



BAKERSFIELD CITY COUNCIL AGENDA MEETING OF SEPTEMBER 23, 2020

Council Chambers, City Hall, 1501 Truxtun Avenue
Regular Meeting 3:30 PM

REGULAR MEETING - 3:30 PM

1. ROLL CALL

SPECIAL NOTICE

Public Participation and Accessibility September 23, 2020 Bakersfield City Council Meetings

On March 18, 2020, Governor Gavin Newsom issued Executive Order N-29-20, which includes a waiver of Brown Act provisions requiring physical presence of the Council or the public in light of the COVID-19 pandemic.

Based on guidance from the California Governor's Office and Department of Public Health, as well as the County Health Officer, in order to minimize the potential spread of the COVID-19 virus, the City of Bakersfield hereby provides notice that as a result of the declared federal, state, and local health emergencies, and in light of the Governor's order, the following adjustments have been made:

1. The meeting scheduled for **September 23, 2020, at 3:30 p.m.** will have limited public access.
2. The meeting scheduled for **September 23, 2020, at 5:15 p.m.** will have limited public access.
3. Consistent with the Executive Order, Councilmembers may elect to attend the meeting telephonically and to participate in the meeting to the same extent as if they were physically present.
4. The public may participate in each meeting and address the City Council as follows:
 - View a live video stream of the meeting at <https://bakersfield.novusagenda.com/AgendaPublic/> or, on your local government channel (KGOV).
 - If you wish to comment on a specific agenda item, submit your comment via email to the City Clerk at City_Clerk@bakersfieldcity.us **no later than 1:00 p.m. prior to the Council meeting**. Please clearly indicate which agenda item number your comment pertains to.
 - If you wish to make a general public comment not related to a specific agenda item, submit your comment via email to the City Clerk at City_Clerk@bakersfieldcity.us **no later than 1:00 p.m. prior to the Council meeting**.

- Alternatively, you may comment by calling **(661) 326-3100** and leaving a voicemail of no more than 3 minutes no later than **4:00 p.m. the Tuesday prior** to the Council meeting. Your message must clearly indicate whether your comment relates to a particular agenda item, or is a general public comment. If your comment meets the foregoing criteria, it will be transcribed as accurately as possible.
- If you are watching the live stream of the meeting and wish to make a comment on a specific agenda item as it is being heard, please email your written comment to the City Clerk at City_Clerk@bakersfieldcity.us. All comments received during the meeting **may not be read, but will be included** as part of the permanent public record of the meeting.

2. PUBLIC STATEMENTS

3. WORKSHOPS

Public comments will be received after Staff presentation.

- a. Update on Shelter Expansion Projects at The Mission at Kern County and Bakersfield Homeless Center.
Staff recommends receive and file update.
- b. City efforts to address homelessness: Update on construction progress at the new Brundage Lane Navigation Center.
Staff recommends receive and file update.
- c. Council Goals Quarterly Review.
Staff recommends the City Council approve the updated City Council Goals.

4. CLOSED SESSION

5. CLOSED SESSION ACTION

6. ADJOURNMENT

ADMINISTRATIVE REPORT

MEETING DATE: 9/23/2020

Workshops 3. a.

TO: Honorable Mayor and City Council
FROM: Christopher Boyle, Development Services Director
DATE: 7/22/2020
WARD: Ward 2
SUBJECT: Update on Shelter Expansion Projects at The Mission at Kern County and Bakersfield Homeless Center.

STAFF RECOMMENDATION:

Staff recommends receive and file update.

BACKGROUND:

In order to assist with the increase in people experiencing homelessness in the City of Bakersfield, City Council approved two shelter expansions projects; one at the Mission at Kern County and the other at the Bakersfield Homeless Center. Each project will expand current shelters by approximately 40 beds each. Project construction is currently underway, and both projects are anticipated to be complete by early 2021. This presentation will go over the progress made to date at both shelters.

ATTACHMENTS:

Description	Type
□ PowerPoint presentation	Presentation

REC'D & PLACED ON FILE
AT BAKERSFIELD CITY COUNCIL MEETING
9/23/20 - workshops 3.a.

SHELTER EXPANSION PROJECTS

City Council Update – September 23, 2020



BY THE NUMBERS

825

Bakersfield
Unsheltered Community
(2020PIT)

410

New Shelter Beds
Developed Between
2018-2021

COUNCIL RESPONSE

- **2018:** Declared Shelter Crisis (Res. 143-18)
- **2018:** Bakersfield Homeless Center Expansion and Jobs Relocation Project
- **2018:** Mission at Kern County Shelter Expansion Project
- **2019:** HHAP Operational Funds to support expansions projects at BHC and MKC
- **January 2020:** Rehab and Operational Funds at Brundage Lane Navigation Center
- **January 2020:** Operational Funds for M Street Navigation Center
- **2019 – 2020:** Council approved construction agreements for shelter expansions

ADDRESSING SHELTER CAPACITY

Mission at Kern County 40 Beds (City HEAP) - \$1.2M	<ul style="list-style-type: none"> • Construction of 40 Beds • Operations for 3 years, for 40 beds
Bakersfield Homeless Center 30 Beds (CoC HEAP) + 40 Beds (City CDBG and RDA) - \$1.1 M	<ul style="list-style-type: none"> • Construction of 70 Beds • Expanded Jobs Center • Operations for 3 years, for 40 beds
Brundage Lane Navigation Center 150 Beds (PSVS) - \$7.6	<ul style="list-style-type: none"> • Shelter Purchase and Rehab • Ongoing Operations
M Street Navigation Center 150 Beds – (PSVS) - \$500,000	<ul style="list-style-type: none"> • Assistance with • Operations

410
Between
2018-2021

CITY CONTRIBUTION

- Project Management Assistance through City Planners
- Environmental Review by City Planners
- Construction Management by City Funded Construction Manager
- Federal Grants Management Assistance through Principal Planner
- Consultation/Advice from Public Work Director and Building Director
- Assistance with Plan Development by Public Works
- City Attorney Review of Agreements
- Funding for Construction and Operations

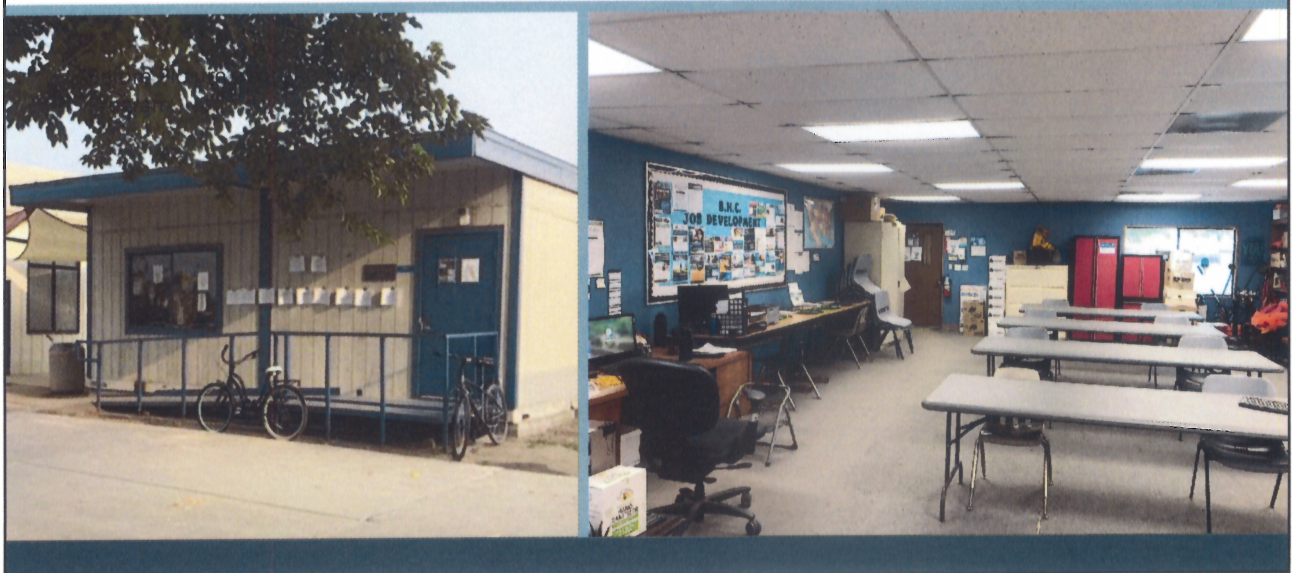
BAKERSFIELD HOMELESS CENTER



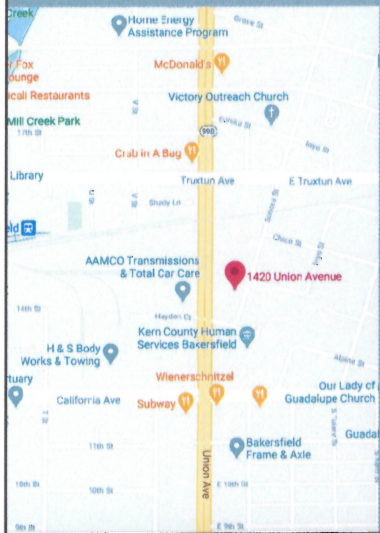
BAKERSFIELD HOMELESS CENTER



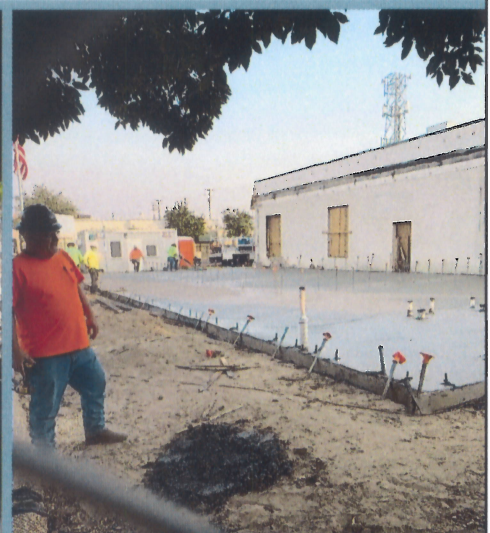
BHC JOBS CENTER RELOCATION



BHC JOBS CENTER RELOCATION



THE MISSION AT KERN COUNTY



THE MISSION AT KERN COUNTY



THE MISSION AT KERN COUNTY



SO WHAT HAVE WE LEARNED?

- We can build strong partnerships to address the City's homeless need.
- Extra care is needed for sensitive uses such as Homeless Shelters.
- We can address COVID related safety issues during shelter construction.
- Combining multiple sources adds time and requires expertise.
- Collaboration is important to understand costs and needs.
- We have to be willing to push through obstacles and re-design as needed.
- We have committed staff and local shelter providers that go above and beyond to complete meaningful projects.
- We have all the pieces needed to be successful, we just need to keep collaborating, learning from each other and pushing through.

THANK YOU!

City Council Update – September 23, 2020





ADMINISTRATIVE REPORT

MEETING DATE: 9/23/2020

Workshop 3. b.

TO: Honorable Mayor and City Council
FROM: Jacqui Kitchen, Assistant City Manager
DATE: 9/15/2020
WARD: Ward 2
SUBJECT: City efforts to address homelessness: Update on construction progress at the new Brundage Lane Navigation Center.

STAFF RECOMMENDATION:

Staff recommends receive and file update.

BACKGROUND:

Staff presentation.

ATTACHMENTS:

Description	Type
PowerPoint presentation	Backup Material

REC'D & PLACED ON FILE
AT BAKERSFIELD CITY COUNCIL MEETING
workshops item 3.b
9/23/20 CC mtg.



Brundage Lane Homeless Navigation Center

Jacqui Kitchen, Assistant City Manager
September 23, 2020



Timeline



Jan 22, 2019
City Council
Approval

Feb 19, 2020
CC Update: PSA,
Define operator
services for RFP,
Architect Agmt,
County Agmt,
& Homeless
Services Staff
considerations

March/April
- Site Inspections
- Design Work
- Site Repairs



MERCY HOUSE

May/June
- COVID-19
- Escrow Closed
June 16, 2020
- Full renovation
work began!
- Mercy House
selected as
professional
operator

Summer 2020
- Construction!
- BKRHC
Sublease
- CC Update July
15, 2020
- Partners
- Operating Plan



Fall 2020

- Flood Agmt
- Shelter
Grand
Opening!



Summer 2020: Community Newsletter



Brundage Lane Navigation Center
Community Update
Summer 2020

Mental Health, Medical and Human Services to Occupy 7,000 Sq. Ft. Service Provider Wing

The City of Bakersfield has partnered with Kern Medical, Kern County Department of Behavioral Health and Recovery Services and the Department of Human Services to provide complete wrap-around services to the 150 future residents of the Brundage Lane Navigation Center.

The service provider wing comprises over 7,000 square feet of the nearly 70,000 square foot facility and includes four medical exam rooms, space for mental health professionals and offices for case workers.

Utilizing the exam rooms, Kern Medical will provide a full range of services.

City Considers COVID-19 in Revised Shelter Plans

Less than three months after the City Council authorized the purchase of the Navigation Center site in January 2019, Bakersfield City Manager Christian Gray declared a local emergency in response to the COVID-19 health crisis.

The Bakersfield Homeless Navigation Center's project management team quickly shifted gears to incorporate homeless shelter operating requirements provided by the Center for Disease Control guidance, State guidance and the guidance of the County Health Officer.

Working with shelter operator Mercy House, the City evaluated the project design and determined to integrate best practices for the health and safety of employees and residents.

Shelter Operator CEO Discusses Housing Placement Priority

Sty Larry Haynes, CEO, Mercy House. Mercy House was recently selected to be the operator of the Brundage Lane Navigation Center, and we could not be more excited. With your indulgence, allow me to very briefly introduce our work and share some of our initial thoughts about moving to Bakersfield.

Mercy House currently operates programs in most of Southern California as well as Maricopa County, Arizona. Serving both individuals and families, we provide street outreach in about a dozen cities, operate several large-scale low barrier emergency shelters/navigation centers, and develop and support innovative housing facilities and programs.

