations), Phase 6a, to prepare for Phase 6b, the Allen Road Interchange.
5. Encourage completion of the Westside Parkway by accessing state and other funds.

GOAL 2.4 PURSUE THE REMAINING LAND ACQUISITION AND CONSTRUCTION FUNDING FOR THE SR 99/HOSKING ROAD INTERCHANGE

1. Set aside \$2 million within the Transportation Development Fund in FY13/14 for the purchase of remaining right of way.
2. Pursue all opportunities for State and funding for construction of the interchange.

GOAL 2.5: MAINTAIN AND CONSTRUCT TRAILS FOR CYCLING, WALKING, JOGGING AND EQUESTRIAN USES.

Target Actions to Meet Goal:

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.
 - Uplands of the Kern River Parkway Project will add 1.5 miles of pedestrian paths connecting directly to the Parkway (Target Completion Date: June 2011.)
3. 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.

4. Retrofit existing neighborhoods to be more pedestrian friendly and provide for pedestrian friendly thoroughfares in new developments.

GOAL #3: CONTINUE POSITIVE DOWNTOWN AND MAJOR MIXED USE DEVELOPMENT PROJECTS

GOAL 3.1: ENCOURAGE IMPROVEMENTS TO THE DOWNTOWN.

Target Actions to Meet Goal:

1. Encourage commercial development that includes plazas, pocket parks and water features.
2. Encourage the use of trees and flowers, lighting, street furniture, water features, 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 solar lighting.
4. Coordinate the development and construction of the Federal Courthouse with GSA (Target Completion Date: March 2012).
5. Pursue creation of identifiable districts within the downtown - arts, education, theater, government, finance, etc.
6. Encourage quality downtown housing developments which bring families to the downtown area.
7. Pursue property acquisition in the downtown from willing sellers for projects that fulfill stated downtown planning objectives.
8. Ensure that the future freeway system provides ample and easy access to the downtown area.
9. Address downtown parking needs by developing a comprehensive plan in cooperation with public and private downtown interests which addresses joint use and other creative ways to integrate parking downtown.
10. Improve Q Street corridor from 24th Street to California Avenue to encourage new redevelopment opportunities (Target Completion Date: 2012).
11. Encourage mixed use development south of the Mill Creek project along the California Avenue corridor and surrounding area to further expand redevelopment opportunities.

GOAL 3.2: PURSUE DEVELOPMENT OF THE MILL CREEK PROJECT.

Target Actions to Meet Goal:

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. Provide green space for walking, relaxing, jogging, biking, and picnicking. Provide a pedestrian friendly atmosphere by linking the parks with a canal system. (Target Completion Date: Phase II – 2012).
3. 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.
4. Implement \$10.8 million Proposition 1C projects for Mill Creek: (Target Completion Date: Dec 2012).
 - a. Sister City Friendship Gardens in the linear park along Mill Creek at 18th Street
 - b. Mill Creek Plaza at 17th Street
 - c. Q Street streetscape improvements from California Avenue to 24th Street
 - d. South Mill Creek Village interior streets located on "R", "S, 13th, and 14th streets between railroad tracks and California Avenue.

GOAL 3.3: ENCOURAGE HOUSING AND MIXED USE DEVELOPMENT PROJECTS.

Target Actions to Meet Goal:

1. Promote mixed use development that includes landscaping and innovative urban design elements, urban housing, restaurants, retail and other commercial uses.
2. Complete the mixed use development in the Southeast and Old Town Kern (Baker and Kentucky Streets) Redevelopment areas. (Target Completion Date: December 2011).
3. Implement affordable housing development in the Southeast, Old Town Kern Redevelopment areas.
4. Complete housing and mixed-use developer projects associated with Mill Creek project. A total of 286 residential units will be under development including the following:
 - a. 19th Street Plaza - 67 Senior apartment units and parking structure. (Target Completion Date: 2011)
 - b. Creekview Villas - 36 upscale townhome. Phase 1: 14 units (Target Completion Date - Phase 1: 2011)
 - c. Mill Creek Courtyard - 57 units (Target Completion Date: Dec 2012)
 - d. South Mill Creek Apartments (Chelsea) - 70 units (Target Completion Date: Spring 2012)
 - e. 20th Street Senior Apartments - 56 units (Target Completion Date: Dec 2013)

GOAL #4: PLAN FOR GROWTH AND DEVELOPMENT

GOAL 4.1: PROVIDE FOR THE LOGICAL PLANNED GROWTH AND DEVELOPMENT OF THE CITY.