Personally, I have had the incredibly good fortune of serving as its original staff member over 15 years ago. It has been quite a ride!

Relationships and housing are the two main issues that drive our work. As far as relationships go, we could not have asked for better partners than the city whose staff have been phenomenal.

We are also eager to meet and learn from the many dedicated volunteers, churches, and service providers. Some of you have already reached out to us and we are excited to be a part of the team, for which we are so grateful.

And finally on this note, it is important to us that we are seen as an asset to our neighbors, although our work is important, it is simply not acceptable that it damage the perceptions of local businesses, or in any way diminish the quality of life of nearby neighborhoods.

As is our words, housing is our primary focus, the rest of it all that we do. We are strong proponents of "housing first" principles, and we measure the rest.

COVID Plans continued...

A third-party construction manager was hired to expedite completion of the project and the City's Finance Department dedicated staff to specifically prioritize ordering equipment sooner than anticipated to account for delays in the supply chain.

The result was expedited demolition, concrete pouring throughout a redesign of the kitchen and cafeteria, expanded outdoor space, an additional medical exam room, and an expanded isolation area for sick residents.

Bakersfield Welcomes Nine Center as Homeless Principal

The City Council recently created a Homeless Principal position to oversee Bakersfield's investments in homeless services as well as to secure additional public and private funding to end local homelessness.

In addition to the 150-bed Brundage Lane Navigation Center, the City recently funded a 40-bed expansion at the Bakersfield Homeless Center and helped fund the recently opened 150-bed Countywide 11 Street Navigation Center.

The City also plans to expand its partnership with Fluid Housing who specializes in communicating with homeless individuals and encouraging them to get care.

Shelter Operator continued...

Success of our programs, all of our programs, by how many people we place in housing. We are now believing we honestly believe that homelessness might not be as managed, but rather solved. We really do believe in ending homelessness, and we know that housing is the answer.

Thank you for welcoming us to the Bakersfield community, and for allowing us to be a part of the team. (Because it will take all of us), that ends homelessness in Kern County. It is an honor to be a part of this good work.

Service Providers continued...

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Track our progress online at: www.bakersfieldcity.us/shelter

Summer 2020
Construction
- Escrow Signed

Fall 2020
Shelter Grand Opening

Progress: Shelter Operating Plan



- ✓ Good Neighbor Policy
- ✓ Community Partnerships
- ✓ Referral Network
- ✓ Intake Process
- ✓ Security Plan
- ✓ Client Expectations
- ✓ Management Plan

MERCY HOUSE

Brundage Lane Navigation Center
Management, Operations
and Public Safety Plan

October 26, 2020



Progress: Hiring Shelter Staff



- ✓ 6 Day Job Fair
- ✓ Shelter Director (Theo Dunes)
- ✓ 1 Lead Housing Navigator
- ✓ 3 Housing Navigators
- ✓ 1 Senior Site Lead
- ✓ 1 Site Lead
- ✓ 8 Logistics Coordinators
- ✓ 1 Overnight
- ✓ 1 Call Center
- ✓ 3 Shuttle Drivers

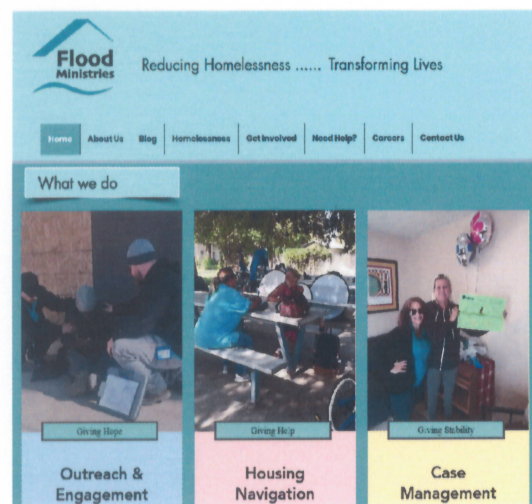


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Progress: Referral Network



- ✓ Mercy House Coordination
- ✓ Flood Contract (\$264,508):
 - ✓ 2 Dedicated Teams
 - ✓ Accompany City RRT and coordinate with BPD
 - ✓ 2 New Vehicles, Storage, Tablets, Data Software, Admin, Bus Passes



Progress: Service Provider Agreements



- ✓ Kern Medical
- ✓ Kern Behavioral Health and Recovery Services
- ✓ Kern Department of Human Services
- ✓ Bakersfield Kern Regional Homeless Collaborative



Progress: Ongoing Construction



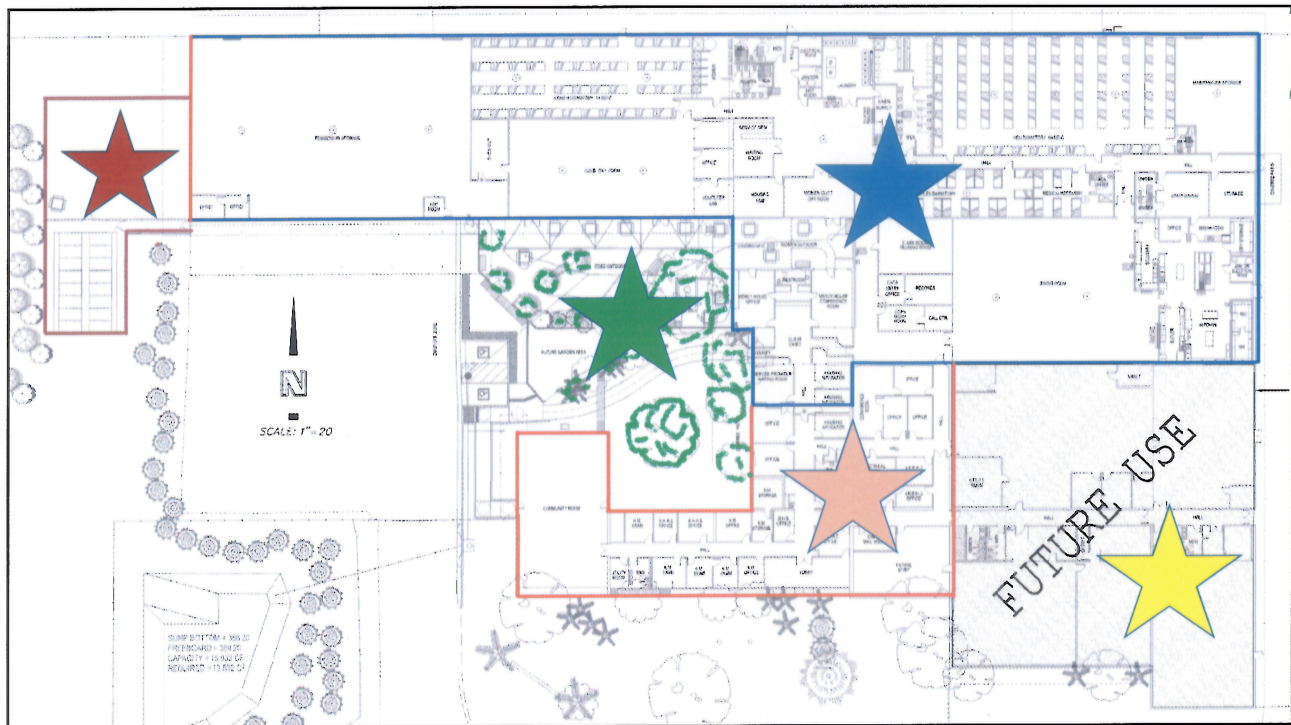
- Concrete resurfacing & new Flooring
- Plumbing, Mechanical & Electrical Upgrades
- Utility separation (PGE & California Water Company)
- Structural upgrades for Dorms, Bathrooms, Laundry (includes Walls, Utilities, Ceiling, etc)
- Installation of IT infrastructure (Wifi, cable)
- Perimeter Fencing and Painting

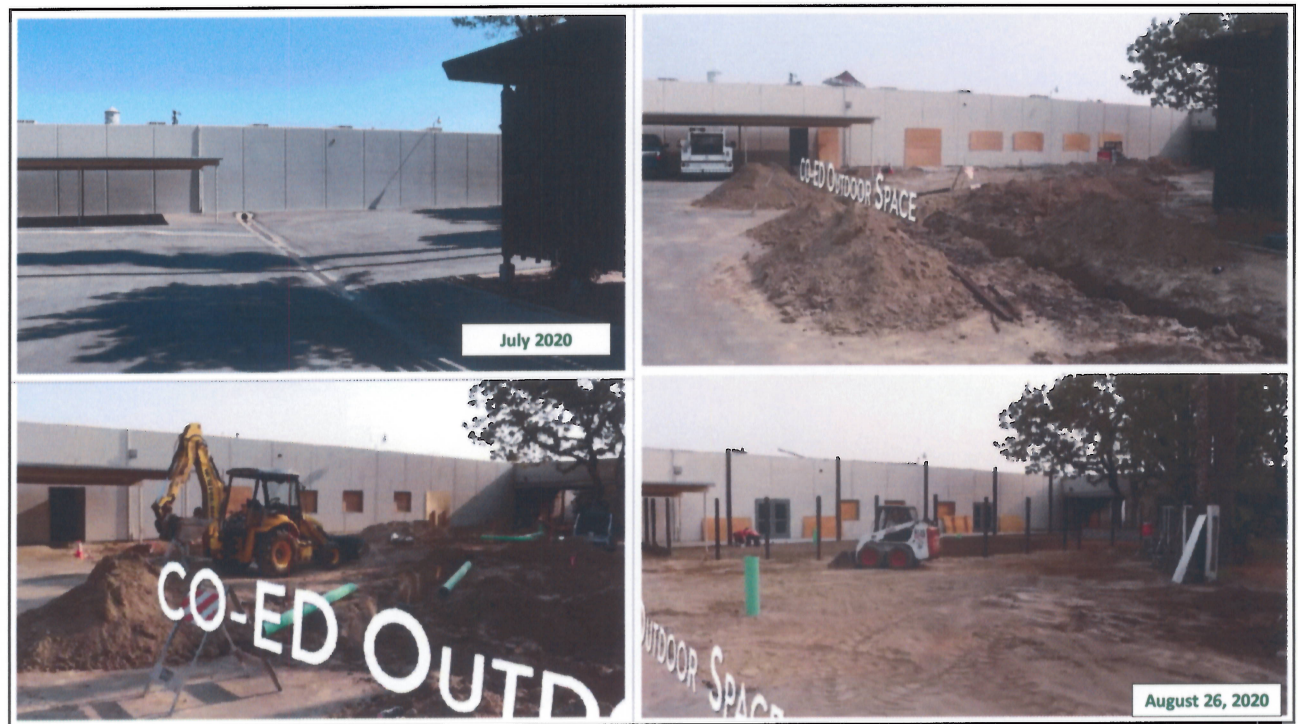
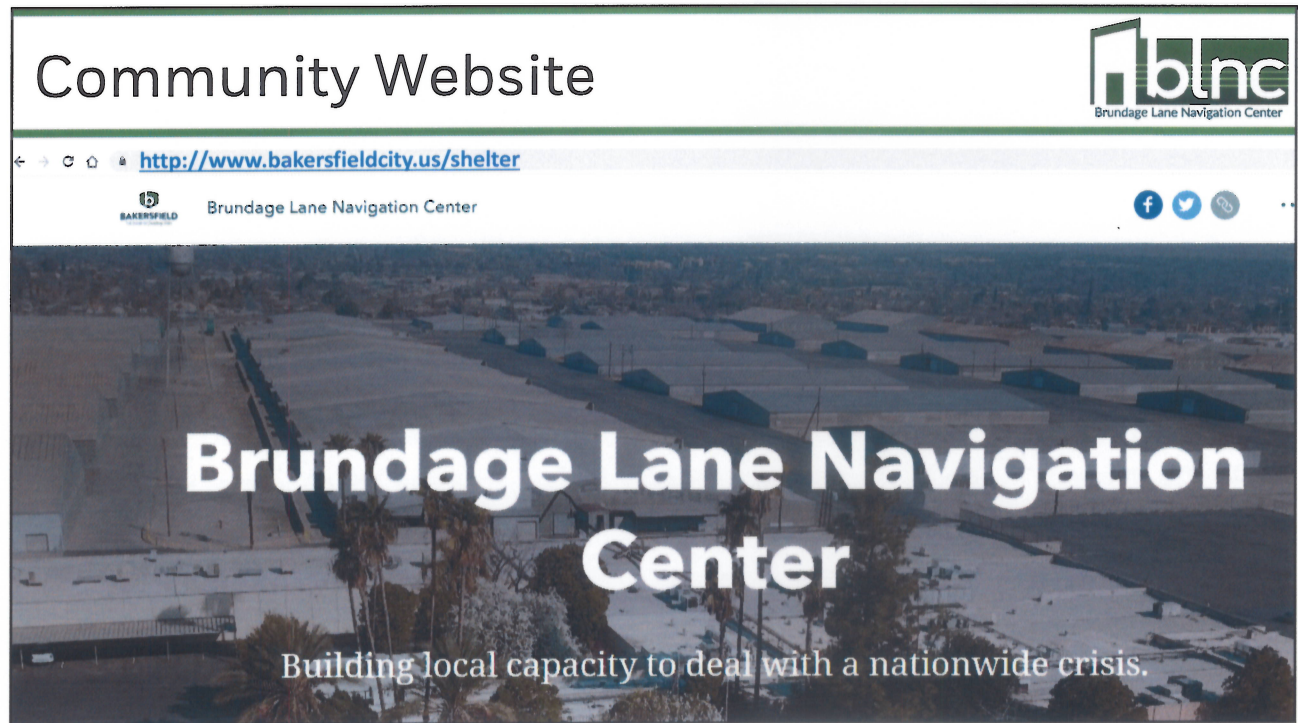


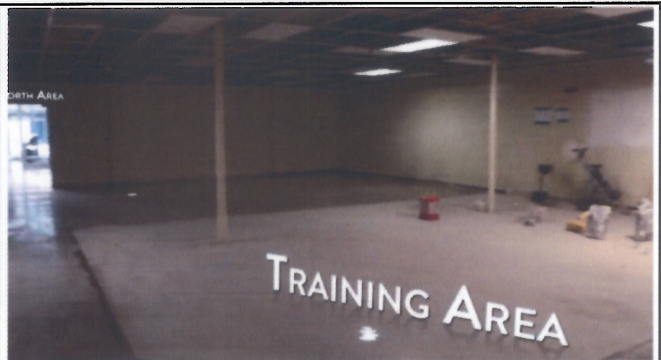
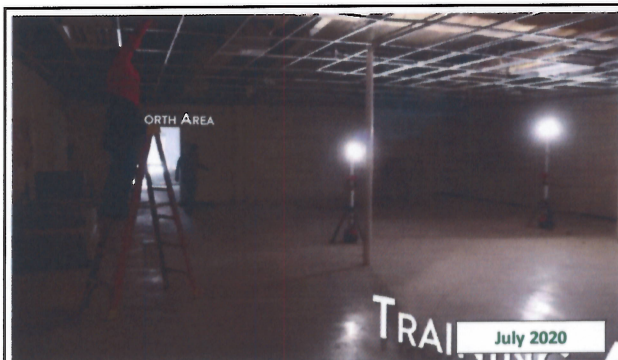
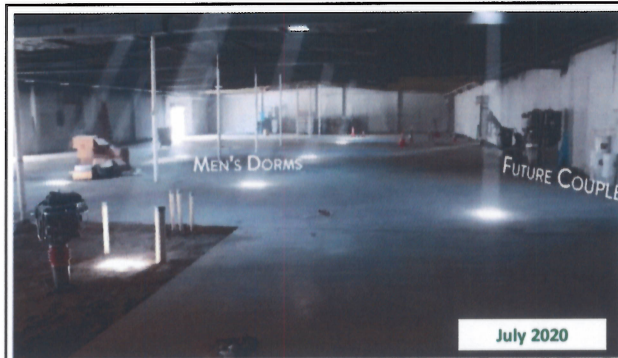
Progress: COVID-19 Enhancements



- ✓HVAC System
- ✓Expanded Dorms
- ✓Partitions Between Beds
- ✓Respite/Isolation Area
- ✓Polished Concrete Floors
- ✓No-Touch Furnishings
- ✓Food Warmers









October 2020						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30		2	3
		Major Construction Complete				
4	5	6	7	8	9	10
	Mercy House Setup Complete					
11	12	13	14	15	16	17
				Staff Appreciation		
18	19	20	21	22	23	24
		Soft Launch				
25	26	27	28	29	30	31
	First Clients					



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17

End	



18

ADMINISTRATIVE REPORT

MEETING DATE: 9/23/2020

Workshops 3. c.

TO: Honorable Mayor and City Council

FROM: Christian Clegg, City Manager

DATE: 9/8/2020

WARD:

SUBJECT: Council Goals Quarterly Review.

STAFF RECOMMENDATION:

Staff recommends the City Council approve the updated City Council Goals.

BACKGROUND:

The City Council Goals document outlines the Council's priorities, which provides guidance to City staff in developing the action items and activities by which progress can be made towards these goals. The Council document was reformatted in 2019 to a matrix workplan format that lays out department-identified activities that will occur over one or more fiscal years.

The proposed Council Goals document includes additional activities that departments will be undertaking and some language revisions to action items. Having this comprehensive plan laid out also communicates the many projects staff are working on throughout the year. This inventory of projects has been prioritized by quarters, based on Council and department feedback. Future quarterly updates will highlight those projects that were the focus items for that respective quarter.

The presentation for the September 23, 2020 Council meeting workshop will include updates to the FY '21 Quarter 1 projects, and introduce the Quarter 2 projects focus.

ATTACHMENTS:

Description	Type
 Blue memo	Cover Memo



BAKERSFIELD

THE SOUND OF *Something Better*

OFFICE OF THE CITY MANAGER MEMORANDUM

DATE: SEPTEMBER 23, 2020

TO: Honorable Mayor and Councilmembers

FROM: Christian Clegg, City Manager

SUBJECT: 3:30 P.M. Council Meeting of September 23, 2020
Agenda item 3.c. Council Goals Quarterly Review

The following support documents are attached for inclusion for item 3.c. Council Goals Quarterly Review:

1. September 2020 Council Goals update presentation
2. City Council Goals – Sept 2020 update report
3. Draft Outcome Measures
4. Council Goals Q2 Focus
5. FY 20 Completed Dept. Activities



BAKERSFIELD

THE SOUND OF *Something Better*

2020-21

Bakersfield City Council Goals

September 23, 2020 Update

City Council Goals

- ▶ City Council Goals Matrix Adopted August 14, 2019
- ▶ City Council Goals Progress Updates
 - ▶ November 20, 2019
 - ▶ March 11, 2020
 - ▶ May 22, 2020

1 Quality Public Safety Services

Provide consistent public safety and emergency services that support and enhance proactive law enforcement, improve police and fire response times, and reduce crime with emphasis on reducing gang violence, domestic violence, child abuse, assault, vehicle theft and property crime.

2 Address Homelessness

Increase shelter capacity and identify targeted funding for services for homeless persons, providers for greater outreach, and more counseling to achieve a meaningful reduction in homelessness.

3 Maintain Fiscal Solvency

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and evaluation for cost and operational efficiencies.

4 Enhance Quality of Life and Public Amenities

Improve and enhance the condition of public amenities, parks, and streetscapes to bolster the quality of life for our community and leave a positive impression for visitors.

5 Strengthen and Diversify our Economic Base

Streamline development processes and targeted investments and incentives in strategic areas throughout the City to increase economic activity and job creation.

6 Enhance Infrastructure

Replace deteriorated streets, enhance infrastructure for pedestrian and bicycle safety, and meet the current schedule for construction of all phases of the Thomas Roads Improvement Program to improve the City's transportation network for all users.

7 Promote Community Pride, Image, and Excellent Customer Service

Provide superior customer service that empowers constituents to engage meaningfully with Councilmembers and staff and demonstrates the commitment and pride that employees and residents take in our community and its successes.

8 Invest in Urban Revitalization and Downtown Development

Revitalize established areas of the city such as Downtown Bakersfield, historic areas, and areas that are ineligible for federal funding for projects such as the installation of curb, gutter, sidewalks, and related infrastructure.

Progress Tracking

- ↓ Quarterly Focus & Updates
- ↓ Online Goals Dashboard
- ↓ Outcome Measures
- ↓ PIO and media formats to share successes
- ↓ Reports through the weekly general memo/departments updates



1. QUALITY PUBLIC SAFETY SERVICES

► COMPLETE

- Fire Rescue Squads
- Body Worn Cameras
- Retain Insurance Services Office, Inc. (ISO) Class 2 Rating

► SIGNIFICANT PROGRESS

- **1.1a – New Police Academy:** First academy for FY 20-21 is underway; recruitment for January 2021 academy underway
- **1.1b - Progressive Recruitment Efforts:** incentives for recruits; lateral hire incentive
- **1.2a - Regional Radio Network:** reinitiated with County
- **1.2b – Police and Fire Dispatcher Recruitment:** Fire Dispatchers hired, 7 PD positions are in interview and background process



1. QUALITY PUBLIC SAFETY SERVICES



► SIGNIFICANT PROGRESS

- **1.3a – Special Unit Staffing:** additional positions have increased staffing in all special units
- **1.3b – Expand Shotspotter Program:** contract negotiation complete
- **1.3c – Expand gun violence intervention program:** received \$1.5 million CalVIP grant
- **1.3e – Mobile Data Management:** solution implemented; roll out at 30%
- **1.4a – Fire Accreditation:** Phase 2 beginning; March completion
- **1.5 – Emergency Preparedness and Risk Management:** County Assessment at FEMA 2nd Review; COVID Training Series; Risk Safety Officer
- **1.6 – Police-Community Trust Building:** BPD Community Collaborative; reorganized Community Relations Unit; Chief's Adjutant

2. ADDRESS HOMELESSNESS

▶ **COMPLETE**

- ▶ **Support Services, Rapid Response Teams, Homeless Collaborative**
- ▶ **Increase City Capacity to Manage Homeless Priorities:**
Homelessness Division in ECD Department; Homelessness Principal appointed; Homelessness staff assigned

▶ **SIGNIFICANT PROGRESS**

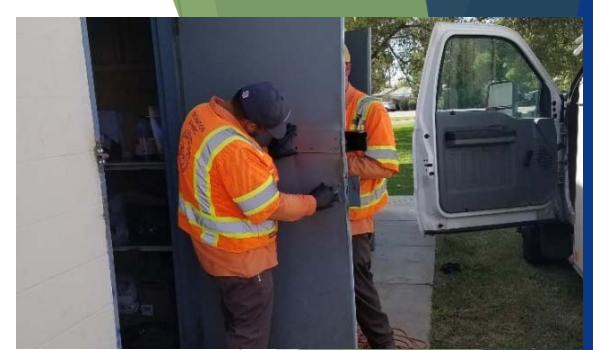
- ▶ **2.1a – Emergency, low-barrier shelter development**
- ▶ **2.1b – Permanent/Transitional Housing development:** 4 projects in process; 189 units; \$7.3 million for affordable housing
- ▶ **2.1c – Facilitate completion of two 40-bed expansion projects**
- ▶ **2.2c – Chronic Homeless Encampments:** task force created; Regional Referral Network; Flood outreach expansion



2. ADDRESS HOMELESSNESS

► SIGNIFICANT PROGRESS

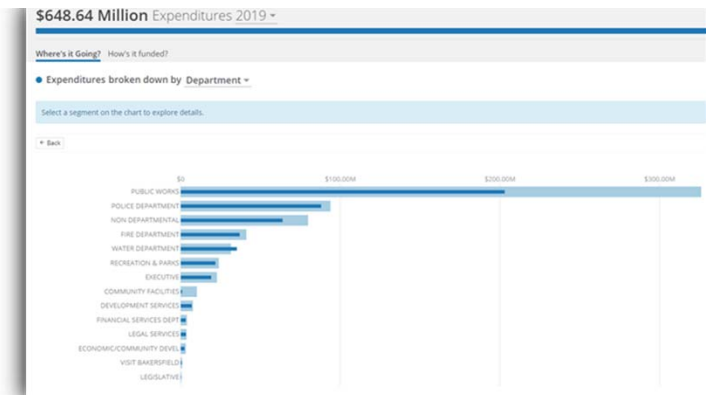
- **2.3a – RRT Project Management System:** system rollout in July; ongoing testing through Fall 2020; reporting features under development
- **2.4a – Continue advocacy for State funding to address homelessness:** City allocations for additional HHAP will be awarded this Fall (\$1.5 million)
- **2.4b – Allocate Housing and Urban Development Funding:** All Home Funds have been allocated; COVID ESG Round 2 funds will be allocated this fall (\$3.46 million)



3. MAINTAIN FISCAL SOLVENCY

► SIGNIFICANT PROGRESS

- **3.1a – Increase the General Fund Reserves to \$54 million to reach the recommended level of two months of General Fund reserves by FY 2024-25;** 2019-20 allocation to bring reserve to \$10M; \$8 million budgeted for 2020-21; significant COVID contingencies will be reviewed at mid-year
- **3.1b – Increase the Facilities Replacement Reserve to \$10 million by FY 2024-25;** 2019-20 allocation to bring reserve to \$2M; \$1 million budgeted for 2020-21
- **3.2a - Initiate study by outside consultants to examine current financial systems strengths and weaknesses:** GFOA draft report complete
- **3.2b – Review all financial procedures:** Online payment system nearing completion of testing phase; small dollar purchase system expanded to additional departments



3. MAINTAIN FISCAL SOLVENCY

► SIGNIFICANT PROGRESS

- **3.2c – Long-term Financial Forecasting Tool:** Staff has reviewed proposals; anticipated selection in Fall 2020
- **3.2d – Comprehensive Risk Assessment:** RFP process nearing completion; anticipated selection is Fall 2020

► SOME PROGRESS

- **3.3 – Legislative Advocacy:** Referral made to Committee; staff will be developing draft Legislative Programs this Fall; Legislative Advocacy RFP will occur this Fall
- **3.4 – Efficiencies Initiative:** Staff have been identified for the Paperless Project, Claims History Analysis and Business License Analysis

4. ENHANCE QUALITY OF LIFE AND PUBLIC AMENITIES

► **COMPLETE**

- 4.2a – FY 19-20 PSVS Tree Planting Project
- River Restoration Project Report
- Downstream Water Purchases

► **SIGNIFICANT PROGRESS**

- 4.1a – **Kaiser Permanente Sports Village Design Phase 4:** Master Plan complete; design underway
- 4.1b – **Mesa Marin Design Phase 3:** 90% plans submitted to the City; anticipated contract award before mid-year
- 4.2b – **Downtown Streetscape:** RFP complete for design elements; Master Streetscape Project contract awarded; preliminary phase anticipated to be complete January 2021



4. ENHANCE QUALITY OF LIFE AND PUBLIC AMENITIES

► SIGNIFICANT PROGRESS

- **4.3a – Beale Park Improvements:** Design nearing completion; contract award anticipated for this Fall
- **4.3b – Linnell Brahma Park:** Design and Engineering awarded on 9/9
- **4.3c – Seasons Park:** playground rehabilitation will be complete Fall 2020
- **4.3d – Tevis Park:** playground rehabilitation contract award on 9/9
- **4.5 – Protect Kern River and City Water Supply:** significant advocacy and education related to water remaining in Kern River; water software tracking system phase 1 complete
- **4.6 – Clean City Initiative:** scope of work for clean up crews developed; anticipate contract award in Fall 2020; staff are streamlining process for clean up requests and tracking



5. STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

► SIGNIFICANT PROGRESS

- **5.1a – Electronic Permitting system:** Software deployment complete; currently in testing Phase; anticipated go-live in Q2
- **5.1d – SB2 Planning Grant:** ADU Incentive Program rollout anticipated for Q2-Q3
- **5.1f – City Standards Update:** Drainage section complete
- **5.2a – Create and staff ECD Department:** Department created; ECD Director recruitment nearing completion
- **5.2b – Economic Development Strategy:** Strategy is underway; currently in data collection and analysis phase