Target Actions to Meet Goal:

1. Update Metropolitan Bakersfield General Plan including planning for infrastructure and delivery of public services, as well as compliance with climate change legislation, other environmental laws, and smart 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 facilitate master planned additions to Bakersfield including the use of development agreements.
4. Encourage the use of development agreements which provide for cohesive design and transportation elements and standards to unify master planned communities.
5. Develop strategies to reduce consumption of prime agricultural land for urban development.
6. 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.
7. Encourage and promote the economic viability of the Municipal Airport, including an update of the Master Plan for the facility.

GOAL 4.2: PROVIDE FOR AND PROTECT THE CITY'S WATER SUPPLY.

Target Actions to Meet Goal:

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.
3. Pursue opportunities to increase the water supply available to the City. Complete the Environmental Impact Report process to provide a year-around flow of water in the Kern River Channel through Bakersfield.
4. Participate in hearings through the State Water Resources Control Board to obtain rights to unappropriated Kern River water.

City Council Goals – Adopted May 18, 2011

Note: Goals without target completion dates are ongoing.

GOAL 4.3: ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING.

Target Actions to Meet Goal:

1. Support affordable housing for seniors and low/moderate income residents.
2. Encourage and support redevelopment project areas to promote development in the Old Town Kern-Pioneer and Southeast areas of Bakersfield through use of redevelopment, community planning efforts, and other available revitalization tools.
3. Streamline processes and provide incentives for first time homebuyers in blighted areas.

GOAL 4.4: PROMOTE THE REDEVELOPMENT OF OLDER AREAS WITHIN THE CITY.

Target Actions to Meet Goal:

1. Encourage and support redevelopment and neighborhood improvements in Southeast Bakersfield and on Q Street between 24th and California Avenue as part of the Mill Creek project by providing streetlights, street repairs, and median island landscaping and streetscapes. (Target Completion Date: Phase I - 2011)
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. 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.
4. Continue code enforcement efforts to help maintain neighborhoods and improve visual standards.

GOAL #5: STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

GOAL 5.1: ENHANCE ECONOMIC DEVELOPMENT OPPORTUNITIES.

Target Actions to Meet Goal:

1. Continue to enhance the TEAM BAKERSFIELD concept and develop a fast-track process for establishing or retaining a business.
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 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 Redevelopment Project areas and the Incentive Area.
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. Enhance the Economic Development website and update the database of demographic and economic information for Bakersfield.
8. Collaborate with local and regional economic development organizations to cooperatively promote local job creation and retention.

GOAL #6: PROMOTE COMMUNITY PRIDE AND IMAGE

GOAL 6.1: IMPROVE THE VISUAL APPEARANCE AND LIVABILITY OF THE CITY.

Target Actions to Meet Goal:

1. Continue the campaign against littering (Keep Bakersfield Beautiful and CUB Programs) 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 community gardens.
3. Continue efforts to enhance the city's urban forest by promoting the planting, proper care and maintenance of trees throughout the city.

GOAL 6.2: PROVIDE QUALITY RECREATIONAL FACILITIES AND PROGRAMS.

Target Actions to Meet Goal:

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. Pursue National Recreation and Park Association (NRPA) Accreditation to enhance, promote and foster community image. (Complete; next review date 2013.)

3. Continue the operation of existing city swimming pools in a safe and cost effective manner.

GOAL 6.3: CONSTRUCT NEW RECREATIONAL AND CULTURAL FACILITIES.

Target Actions to Meet Goal:

1. Complete design for 200+ acre Bakersfield Sports Village to address soccer, baseball, aquatic facilities and related needs on Taft Highway. Awarded bid for phase one development of eight lighted soccer fields. (Target Completion Date: July 2011).
2. Complete design and begin construction of improvements to City recreational facility (Mesa Marin) Sports Complex adjacent to City in the Hills development in northeast Bakersfield. (Target Completion Date: Summer 2011).

GOAL 6.4 : 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 to Meet Goal:

1. Work with Kern County and local refuse haulers to improve and enhance recycling efforts in an efficient and cost effective manner.

GOAL #7: FISCAL SOLVENCY

GOAL 7.1: PROVIDE FOR THE PRUDENT USE OF FISCAL RESOURCES.

Target Actions to Meet Goal:

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.
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.

City Council Goals – Adopted May 18, 2011

Note: Goals without target completion dates are ongoing.

7. To maintain reserves adequate for dealing with contingencies.

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.
- 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 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.