5. STRENGTHEN AND DIVERSIFY OUR ECONOMIC BASE

► SIGNIFICANT PROGRESS

- **5.3a – EOA Program:** Program administration and outreach materials are complete; staff hosted an outreach webinar; initial applications have been received and approved
- **5.4a – Small Business Assistance:** \$7 million in CARES funds allocated to forgivable loans and grants to businesses and non-profits; \$2 million in CDBG funds allocated to business grants
- **5.4b – Housing Assistance:** \$5 million housing assistance program awarded to HACK
- **5.4d – Back to Work Program:** Leveraging \$1.5 million Clean City contracts to employ those impacted by COVID
- **5.4 3 – Workforce Development:** Pursuing initial apprenticeship program through CARES funding



6. ENHANCE INFRASTRUCTURE

► COMPLETE

- Beltway Operational Improvements
- Kern River Bridge Improvements
- HSIP projects for pedestrian safety
- Bike & Pedestrian Safety Study

► SIGNIFICANT PROGRESS

- **6.1a – 24th Street Project:** substantially complete as of September 2020
- **6.1b – Belle Terrance:** Substantially complete as of September 2020
- **6.1c – Stockdale & Enos:** In construction
- **6.2a – Complete the Downtown Sewer Study:** preliminary report nearing completion; final report anticipated for late October 2020



6. ENHANCE INFRASTRUCTURE

► SIGNIFICANT PROGRESS

- **6.2b – Road Maintenance Projects:** CDBG Road Project Completed
- **6.2d – Lighting Improvement Project:** Decorative street light audit complete; contract award anticipated September 2020; Oleander lighting project design complete
- **6.3a – CMAQ opportunities to implement signal coordination and intelligent transportation systems;** projects go to bid November 2020
- **6.3b – ATP Opportunities:** Applications submitted September 2020
- **6.3c – HSIP pedestrian projects:** Preparing applications for next round



6. ENHANCE INFRASTRUCTURE

► SIGNIFICANT PROGRESS

- **6.4a - Street Light Study:** Project awarded in June 2020; currently in analysis phase
- **6.5a – Kentucky Street Urban Greening Project:** contract award scheduled for September 2020; construction to begin October
- **6.5b – Friant-Kern Canal Bike Path:** City received \$3.3 million CMAQ funding and ATP funding for FY 21-22
- **6.5c – Pacheco Rd Bike Path:** Design anticipated to be complete by March 2021
- **6.5d – Rudd Rd Bike Path:** In design; received request to proceed from Caltrans



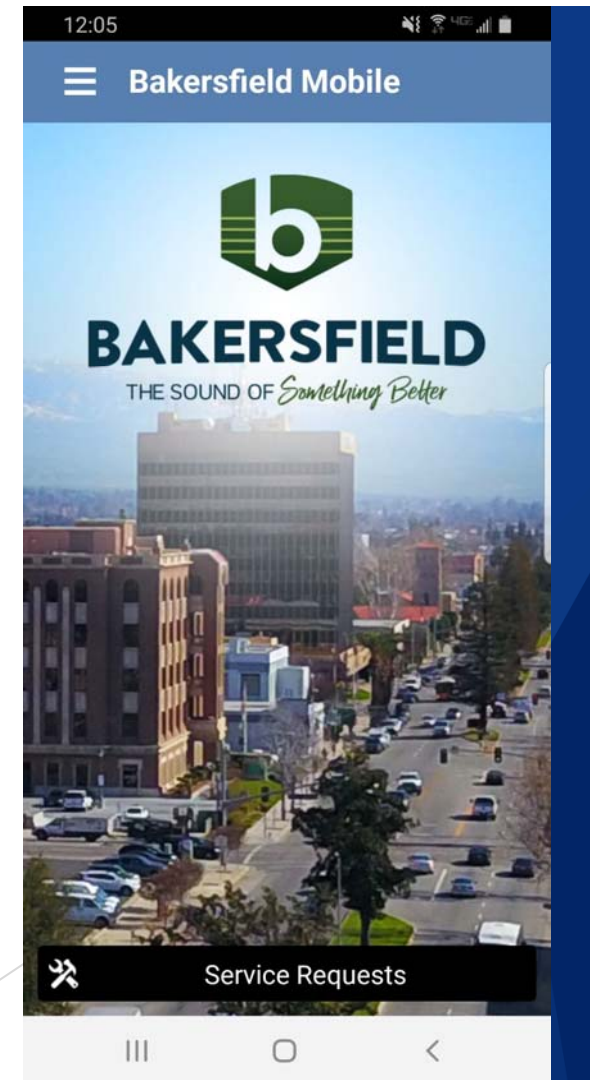
7. PROMOTE COMMUNITY PRIDE, IMAGE, AND EXCELLENT CUSTOMER SERVICE

► COMPLETE

- Conflict De-Escalation Training
- Regional Bakersfield Branding and Marketing Campaign

► SIGNIFICANT PROGRESS

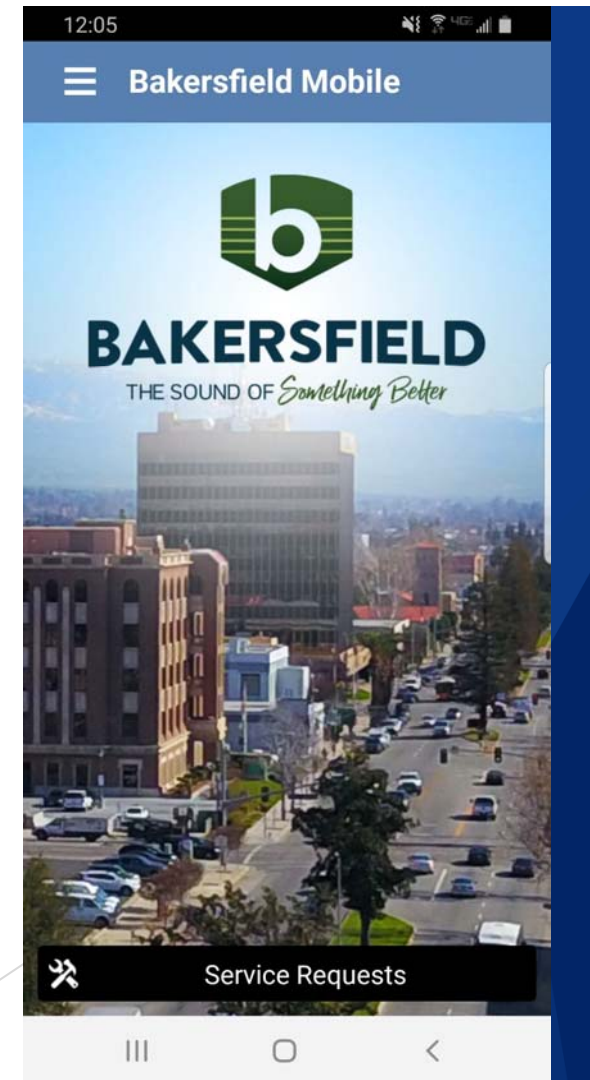
- **7.1a – Customer Service Training:** two employee trainings held in September 2020
- **7.1b – Employee Development Fund:** Planning for Employee Wellness Program underway
- **7.1c – Employee Participation in professional associations:** leveraging online conferences and trainings during pandemic



7. PROMOTE COMMUNITY PRIDE, IMAGE, AND EXCELLENT CUSTOMER SERVICE

► SIGNIFICANT PROGRESS

- **7.2a – Marketing efforts through Visit Bakersfield:** contract award for visitor guide and new Visit Bakersfield website scheduled for October 2020
- **7.2c – Employee Development Fund:** Planning for Employee Wellness Program underway
- **7.1c – Update City Website:** project underway; CMO, TS, and vendor meeting with all departments



8. INVEST IN URBAN REVITALIZATION AND DOWNTOWN DEVELOPMENT



► COMPLETE

- **8.4b – Consolidated Plan:** approved by HUD in September 2020

► SIGNIFICANT PROGRESS

- **8.1b – EOA Program:** Program administration and outreach materials are complete; staff hosted an outreach webinar; initial applications have been received and approved
- **8.2a – Downtown Banner Program:** Staff is exploring acquiring downtown banner hardware through CARES outreach funding
- **8.2b – TCC Planning Grant:** Initiated community outreach phase of the project
- **8.2d – Making Downtown Vision Plan:** Mill Creek Master Plan update complete

8. INVEST IN URBAN REVITALIZATION AND DOWNTOWN DEVELOPMENT



► SIGNIFICANT PROGRESS

- **8.2e – General Plan Downtown Element:** General Plan Update approach adopted by Council; applying to Local Early Action Planning Grant for Downtown Element for enhanced housing
- **8.3a – SB 2 Planning Grant:** ADU Incentive Program rollout anticipated for Q2-Q3
- **8.3c – Affordable Housing Trust Fund Analysis:** Analysis in process; creation of an Affordable Housing Trust Fund is included in the scope of work for the SB2 Planning Grant
- **8.4a – General Plan Update:** Approach adopted by Council; staff developing the RFP for early 2021 issuance

The slide features abstract geometric decorations. On the left, a dark blue triangle points downwards. On the right, a complex composition of overlapping triangles in shades of green, blue, and grey is present. A thin grey line extends from the bottom left towards the right side of the slide.

Discussion

- ▶ Staff recommends for City Council to receive and file.

City of Bakersfield

2020-21 City Council Goals Update



BAKERSFIELD
THE SOUND OF *Something Better*

Mayor

Karen K. Goh

City Councilmembers

Willie Rivera	Ward 1
Andrae Gonzales	Ward 2
Ken Weir	Ward 3
Bob Smith	Ward 4
Bruce Freeman	Ward 5
Jacqui Sullivan	Ward 6
Chris Parlier	Ward 7

Submitted by:

Christian Clegg, City Manager

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Red text indicates proposed language deletions

Blue text indicates proposed language additions

- Quarter 1 – July, August, Sept 2020
- Quarter 2 – October, November, December 2020
- Quarter 3 – January, February, March 2021
- Quarter 4 – April, May, June 2021

2020-21 City Council Overarching Goals

1 **Quality Public Safety Services**

Provide consistent public safety and emergency services that support and enhance proactive law enforcement, improve police and fire response times, and reduce crime with emphasis on reducing gang violence, domestic violence, child abuse, assault, vehicle theft and property crime.

2 **Address Homelessness**

Increase shelter capacity and identify targeted funding for services for homeless persons, providers for greater outreach, and more counseling to achieve a meaningful reduction in homelessness.

3 **Maintain Fiscal Solvency**

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and evaluation for cost and operational efficiencies.

4 **Enhance Quality of Life and Public Amenities**

Improve and enhance the condition of public amenities, parks, and streetscapes to bolster the quality of life for our community and leave a positive impression for visitors.

5 **Strengthen and Diversify our Economic Base**

Streamline development processes and targeted investments and incentives in strategic areas throughout the City to increase economic activity and job creation.

6 **Enhance Infrastructure**

Replace deteriorated streets, enhance infrastructure for pedestrian and bicycle safety, and meet the current schedule for construction of all phases of the Thomas Roads Improvement Program to improve the City's transportation network for all users.

7 **Promote Community Pride, Image, and Excellent Customer Service**

Provide superior customer service that empowers constituents to engage meaningfully with Councilmembers and staff and demonstrates the commitment and pride that employees and residents take in our community and its successes.

8 **Invest in Urban Renewal and Downtown Development**

Revitalize established areas of the city such as Downtown Bakersfield, historic areas, and areas that are ineligible for federal funding for projects such as the installation of curb, gutter, sidewalks, and related infrastructure.

1. Provide Quality Public Safety Services

Provide consistent public safety and emergency services that support and enhance proactive law enforcement, improve police and fire response times, and reduce crime with emphasis on reducing gang violence, domestic violence, child abuse, assault, vehicle theft and property crime.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Timeline	Measures
1.1	Hire 100 additional police officers and enhance support staff	1.1a – Conduct Police Academies 1.1b - Progressive Recruitment Efforts	PD HR	The City of Bakersfield has seen an unfavorable rise in part 1 crime, including gang violence, domestic violence, assault, vehicle theft, and burglary and property crime. The Bakersfield Police Department aims for the benchmark of 1.3 sworn officers per 1,000 in population.	Hiring additional officers will increase the numbers of officers on patrol, allowing the department to reduce response times to priority one calls and ShotSpotter activations, engage in proactive crime prevention strategies, further suppress and intervene in gang activity, and increase high visibility patrols in public areas.	<p>1.1a – The first academy for FY 20-21 is underway. The recruitment process for the January 2021 academy is underway. New recruitment tentatively to begin in December 2020 in prep for July 2021 academy.</p> <p>1.1b – A HR/Police inter-departmental strategy team was initiated (Q1) to review data and develop key recruitment strategies. A new QR code was created and launched as a business card so that all Officers can carry and recruit within the field. The QR code also enables HR to track applicant inquiries by county location. This will provide focus of recruitment efforts outside of Kern. A specific recruitment website is being purchased, www.JoinBPD.us. This will provide a more specific site for job seekers and assist with applicant engagement initiatives. HR launched an applicant “texting” feature. This allows for mass communication with applicants via text for hiring updates and status. CVB is assisting with options to partner with local vendors on housing options for new recruits. Over 20% of applicants applying reside outside of Kern. Focus is on making all aspects of the applicant process an easy transition for a new recruit. Q2 will focus on continuous testing methods.</p>	<p>1.1a Ongoing</p> <p>1.1b Ongoing</p>	<p># Recruitment Activities: Increased # of recruits Recruit retention %</p> <p>Applicable to all: -Complement Numbers As of 8/31 the Police Department had 561 filled positons and 65 vacant.</p> <p>Overall the Police Department has 587 filled positions and 85 vacancies as of 9/17.</p>

1.2	Improve response times to all priority calls	<p>1.2a - Implementation of the Regional Radio Network</p> <p>1.2b – Police and Fire Dispatcher Recruitment</p>	PD Fire TS HR	<p>Per recommendation by the International Associations of Chiefs of Police, the Bakersfield Police Department has worked diligently to reduce Priority 1 response times to under six minutes. Capacity must be built in order to reduce response times to all calls.</p>	<p>With the addition of sworn and professional personnel the Police department aims to reduce the citywide average response time to 5:30, answer 95% of all 911 calls within 15 seconds or less per National Emergency Number Association (NENA) Standard, and dedicate staff to respond to online and telephone police reports.</p>	<p>1.2a – Qualifications and Coverage maps reviewed. Begin finalizing RFP for release towards end of year.</p> <p>1.2b – 7 current vacancies in Police. New eligible list for Police was certified on 9/2/20 with 22 names. Interviews and background in-process.</p>	<p>1.2a – Q2</p> <p>1.2b – Ongoing</p>	<p>Project timeline</p> <p>Response times report:</p> <p>-Dispatch answer response times:</p> <p># staff vacancies: 5</p> <p># of response to non-emergency calls</p>
1.3	Utilize Data-Driven Crime Reduction Strategies to Reduce Part 1 Crime	<p>1.3a – Recruit for detectives to bolster the Violent Criminal Apprehension Team (VCAT), Special Enforcement Unit (SEU), and FBI Violent Crime Taskforce</p> <p>1.3b – Expand the ShotSpotter Program</p> <p>1.3c - Expand gun violence intervention</p>	PD TS CMO	<p>Modern policing practices involve using data to follow trends and efficiently deploy resources.</p>	<p>Consistent data-driven strategizing aims to reduce part 1 crime across the city and provide staff with the tools to thoroughly investigate, thereby increasing the quality of life for all residents.</p>	<p>1.3a – Increases in police staffing have allowed for growth in all special units, including the Special Enforcement Unit. While initial staffing increases for 2019-20 have been met, an additional assignment to this unit is pending for 2020-21 when staff become available as patrol positions are filled.</p> <p>1.3b – The ShotSpotter expansion contract has been negotiated and will come before the City Council in Quarter 2 of the Fiscal Year.</p> <p>1.3c - CalVIP - The City was awarded the CalVIP grant in September. The initial phase of the grant will focus on data analysis to inform the City on how to target our efforts. Then the City will coordinate law enforcement and street outreach efforts to focus on those at very highest risk of gun</p>	<p>1.3a – Q2</p> <p>1.3b – Q1</p> <p>1.3c - Q2</p> <p>1.3d – Q1</p> <p>1.3e - Q1</p>	<p>1.3a – # positions filled</p> <p>1.3b –</p> <p>-# of ShotSpotter activations</p> <p>-Map of ShotSpotter boundaries/activations</p> <p>-# of weapons recovered</p> <p>-#/type of arrests from ShotSpotter Activation</p>

		<p>program through CALVIP grant</p> <p>1.3d - Recruit for Public Safety Liaison position</p> <p>1.3e - Implement Mobile Data Management to secure mobile systems</p>				<p>violence. The goal is to have specific impacts to homicide and shooting statistics.</p> <p>1.3d – Recruitment September 2020</p> <p>1.3e – MDM solution implemented. Begun enrolling police Mobile Data Computers (MDCs) and smartphones – 30% complete.</p>		
1.4	Maintain High Quality Fire Department Certifications	1.4a - Obtain Center for Public Safety Excellence Accreditation	Fire CMO	The City aims to not only maintain public-safety standards, but also continually seeks improvement in order to deliver efficient and effective services.	“Many insurers use Public Protection Classification (PPC) ratings as a measure of the risk of fire losses in a community, an important item to consider when determining premiums for property insurance ¹ .”	1.4a – Delayed due to COVID19. Tentatively scheduled for October 2020. Final accreditation anticipated in March 2020.	1.4b - Q3	1.4a – ISO grade report/feedback
1.5	Maintain Effective Emergency Preparedness and Risk Management	<p>1.5a - Continue Threat and Hazard Identification and Risk Assessment for Metro Area; Participation in Kern Hazard Mitigation Plan update</p> <p>1.5b - Improve Interdepartmental Readiness Through</p>	Fire Risk	The City of Bakersfield must stay prepared for emergency and disaster events such as wildfires, flood, earthquakes and subsequent recovery efforts.	Additional training and public outreach will aid departments in identifying risk reduction opportunities, improve inter-departmental readiness through training, and improve response	<p>1.5a – City staff have submitted assignment with potential threats based on natural disasters. The County consultant is reviewing the list and will propose projects for mitigation for submittal to Round 2 of the County’s FEMA review.</p> <p>1.5b – Risk, with Human Resources, started a Better Together Zoom series for supervisors and managers to keep them informed on critical updates and changes to managing the</p>	<p>1.5a – Q3</p> <p>1.5b – Ongoing</p> <p>1.5c – Q2</p>	<p>1.5a – -Hazard Matrix</p> <p>-Tracking of FEMA review timeline</p> <p>1.5b – -#/topic/topic of staff training</p>

¹ (Gibson, 2018)

		Risk and Safety Training 1.5c – Recruitment of Risk Management Safety Officer			capabilities and disaster preparedness for all City of Bakersfield Departments. COVID pandemic. The sessions were well attended by approximately 85 supervisory staff members. We are planning to expand the topics to include more topics in the future such as: Disability Management of Industrial and Non-Industrial Injuries, Human Resources 101—Understanding guiding rules and regulations, Agreements and Contracts—what are the requirements, etc. 1.5c - Current recruitment in process to hire a Risk Management Safety Officer to assist departments/divisions with CalOSHA and regulatory compliance standards for safety administration. The new position will assist with trend analysis of injuries to continue to enforce and develop loss mitigation strategies.			
1.6	Improve Public Education Efforts regarding Public Safety	1.6a – Community Relations Unit Outreach Activities 1.6b - Create Chief Adjutant position to manage Police Department community engagement and trust building priorities under direction of the Police Chief 1.6c - Develop online availability of information mandated for public release	PD Fire HR CMO TS	Education plays an invaluable role in threat prevention and preparedness. It is important to promote a safe community through outreach and awareness.	Improved public awareness can reduce fire, fire loss, and prevent injuries. Enhanced knowledge of situational awareness can empower residents and businessowners to protect their assets.	1.6a – Community relations outreach activities are developing ways to safely continue activities including bike safety activities in parks, online live streams, and enhanced social media presence. 1.6b – Chief Adjutant position is included in the FY 20-21 budget. The position will be filled in Quarter 2 of the Fiscal Year. This position will lead an entire team dedicated to community engagement and trust building efforts of the Police Department. 1.6c – No update	1.6a – Ongoing 1.6b – TBD 1.6c – Q2 1.6d – TBD	1.6a – -# outreach events/participants 1.6b – Appointment completed

2. Address Homelessness

Increase shelter capacity and identify targeted funding for services for homeless persons, providers for greater outreach, and more counseling to achieve a meaningful reduction in homelessness.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Timeline	Measures
2.1	Increase Shelter Capacity	<p>2.1a – Begin operations at the Bakersfield Homeless Navigation Center</p> <p>2.1b - Permanent/Transitional Housing development</p> <p>2.1c - Facilitate completion of two 40-bed expansion projects</p>	DS CMO	Local shelters do not have the capacity to meet the need for overnight housing. The 2019 Point-in-Time (PIT) count showed a 50% increase in homeless. Persons who camp throughout the City illegally must have viable options to relocate.	Increased shelter capacity will give those experiencing homelessness more options to be sheltered, as well as access to services and support.	<p>2.1a – The anticipated go-live date for the Brundage Lane Navigation Center (BLNC) is about six weeks out and it is expected that the City will meet its targeted opening date. Mercy House has begun the staffing process.</p> <p>The City of Bakersfield is on schedule to open the Brundage Lane Navigation Center on October 26, 2020 for phased-in limited capacity operations.</p> <p>2.1b – There are currently four low income housing projects in process. Residences at East Hills – 81 units under construction. 22nd Street Lofts – 22 units, TCAC recommends funding project. HACK In-fill – 28 units on multiple properties, under construction. Brentwood Crossing – 58 units, appears to have not be recommended by TCAC.</p> <p>2.1c – In Progress/Complete - The Mission of Kern County shelter 40 bed expansion (\$1.1 million in HEAP) is anticipated to be completed at the end of December 2020. The Bakersfield Homeless Center 40 bed expansion plus restroom (\$1.1 million from CDBG and RDA) Construction expected to begin January 2021. Bakersfield Homeless Center 30-bed expansion (\$200K in CoC HEAP funds) is complete. City HHAP funds will be used to fund the operations of Shelter Expansions for 3 years. Complete 40-bed expansions at existing shelters: Kern County</p>	<p>2.1a – Q2</p> <p>2.1b – Ongoing Q1 2021/22 Q2 2022/23 Ongoing</p> <p>2.1c – Q4 Q4 Q2</p>	<p>2.1a – -Bed Capacity – 150 initial beds in first phase.</p> <p>-Construction timeline – completing construction work by late October.</p> <p>2.1b – 189 units, with 131 units either under construction or funded.</p> <p>2.1c – -Expansion bed capacity BHC – up to 70 bed expansion. The Mission – up to 40 bed expansion. Actual numbers may be slightly lower because of social distancing requirements.</p>

						Rescue Mission 40 bed – In Construction, Anticipated completion December 2020. Bakersfield Homeless Center 30 bed – Complete. Bakersfield Homeless Center 40 bed and modular restroom – Restroom has been ordered with delivery expected in December. Contracts in place for 40 bed Remodel and installation of restroom; anticipate start construction in October with completion in January 2021.		
2.2	Increase Outreach Services	<p>2.2a - Increase support and range for Impact Officers (+15%)</p> <p>2.2b – Allow opportunities for City staff to participate in the 2021 PIT count</p> <p>2.2c - Develop a collaborative partnership to proactively address chronic homeless encampment locations</p>	PD DS ECD CMO	It takes repeated positive interactions with a person experiencing homelessness in order to build trust and open someone up to receiving services. Additionally, those who would benefit from mental health support require ongoing support in addition to housing.	By supporting additional outreach services, persons experiencing homelessness will have access to more opportunities to improve their situations and start the path to supportive and permanent housing solutions.	<p>2.2a – PD impact team efforts are ongoing. In addition, Staff is working on a CDBG funded agreement that will create a partnership between Flood Outreach and City Code Enforcement (see 2.2c).</p> <p>2.2b – Ongoing - DS provided the highest number of volunteers to PIT 2020 (+10). Expect similar participation in the future.</p> <p>2.2c –As part of Phase 2 PSVS, DS added additional RRT staff to enhance CE Officer support. That additional personnel will be aided by additional Flood Ministries presence in the field accompanying RRT staff. Contract for Flood will be on 10/21 agenda.</p>	<p>2.2a – Q2</p> <p>2.2b – Q2</p> <p>2.2c – Q2</p>	<p>2.2a – -Impact Officers Report and calls for service.</p> <p>2.2b – +10 PIT Count Volunteers</p> <p>2.2c – # of encampments addressed</p>
2.3	Rapid Response Team	2.3a – Implement an internal project management system dedicated to Rapid Response Activities	Parks DS TS	The rise in unauthorized campsites and illegal waste dumping throughout the City has posed a health and safety hazard for residents, business owners, and visitors. Staffing prior to FY' 20 was frequently redirected from regular duties to respond to	Using the Bakersfield Graffiti team model, the 7-day a week Rapid Response team aims to, where legally possible, make contact within 48 hours, abate and clear unauthorized encampments,	<p>2.3a – Ongoing - HOTS systems by TAGRS is being utilized in the field on tablets and along with final debugging. Reporting features are under development.</p> <p>Downtown/Old Kern Human Feces Program migrated to DS. RFP completed and Alert Disaster Restoration was the successful bidder.</p> <p>RRT Numbers updates from May-Sept:</p>	2.3c – Ongoing/Q4	As of September 2020, the Code Enforcement RRT has responded to: Calls for Service – 4207 Clean-up sites - 971 Cubic yards of trash – 3628

				such situations, which has delayed services in other areas.	immediately relocate persons, and educate homeowners and businessowners.	<ul style="list-style-type: none">• Encampment service requests = 7• Vandalism = 16• Special projects/clean ups = 50• Trash weight = 84,160 lbs. *RRT#1 & #2 Staffing Update: RRT #1: <ul style="list-style-type: none">• Park Services Coordinator - filled• Maintenance Craftworker I - filled• Light Equipment Operator - filled• Service Maintenance Worker - filled• Facility Worker - filled• Facility Worker - vacant, recruitment process in progress RRT #2: <ul style="list-style-type: none">• Park Services Coordinator - filled• Maintenance Craftworker I - open vacancy• Service Maintenance Worker - filled• Service Maintenance Worker - hiring process in progress• Facility Worker - vacant, recruitment process in progress• Clerk Typist I - hiring process in progress <p>The Code Rapid Response Team has contracted with TAGRs, LLC for project management software. This software will allow the Rapid Response Teams to respond to encampments that come in through the various sources (Bakersfield Mobile App, complaint line, in-person complaints, etc.) and update the incident in the field in real time; this will also allow the Rapid Response Team to more efficiently gather information from encampment occupants for distribution to outreach agencies. The full roll-out commenced in July 2020. Minor fixes are being completed at this time with an anticipated transition to Tech Services Fall 2020.</p>		Contacts with Individuals/Others of services – 1520
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2.4	<p>Engage Actively with the Homeless Collaborative and Fund Homelessness Solutions</p>	<p>2.4a – Continue advocacy for State funding to address homelessness</p> <p>2.4b – Allocate Housing and Urban Development Funding to provide for solutions such as the creation of affordable housing, shelter capacity building, and support services through the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), the HOME Investments Partnership Program (HOME)</p>	DS ECD CMO	<p>The rise in number of persons experiencing homelessness is a nationwide issue that has hit California cities particularly hard. The local Homeless Collaborative will be updating and enhancing their administrative structure, of which the City will take an active role.</p>	<p>The City's role in the Homeless Collaborative will serve to increase capacity and enhance services offered by strategically allocating funding across the various stakeholders involved in homelessness solutions. The City, along with local partners, aims to make a meaningful reduction in homelessness by connecting more people to services and opening opportunity to develop more affordable housing.</p>	<p>2.4a – Ongoing - Homeless Emergency Aid Program (HEAP) - The United Way Youth Rental Assistance Project is underway Homeless Housing Assistance Program (HHAP) – City has received funds. The application for this program was submitted in February. \$3,265,736 received in May. Agreements with sub-contractors will begin to go to Council on September 23rd. Uses include: Case Management, Coordinated Entry, Shelter Operations and BHC and Mission to support expansions, Rapid rehousing, Rental Assistance and Youth specific Rental Assistance.</p> <p>Applications for the 2nd Round of HHAP will be available soon. The City was allocated and may apply for up to \$1.5M in new funds.</p> <p>COVID-19 Emergency Homelessness Funds: City has already received funds. \$200,000 to BHC for increased Operations due to COVID-19. \$337,127 to assist with Quarantine Trailers and Services through a tri-party agreement with Bakersfield Kern Regional Homeless Collaborative, and County of Kern. CARES COVID-19 Funding (Going to Council May 20th) First Amendment Approved by HUD. ESG-CV1: \$1,125,407 will be used for Homeless Prevention and Case Management for households who are at risk of becoming homeless due to COVID-19 crisis. ESG-CV2: \$3,465,304. Uses still being determined. Amendment to receive funds going to Council Sept. 23rd</p> <p>2.4b – Ongoing - All current HOME funds have been allocated to new affordable housing</p>	<p>2.4a – Ongoing</p> <p>2.4b – Ongoing</p>	<p>2.4a – \$ of state funding</p> <p>2.4b– -HUD funding recipients progress reporting -CDBG -ESG -HOME -Number of persons employed with homeless clean-up crews</p>
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						projects, except for CHDO set aside, 20-21 New Constructions Funds still available. Working on Down payment Assistance Program agreement with sub-contractor. ConPlan Approved in Sept. 2020.		
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3. Maintain Fiscal Solvency

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and evaluation for cost and operational efficiencies.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Timeline	Measures
3.1	Fund the City's Cash Basis and Facilities Reserves to sustainable levels	<p>3.1a – Increase the General Fund Reserves to \$54 million to reach the recommended level of two months of General Fund reserves by FY 2024-25</p> <p>3.1b – Increase the Facilities Replacement Reserve to \$10 million by FY 2024-25</p> <p>3.1c - Establish and fund a Section 115 Pension Trust Fund</p> <p>3.1d - Update Council Reserve Policy to diversify reserve categories for anticipated future issues</p> <p>3.1e – Maintain Equipment Management Fund Balance</p>	Finance CMO	Planning for economic uncertainties is crucial to long-term stability for local jurisdictions to buffer from budget shortfalls which can lead to an undesirable decline in levels of services and personnel cuts.	Substantiating the City's Financial Reserves is a crucial tenet of conservative fiscal planning and will help protect the City from economic uncertainties.	<p>3.1a – 2019-20 funding Complete - Sufficient revenue was received allowing the budgeted increase to reserves.</p> <p>3.1b – 2019-20 funding Complete - Sufficient revenue was received allowing the budgeted increase to the facility reserve.</p> <p>2020-21 Funding - The 2019-20 fiscal year financial reports are nearing completion which will provide the final measure of activity and identify any additional savings and fund balances available for future operations. At mid-year staff will review both the available fund balance (savings) realized at year-end, the progress of budgeted revenues, and salary savings YTD. Those results will allow a determination of the amounts (if any) that can be allocated to both General Fund and Facility Replacement reserves</p> <p>3.1c –Information from the City's OPEB trust managers (PARS) have been received that describes a simple process to convert the City's current 115 trust to a dual trust that covers both PERS and OPEB. The new trust fund can be established without any funding deposited into the Pension portion.</p> <p>3.1d – No update</p>	<p>3.1a – Ongoing FY 2025</p> <p>3.1b – Ongoing FY 2025</p> <p>3.1c – Q3</p> <p>3.1d – Q3</p> <p>3.1e - Ongoing</p>	<p>3.1a – General Fund Reserves Balance -</p> <p>3.1b – Facilities Replacement Reserve Balance</p> <p>3.1c – Pension Trust Fund Balance</p> <p>3.1 – Policy adoption</p> <p>3.1e – Equipment Management Fund Balance; equipment rental rates</p> <p>Applicable to all: -Budget Proposals from FYs 2020-2025</p>

						3.1e - Monitor equipment rental rates and fund balance within the Equipment Management Fund to ensure accurate and timely replacement of Fleet equipment, while increasing the fund reserve.		
3.2	Modernize and Enhance Financial Systems and Processes	<p>3.2a - Initiate study by outside consultants to examine current financial systems strengths and weaknesses</p> <p>3.2b - Review all financial related procedures and processes and correlate to industry best practices such as those set by the Government Finance Officers Association (GFOA)</p> <p>3.2c - Develop a long-term financial forecasting tool</p> <p>3.2d - Conduct a comprehensive Risk Assessment</p>	Finance CMO	Financial related processes and procedures need updating to improve customer service and the current Enterprise Resource Planning (ERP) program does not meet all the needs of the 21 st Century municipality	A review of the City's internal finance systems aims to improve and expedite customer interaction, improve relations with vendors and local business, and expedite department financial-associated tasks.	<p>3.2a – GFOA completed their draft report in June and staff has reviewed document. Comments, questions and corrections have been compiled and will be forwarded to the consultants to be merged with the final draft of the report.</p> <p>3.2b – The online payment system's testing phase has taken longer than anticipated. Testing is nearing completion and the 1st phase of implementation should begin shortly. This phase will allow City Utility customers to make payments on a more robust and user-friendly system. Business Licenses will move forward in the next phase starting in the winter of 2020. The 3rd phase will be adding other City customers who are billed through the general Accounts Receivable system in the Spring of 2021.</p> <p>The small dollar purchase system has been expanded to include larger divisions in Public Works as a test phase of the expansion. That has proven successful so the completion of Purchase Card rollout is expected to be completed by December 2020.</p> <p>3.2c – Staff has reviewed proposals submitted on a financial forecasting tool that will be integral in the preparation of the City's budgets and long-term planning for the future. Final interviews and reviews of the modeling tools will occur in September 2020 with an anticipated selection and contract in October or November of 2020</p>	<p>3.2a – Q1</p> <p>3.2b – Ongoing</p> <p>3.2c – Q2</p> <p>3.2d – Q3</p>	<p>3.2a – -Completed consultant report - Request for Proposal Developed -Selection of new ERP software</p> <p>3.2b – -Updated internal procedures manual for both the Online Payment and Purchase Card programs</p> <p>3.2c – Tool complete</p> <p>3.2d – Risk Assessment Final Report</p>

						3.2d – The City issued a request for proposal for a comprehensive review of the internal control structures the City to assess risk and provide a framework for an internal audit function. Staff received and reviewed a number of proposals from firms and are in the midst of the selection process which should be completed in September 2020. A contract is expected to follow in October or November 2020		
3.3	Legislative Advocacy	<p>3.3a - Develop State and Federal Legislative Programs</p> <p>3.3b - Acquire Legislative Advocacy services</p> <p>3.3c - Develop grant monitoring function to coordinate citywide grant funding opportunities</p>	CMO			<p>3.3a – Development of a Legislative Program has been referred to the Legislative & Litigation Committee. A draft Program will be developed in Quarter 2 of the Fiscal Year.</p> <p>3.3b – A Request for Proposals has been developed and will be issued in Quarter 2 of the Fiscal Year.</p> <p>3.3c – Grant monitoring will be a function developed in Quarter 3 of the Fiscal Year when the City has acquired Legislative Advocacy services and hired an Assistant to the City Manager.</p>	<p>3.3a – Q2</p> <p>3.3b – Q2</p> <p>3.3c – Q3</p>	<p>3.3a – Program adoption</p> <p>3.3b – Contract award</p> <p>3.3c – Monitoring process developed Grant \$ received</p>
3.4	Efficiencies Initiative	<p>3.4a - Efficiency Study</p> <p>3.4b - Analysis of customer/vendor service interfaces to increase paperless transactions</p> <p>3.4c - Conduct analysis of claims history</p> <p>3.4d - Complete the implementation of the new computer maintenance management software to</p>	CMO Risk Finance PW			<p>3.4a – The scope of an efficiency study will be developed following the result of the citywide Risk Assessment. This will likely occur late in the Fiscal Year.</p> <p>3.4b – Finance staff will analyze customer data for business licenses to understand trends on reporting. Data will be leveraged to encourage filing through online portals as opposed to using paper forms.</p> <p>3.4c – No update yet</p>	<p>3.4a – Q3-Q4</p> <p>3.4b – Q3</p> <p>3.4c – Q3</p> <p>3.4d – Q3</p> <p>3.4e – Ongoing</p> <p>3.4f – Q3</p>	<p>3.4a – Study Final Report \$ efficiencies achieved</p> <p>3.4b – # of paper transactions eliminated # of staff hours saved</p> <p>3.4e – # of staff hours saved</p>

		enhance preventive maintenance and asset management 3.4f – Monitor fuel efficiency market trends 3.4g – Energy Efficiency Projects				<p>3.4d – The Treasury division plans to perform a thorough review of the business classification codes currently utilized in order to update and provide more accurate data for business trends, revenue collections and industry specific statistical analysis</p> <p>3.4e – No update yet</p> <p>3.4g – Contract award in Fall 2020 for Phase 1 project</p>	3.4g - ongoing	3.4g – Energy efficiency \$ savings
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4. Enhance Quality of Life and Public Amenities

Improve and enhance the condition of public amenities, parks, and streetscapes to bolster the quality of life for our community and leave a positive impression for visitors.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Quarter Start	Measures
4.1	Improve and Enhance City Parks and Amenities	<p>4.1a - Kaiser Permanent Sports Village Design phase 4</p> <p>4.1b - Tarina Homes @ Mesa Marin Design Phase 3</p>	R&P	The health demographics of Kern County indicate high obesity rates among children and adults. Additionally, heart disease and diabetes rates are higher than average in this area. Reducing these health indicators will benefit the community.	With the addition of softball fields, soccer and youth football, many more regional, state and national events will be hosted in Bakersfield. Currently, large tournaments must use several locations for their games. By expanding field space, tournament directors will book events in Bakersfield.	<p>4.1a – Master Plan Update has been completed and design consultant (Verde Design) has been given authorization to proceed with the design for the Phase IV improvements. Project is behind schedule due to COVID-19 delays.</p> <p>4.1b – 90% plans were submitted to City in August 2020. Anticipate 100% plans to be submitted by early October 2020 with a contract award date before the end of 2020 calendar year. Project is behind schedule due to COVID-19 delays.</p>	<p>4.1c – Q2</p> <p>4.1b – Q2</p>	<p>4.1a –Design complete</p> <p>4.1b – Park will include solar array system to offset energy costs. Solar will be completed as a separate project through ForeFront.</p> <p>Applicable to all: -Project timelines -Project Amenities -i.e. sidewalk sq. ft., amenities, ramps</p>
4.2	Streetscapes	<p>4.2a – Annual tree planting program</p> <p>4.2b – Downtown wayfinding and streetscape studies</p>	R&P PW CMO	The City underwent a long-term drought that led to a massive loss of trees that staff have been working to replace ever since. Additional work still needs to be done to replace landscaping and enhance landscaping throughout the City.	Planting trees and maintaining streetscapes will lead to cleaner roads and will beautify and improve aesthetics while providing clean air benefits.	<p>4.2a – FY 19-20 plantings citywide were completed in June; currently maintaining and watering. – Landscape Improvements Gosford Road and McCutchen Road anticipated completion date of January 2020</p> <p>4.2b –Downtown Master Streetscape Project awarded to IBI Group. Anticipate that the preliminary phase of project will be completed by January 2021. Design Phase for H. Street and Chester Avenue corridor will be negotiated at a future date.</p>	<p>4.2a – Q3</p> <p>4.2b – Q1</p>	<p>4.2a – -Planting Schedule and reporting</p> <p>4.2b – Chester Ave, H, Street and Downtown streetscape report</p>

4.3	Neighborhood Parks	4.3a - Beale Park Improvements 4.3b - Linnell Brahma Park Development 4.3c - Seasons Park playground rehabilitation 4.3d - Tevis Park playground rehabilitation	R&P	Neighborhood parks are important amenities that promote outdoor activity, recreation, and pride in the community.	Beale Park restroom replacement will enhance visitor experience at the park. Residents in each area anticipate high use of the parks with local families.	4.3a – Dick Meyer, on call Civil Engineer is in the process of completing design and construction documents. Expected completion in March, 2021. 4.3b – Design and Engineering was awarded to Ruetters & Schuler on 9/9/20. Prop. 68 funded project to be completed by Spring of 2022. 4.3c - Seasons Park playground rehabilitation to be completed Fall of 2020. 4.3 d - Tevis Park playground rehabilitation approved by City Council on 9/9/20 to proceed with construction.	4.3a – Q3 4.3b – Ongoing 4.3c – Q2 4.3d - Q4	Applicable to all: Project Timeline Completion
4.4	Park Safety	4.4a – Parks security camera project	R&P TS	Vandalism, broken parks equipment, and illegal waste dumping takes a disproportionate amount of staff time and resources to address.	Protecting the City's parks and green spaces is crucial to ensuring we preserve family-friendly opportunities for recreation.	4.4a – Postponed – Deferred to a contingent CIP list to due general fund balance needs due to COVID-19.	4.4b – Postponed	4.4b – -Security camera completion

4.5	Protect the Kern River and the City's Water Supply	<p>4.5a – Conservation education</p> <p>4.5b – Sustainable Groundwater Management Act (SGMA) Implementation and Compliance</p>	WR	<p>It is important that the City manage the Kern River supply sustainably to provide a firm, reliable, and high-quality water supply for the residents of Bakersfield now and into the future by planning and building for growth in the domestic water system, preserving and augmenting the underground water supply, increasing instream flows in the Kern River Channel, and effective flood control management by maintenance in the kern river channel and levees.</p>	<p>Protecting the City's water supply and ensuring the City has the benefit of the Kern River amenity can lead to cleaner banks and more efficient water usage.</p>	<p>4.5a – The intent of this goal is that the City deliver water to various customers downstream when possible in-lieu of an upstream water diversion from the river. The outcome is that water will be in the river channel through the City for residents to enjoy as well provide much needed groundwater recharge. This goal was accomplished in 2017, 2018, and 2019. The dry winter in 2020 will make it challenging to put water in the river unless there is more rain and snow.</p> <p>4.5b - Ongoing</p>	<p>4.5a – Ongoing</p> <p>4.5b – Ongoing</p>	<p>4.5a - -Conservation education materials and outreach</p> <p>4.5b – Regulatory and legal findings related to SGMA</p>
4.6	Clean City Initiative	<p>4.6a - Deploy cleanup work crews</p> <p>4.6b - Create city employee Eyes & Ears program</p> <p>4.6c - Foster additional public-private partnerships</p>	DS P&R PW CMO			<p>4.6a – The scope of work for cleanup crews has been developed and will be put out to bid in Quarter 2 of the Fiscal Year.</p> <p>4.6b – Initial communications have been shared with City employees about the importance of reporting all cleanup issues that are observed. A more detailed training program for encouraging and teaching employees how to report issues will be developed in Quarter 3 of the Fiscal Year.</p> <p>4.6c – No update</p>	<p>4.6a – Q2</p> <p>4.6b – Q3</p> <p>4.6c – Q3-Q4</p>	<p>4.6a – # of cleanups conducted</p> <p># tons of debris removed</p> <p>Response times to mobile app requests</p> <p>4.6b – # of issues reported by City staff</p> <p>4.6c – # of new partnerships</p> <p>\$ of investments from new partnerships</p>

5. Strengthen and Diversify our Economic Base

Streamline development processes and targeted investments and incentives in strategic areas throughout the City to increase economic activity and job creation.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Quarter Start	Measures
5.1	Promote Business-Friendly Development and Permitting Processes	<p>5.1a – Implementation of an Online Permitting Process</p> <p>5.1b – Staff training on the permitting process</p> <p>5.1c - Market and promote the City's streamlined permitting process to promote development post COVID-19</p> <p>5.1d - Leverage SB2 planning grant and other development incentive programs</p> <p>5.1e - Treasury community outreach session on how to do business in the City</p> <p>5.1f - Complete the General, Drainage, Grading, and Landscaping revisions to City Standards</p> <p>5.1g – Update the Site Plan Review ordinance for the Planning Division to align with Streamlining process.</p>	DS ECD Finance PW	The City of Bakersfield prides itself on being business friendly and has received feedback from the development community on ways to improve the permitting process.	With a streamlined permitting process, the City aims to increase the number of permits granted, while cutting down on wait time, and ensuring staff is communicating and trained on all aspects of the process with both internal departments and applicants.	<p>5.1a – In Progress Staff has worked with developer to implement software to issue simple no plan review permits on-line. Fully functional testing phase within three weeks. Second phase will begin when Phase1 goes live.</p> <p>Planning staff is assessing a Site Plan Review ordinance amendment to enhance on-line permitting process.</p> <p>5.1b – Upcoming- Training to begin after test and in advance of go-live date, Q4 2020.</p> <p>5.1c – In Progress - DS staff is assembling development permit process guides and will include promotional literature for the streamlining process.</p> <p>5.1d – In Progress ECD staff will be implementing an ADU incentive program, an Affordable Housing Trust Fund and other development assistance to increase housing development.</p> <p>5.1e – Postponed due to COVID 19 and reevaluating ways to do outreach</p> <p>5.1f – Completed the drainage section of the City Standards</p>	<p>5.1a – Q2-Q3</p> <p>5.1b – Q4</p> <p>5.1c – Q2-Q3</p> <p>5.1d – Q2-Q3</p> <p>5.1e – Postponed</p> <p>5.1f – Q1</p> <p>5.1g – Q3</p>	<p>5.1a – -Planning Division 2020 Data CUP – 18 PCD – 3 SPR – 64 TTM – 4 TPM – 2 EOT – 9 GPA – 3 ZC – 5</p> <p>-Number of plan reviews completed in FY 20 and 21 Calendar Year 2020 – 8902 permits issued to date.</p> <p>-Average time for permit process completion for FY 20 and 21 Staff will begin assembling data on time from submittal to issuance as the system goes live.</p> <p>5.1b – Scheduled Q4 2020.</p>

5.2	Create the Economic and Community Development Department	<p>5.2a - Create and staff the Economic and Community Development Department</p> <p>5.2b - Develop a Citywide Market Analysis and Economic Development Strategy</p> <p>5.2c - Recruit a dedicated economic development grant writer</p>	ECD	Enhanced economic development initiatives help create a healthy economy with public investment and encourage private investment in land, labor, capital and entrepreneurship. Actions by the City can have a positive effect on local business activity, employment, income distribution patterns, and fiscal solvency.	The City aims to enhance knowledge of local economic conditions, challenges and opportunities, Improve the City's offering of economic development services to attract new business and employers, and increase property values and encourage private investment by rehabilitating under-utilized parcels.	<p>5.2a – In Progress – Staffing the new Economic and Community Development Department is nearly complete. CD is fully staffed with the exception of a Business manager and Account Clerk. A Homeless Services Principal has recently been selected. ED currently fully staffed with the exception of the Director position and a GIS tech position currently being recruited.</p> <p>5.2b – In Progress - City contracting with Natelson Dale Group to develop analysis and ED strategy. Also working on partnership with B3K regional prosperity project.</p> <p>5.2c – With the creation of an Economic Development Department, there is an increase staff capacity, and grant applications will be completed within each division of the Department. This action item will be determined as complete.</p>	<p>5.2a – Q1-Q2</p> <p>5.2b – Q3</p> <p>5.2c – Q1</p>	<p>Applicable to all: -Reported tax revenue, including sales tax and transient occupancy tax (TOT)</p> <p>-Report number of building permits per FY 20 and 21 Calendar year to date building permits. 2019 – 8656. 2020 – 8902.</p> <p>Total Permits 2019 – 12,984 Total Permits 2018 – 11,588</p> <p>-Report job numbers from FY 20 and 21</p>
5.3	Implement Economic Opportunity Area (EOA) Plan	5.3a -Allocating up to \$700,000 to fund and begin implementation of the EOA Plan to provide assistance such as grants and small business loans to encourage investment in our City	ECD	The elimination of Redevelopment Agencies by the State severely limited the City's ability to redevelopment underutilize properties for the benefit of the larger community.	The implementation of the EOA aims to increase the assessed values of local industrial and commercial properties and bolster economic development	<p>5.3a – Completed - The EOA Plan was drafted and adopted by the City Council. It has recently been amended.</p> <p>Ongoing - ECD staff continues to market and implement EOA incentive program.</p>	<p>5.3a – Ongoing Q1</p>	<p>5.3a – Applicable to all: -Report of number Businesses Assisted</p> <p>-Amount of Public investment</p> <p>-Amount of private investment</p> <p>- Reported tax revenue, including sales tax and property tax</p>

5.4	Economic Recovery Plan	<p>5.4a - Small Business Assistance Program</p> <p>5.4b - Housing Assistance Program</p> <p>5.4c - Create Economic Development Incentive Tools</p> <p>5.4d - Back to Work Program in partnership with Clean City Initiative and Infrastructure projects</p> <p>5.4e - Workforce Development projects with local partners</p>	CMO Finance ECD			<p>5.4a – In progress - \$3 million for small business assistance grants was made available in September. \$5 million in additional business assistance will be available in Q2 through County partnership. Agreements with service providers for \$2 million in CDBG business grants will have will go before CC in October.</p> <p>5.4b – Ongoing - \$5M in CARES to HACK for Rental and Mortgage Assistance, \$1.1M to BHC for Homeless Prevention, \$445,000 in Rental Assistance to BHC and HACK through HHAP, \$100,000 in 2020-21 ESG to BHC for Homeless Prevention and Rapid Rehousing.</p> <p>5.4c – In Progress - To be recommendations in ED strategy document</p> <p>5.4d – In Progress - the Clean City initiative contracts will prioritize vendors that demonstrate they are employing individuals impacted by COVID-19 or individuals that are currently difficult to employ as a result of COVID-19.</p> <p>5.4e – In Progress - The City is pursuing an initial apprenticeship program through the use of CARES funding to assist workers impacted by COVID-10. Additional programs will be considered following development of the ED strategic plan and TCC planning grant project.</p>	<p>5.4a – Q1-Q2</p> <p>5.4b – Q2</p> <p>5.4c – Q3-Q4</p> <p>5.4d – Q2</p> <p>5.4e – Q3-Q4</p>	<p>5.4a – # of businesses assisted through program</p> <p>5.4b – # of participants assisted through program</p> <p>5.4c – Business Assistance outcomes achieved through incentive tools</p> <p>5.4d – Jobs created by Clean City contracts</p> <p>5.4e – Number of participants in the CARES apprenticeship program</p>
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6. Enhance Infrastructure

Replace deteriorated streets, enhance infrastructure for pedestrian and bicycle safety, and meet the current schedule for construction of all phases of the Thomas Roads Improvement Program to improve the City's transportation network for all users.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Quarter Start	Measures
6.1	Completion of the Thomas Roads Improvement Program (TRIP)	6.1a - The 24th Street Improvement Project 6.1b - Belle Terrace Operational Improvements 6.1c - Stockdale & Enos 6.1d - Bakersfield Freeway Connector	PW	TRIP projects have been identified as necessary to relieve the stress on outdated infrastructure, caused by years of rapid growth in population, inter-regional travel, and freight movement. ²	The projects will facilitate regional mobility, economic growth and development, as well as reduce travel time through major transportation corridors. ²	6.1a – Substantially complete in September 2020. 6.1b – Substantially complete. Working on punch list and corrections. 6.1c – In construction 6.1d – In Progress - The Centennial Mainline Project, which is the fourth and last phase of the Centennial Corridor Project, was awarded in May of 2019. This project is currently under construction and expected to be completed by late September of 2022.	6.1 – Ongoing	-Monthly TRIP Reports -Project Completion Timelines
6.2	Retrofit, maintain, and enhance, the City's infrastructure	6.2a -Complete the Downtown Sewer Study 6.2b – Maintain roads through SB 1, Regional Surface Transportation Program (RSTP), CDBG, and Transportation Development Act (TDA) Opportunities 6.2c – Enhance the aesthetics of medians on arterial roads such as	PW	Much of the City's infrastructure is old and aging and was constructed under old standards. The existing infrastructure, including roads, buildings, sewer lines, sidewalks, and bridges, needs repair and	Understanding the conditions of our infrastructure will help improve deficiencies in the network, including rehabilitation, repair, and resurfacing to improve driving experience, safety, and have	6.2a – The Downtown Master Storm Drain Study Phase 1 is completed and staff has started Phase 2, which extends the limits further south to State Route 58. The Downtown Master Sewer Study is nearing completion with a preliminary report anticipated in late September 2020 with the final report completion by late October 2020. 6.2b – CDBG Road Projects Completed 6.2c – Postponed	6.2a – Q1 6.2b – Q1 6.2b – 1. – Q1 2. – Q1 3. – Q1 4. – Q2 5. – Q3 6.2c – TBD 6.2d – 2	6.2a – -Sewer study report with recommendations. -Storm study report with recommended CIP Projects. 6.2b – FY 20/21 RSTP projects are under design. 6.2b – CDBG Projects

² www.bakersfieldfreeways.us

		<p>Truxtun Avenue and Ming Avenue</p> <p>6.2d - Update the Pavement Management System</p> <p>6.2e - Lighting Improvement Project</p> <p>6.2f - Street Improvements to widen roadways</p> <p>6.2g - Evaluate pavement priority list using new Pavement Management System (PMS) to include projects into federally funded transportation programs</p> <p>6.2h – Sewer Collection Corrosion Control Pilot Study</p> <p>6.2i – Update to Sewer Enterprise Revenue Program</p>		<p>consistent maintenance.</p>	<p>less wear & tear on vehicles.</p>	<p>6.2d –Agreement will be awarded to NCE in September 2020. Survey will be completed by February 2021 along with training for Streets Division staff.</p> <p>6.2e – Oleander Lighting Improvement design is 100% complete. Project will advertise in September 2020 with award in November 2020.</p> <p>The decorative street light poles have been audited by an outside contractor. Contractor is putting together a materials/equipment list to retrofit the poles with light emitting diode (LED) technology. Approximately, 2,938 decorative light poles will be retrofitted with LED kits.</p> <p>A contract with an outside contractor is on the September 23, 2020 City Council Meeting agenda for approval. This project will convert existing light fixtures at fifteen (15) parks and City facilities to LED fixtures. Once the Council approves the agreement, the contract will begin auditing the location</p> <p>6.2f – Widening of College E/O Fairfax</p> <p>6.2g – On-Going</p> <p>6.2h – Study to try new chemical to dose in the sewer collection that will further reduce foul odors and to reduce corrosion to increase longevity of sewer collection system. Ongoing next step is to release RFP to procure vendor to administer pilot program.</p> <p>6.2i – Evaluation to update Wastewater Division Revenue program to ensure sewer rates adequately cover operational</p>	<p>6.2e – Des. Eng. – 1</p> <p>6.2e – Construction</p> <p>1. – Q1</p> <p>2. – Q3</p> <p>3. – Q3</p> <p>6.2f – 1</p> <p>6.2f - Construction</p> <p>6.2g -1</p> <p>6.2h –Q2</p> <p>6.2i – Q2</p>	<p>6.2d – -Updated Pavement Condition Index (PCI)</p> <p>6.2e –</p> <p>6.2f – continue to design improvements and construct.</p> <p>6.2g –Prepare priority list based on Pavement Management System updated findings.</p>
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						expenses, debt, and capital projects to maintain the sewer collection system and treatment plant infrastructure. Currently selecting consultant to administer the program update.		
6.3	Improve Pedestrian transit-related Health	<p>6.3a – Congestion Mitigation and Air Quality Improvement (CMAQ) opportunities to implement signal coordination and intelligent transportation systems</p> <p>6.3b – Active Transportation Program (ATP) opportunities to install additional bike lanes, bike trails, and sidewalks</p> <p>6.3c – Highway Safety Program (HSIP) opportunities to install additional pedestrian signals</p>	PW	Transportation infrastructure has residual impacts to health and safety that are complex to address. The geographic nature of the central valley makes Bakersfield more susceptible to air pollution, which can be exacerbated by excess traffic.	Strategic infrastructure can reduce idling & stop times and additional bicycle network infrastructure can encourage less vehicles on the road resulting in cleaner air and less opportunities for accidents. These projects can reduce air emissions, improve safety features, and encourage active transportation.	<p>6.3a – Projects to bid in November</p> <p>6.3b – Application Submitted</p> <p>6.3c – Preparing Application</p>	<p>6.3a – Q1</p> <p>6.3b – Q2</p> <p>6.3c – Q2</p>	<p>6.3a – Construction in early 2021</p> <p>6.3b – Under review by Caltrans</p> <p>6.3d – Applications due 10/19</p> <p>Applicable to all:</p> <p>-Grant Application Status Reports</p> <p>-Implementation of Grant Projects</p>
6.4	Improve Bicycle and Pedestrian Safety	<p>6.4a - Street Light Study</p> <p>6.4b – Progress the City's Americans with Disabilities Act (ADA) transition plan with further upgrades to the public right-of-way and City facilities</p>	PW CMO	Bicycle and pedestrian-related traffic accidents and near misses can discourage users from active transportation. The City strives to earn the title of a Bicycle Friendly Community by the League of	By collecting meaningful data on bicycle and pedestrian safety and exploring additional ways to improve network conditions, the City aims to reduce the number of bicycle	<p>6.4a – Project was awarded to JMPE on June 30, 2020. JMPE is currently reviewing data for accidents, crime and lighting throughout the City and developing plan for improvements.</p> <p>6.4b – Continue to improve ADA access ramps on all street improvement projects and installations of sidewalks in CDBG areas.</p>	<p>6.4a – Q1</p> <p>6.4b – Ongoing</p>	<p>6.4a – Streetlight study report with recommendations.</p> <p>6.4b – Additional ADA Training Annual ADA Report</p> <p>Applicable to all:</p> <p>-Traffic Incident Data collection</p>

				American bicyclists by improving conditions and education for all road users.	and pedestrian-related accidents.			
6.5	Improve Bicycle and Pedestrian Infrastructure	6.5a - Kentucky Street Urban Greening Project 6.5b – Friant-Kern Canal Bike Path 6.5c – Pacheco Rd Bike Path 6.5d - Rudd Road Bike Path	CMO PW	<p>In partnership with education and data collection, the physical infrastructure of the transportation network should support all users. The City has previously adopted a Bicycle Transportation Plan, and strives to meet complete streets best practices.</p>	<p>The enhancement and expansion of the Kern River Multipurpose Path encourages biking and walking and pedestrian accessibility. By building confidence in active transportation, the City aims to lay the groundwork for wider bicycle and pedestrian options Citywide.</p>	<p>6.5a – Bid opening on September 15, 2020 with contract award at September 23, 2020 City Council meeting. Anticipate construction to begin in October 2020 and construction completion by January 2021 with project closeout by March 2021.</p> <p>6.5b – The City received \$3,364,140.00 of CMAQ funding for fiscal year 21-22 for the Friant-Kern Canal Project as well as a regional ATP allotment to go towards the completion of this project.</p> <p>6.5c – Design will be completed by March 2021 with anticipated construction funds available in FY 21/22.</p> <p>6.5d – Submitted request to proceed with environmental from Caltrans. In design and coordinating with developers.</p>	<p>6.5a – Q2</p> <p>6.5b – FY 22</p> <p>6.5c – Q1 Design to be completed in Dec. 2020</p> <p>6.5d – Q1</p>	<p>Applicable to all:</p> <p>-Grant Application Status Reports</p> <p>-Implementation of Grant Projects</p>

7. Promote Community Pride and Foster a Culture of Customer Service

Provide superior customer service that empowers constituents to engage meaningfully with Councilmembers and staff and demonstrates the commitment and pride that employees and residents take in our community and its successes.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Quarter Start	Measures
7.1	<p>Provide Opportunity for Customer Service Training</p> <p>Professional Development of Employees</p>	<p>7.1a – Customer Service Training Opportunities</p> <p>7.1b - Employee Development Fund</p> <p>7.1c - Employee participation in state and national associations</p>	All	<p>The City of Bakersfield has always prided itself on excellent customer service. To continue in this tradition, additional opportunities for professional development demonstrate to our employees the value the City places in their service.</p>	<p>Excellent customer service will lead to greater confidence in our services and enhanced partnerships within our community.</p>	<p>7.1a – Ongoing - Offered two customer service trainings in Quarter 1 of the fiscal year.</p> <p>7.1b – Employee development fund established in FY 20-21 budget. Wellness programs and City University program will be developed in the second half of the Fiscal Year.</p> <p>7.1c – In Progress – Planning Division employees scheduled to attend the 3-day 2020 American Planning Association virtual conference in mid-September. Ongoing –ECD staff training continues as new staff acclimates into their respective divisions.</p>	<p>7.1a – Ongoing</p> <p>7.1b – Q3-Q4</p> <p>7.1c – Q1 Ongoing</p>	<p>7.1a – Customer satisfaction surveys</p> <p>7.1b – # of employees participating in wellness and training program</p> <p>7.1c – All training monies were removed from budget as a result of coronavirus pandemic financial impacts.</p> <p>Applicable to all: -Training Reports, including attendance and ratings. Not Available.</p>

7.2	Market Bakersfield	<p>7.2a – Bakersfield Marketing efforts through Visit Bakersfield</p> <p>7.2b - Gateway image and aesthetic improvements</p> <p>7.2c - Update City website</p>	PW CMO CVB TS	<p>The City and our region have blossomed over the years while maintaining a “small town” feel. Yet, there is “more to explore” about Bakersfield offers The Sound of Something Better for both visitors and residents alike.</p>	<p>The City aims to highlight the amenities, businesses, attractions and opportunities our community has to offer.</p>	<p>7.2a – Vendor for new visitor guide scheduled for Council action 10/2020. Vendor for new VisitBakersfield.com website scheduled for Council action 10/2020.</p> <p>7.2b – As a contingent PSVS project, decisions on this funding will come after mid-year. However, staff is developing criteria and potential project concepts to share with Council at mid-year.</p> <p>7.2c – Project underway; vendor for new City website working with all departments</p>	<p>7.2a – Complete</p> <p>7.2c – Q2</p>	<p>7.2a – -Visit Bakersfield Marketing campaigns - Delivery of new visitor guides - Delivery of new VisitBakersfield.com website 7.2c – Website launch; web traffic data trends</p>
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8. Invest in Urban Revitalization and Downtown Development

Revitalize established areas of the city such as Downtown Bakersfield, historic areas, and areas that are ineligible for federal funding for projects such as the installation of curb, gutter, sidewalks, and related infrastructure.

	Action Items	Department Activities	Dept.	Justification	Impact	Sept. 2020 Update	Quarter Start	Measures
8.1	Urban Revitalization	<p>8.1a - The reinstated Economic Development Department will oversee the investment of \$1.2 million for redevelopment and urban renewal, including the aforementioned EOA zones</p> <p>8.1b - \$700K has been allocated in the Capital Improvement Program (CIP) budget for infrastructure improvements to Wards 1 and 2</p> <p>8.1c - Develop low-income home rehabilitation program</p>	ECD PW	Older parts of the City will benefit from modern infrastructure upgrades and updates, such as Old Town Kern, 34 th Street, and other underutilized parcels throughout the City. Some of these parcels do not qualify for CDBG funding and require dedicated investment.	Urban revitalization can attract private investment, preserve historic character, and boost the livability of older areas of town.	<p>8.1a – An initial group of potential sites have been identified. Staff are researching purchase options.</p> <p>8.1b – EOA application and education materials have been developed. An EOA webinar was scheduled in Quarter 1 of the Fiscal Year. Ongoing outreach will continue throughout the Fiscal Year.</p> <p>8.1c – No update yet</p>	<p>8.1a – Q2</p> <p>8.1b – Ongoing</p> <p>8.1c – Q3-Q4</p>	<p>8.1a – -Report on parcels acquired through ED Department</p> <p>8.1b – -Report on Wards 1 and 2 infrastructure project progress</p>

8.2	Downtown Bakersfield Development	<p>8.2a – Downtown Banner program</p> <p>8.2b – Transformative Climate Communities (TCC) Planning Grant</p> <p>8.2c – Downtown Parking Study Phase III</p> <p>8.2d - Continue implementation of Making Downtown Bakersfield Vision Plan</p> <p>8.2e - General Plan Downtown Element</p>	PW CMO DS ECD	The City has a strong blueprint to work from in the Making Downtown Bakersfield Vision Plan. In partnership with local organizations, the Downtown area can be developed even further for customer convenience and modern approaches to marketing.	The City aims to instill even more pride in the downtown area, create opportunities for job creation, promote attractions, and increase the number of residents downtown to 10,000 by 2030.	<p>8.2a – Staff is exploring acquiring downtown banner hardware through CARES outreach funding.</p> <p>8.2b – In Progress - The City has been granted an extension to the original TCC planning grant. Community outreach for this project initiated in Q1 and will continue in Q2.</p> <p>8.2c – postponed due to COVID-19. Area 2 north of 24th street for Phase III signage changes anticipated Spring 2020</p> <p>8.2e – In Progress - Completed an update to the Mill Creek Master Plan to provide development options on vacant land located at the northeast corner of P/Q and California Ave. PSA with ME Development pending.</p> <p>8.2e – In Progress – DS currently preparing LEAP (Local Early Action Planning) Grant. Portion of grant proposed for Downtown element to General Plan Update for enhanced housing in the downtown core.</p>	<p>8.2a – Q2</p> <p>8.2b – Q2-Q4</p> <p>8.2c – Q3</p> <p>8.2d – Q2</p> <p>8.2e – Q2</p>	<p>8.2a – Banner Program Launch and Progress</p> <p>8.2c – Parking study recommendation implementation.</p> <p>8.2d – PSA scheduled to 10/21 CC</p> <p>8.2e – Grant preparation in advance of submittal. Grant would fund MRS, CAP, HE update, and Optional GP Element work.</p>
8.3	Housing and Mixed-Use Development	<p>8.3a - SB 2 Planning Grant</p> <p>8.3b – Development of the Bakersfield Commons</p> <p>8.3c - Conduct analysis for creating an Affordable Housing Trust Fund</p>	DS ECD	Though Bakersfield remains one of the more affordable cities in California, with a growing population and volatile local industries, the need for affordable housing is greater than ever.	Expanding opportunity in housing capacity aims to create affordable, quality housing, increase homeownership.	<p>8.3a – In Progress - In Progress ECD staff will be implementing an ADU incentive program, an Affordable Housing Trust Fund and other development assistance to increase housing development.</p> <p>8.3b – Ongoing - DS continues to collaborate with the owners/developers of the Bakersfield Commons. Recent work focused on the status of mineral rights and methodologies to protect mineral rights while moving forward with surface development.</p>	<p>8.3a – Q2</p> <p>8.3b – Ongoing</p> <p>8.3c – Q2/3</p>	<p>8.3a – Grant approved. RFPs pending.</p> <p>8.3b – Waiting on applicant.</p> <p>8.3c – Grant approved. RFPs pending.</p> <p>Applicable to all: 2020 Calendar YTD</p>

						8.3c – In Progress – creation of an Affordable Housing Trust Fund is included in the scope of work for the SB2 Planning Grant approved by the state.		847 new SFR 12 new Duplex Structures 39 new Multifamily 5 units or more.
8.4	Sustainable Growth and Development	8.4a – Bakersfield General Plan update 8.4b – Bakersfield Consolidated Plan 8.4c – Bakersfield Habitat Conservation Plan (BHCP)	DS	The time has come to update key planning documents for the City of Bakersfield. These documents help set the foundation for sustainable development and land use.	Refreshing the City's planning documents promotes functional and long-range economic growth.	<p>8.4a – In Progress - Presented the General Plan Strategy and Options Report to Committee, Planning Commission, and City Council. Staff directed to proceed with a comprehensive update of the General Plan. Staff will initiate an RFP early 2021 to begin the process.</p> <p>8.4b – Complete - Consolidated Plan approved by HUD September 2020.</p> <p>8.4c – In Progress - Staff continues to work with USFWS in reviewing and commenting on the BHCP chapters. Staff is also working with CDFW to address on-going comments and concerns related to the Incidental Take Permit (ITP).</p>	<p>8.4a – Q3</p> <p>8.4b – Q1</p> <p>8.4c – Q4</p>	<p>8.4a – Completed RFP for General Plan Analysis options. RFP for GPU/EIR/ Climate Action Plan in Q1 2021.</p> <p>Will begin RFP for LAFCO required MSR in Q1 2021.</p> <p>\$750,000 LEAP Grant will be submitted in Q4 2020.</p> <p>8.4b – Q3 2020</p> <p>8.4c – A 4th draft ITP submittal will be delivered to CDFW in Q4 2020. HCP currently under review with USFWS.</p>

City Council Overarching Goals: Outcome Measures

1 Quality Public Safety Services

- Part I Crimes
- Other Crimes
- Police Response Times
- Fire Response Times
- Fire Prevention Program Statistics

2 Address Homelessness

- Annual Point in Time Count
- Number of Navigation Center clients placed into housing
- Affordable Housing Units constructed
- RRT statistics

3 Maintain Fiscal Solvency

- Bond Ratings
- Reserve balances
- Accuracy of Budgeted Expenses
- Efficiencies achieved

4 Enhance Quality of Life and Public Amenities

- Code Enforcement Case Resolution
- City Clean up statistics
- Recreation Program Statistics
- Park and Public Amenity Investments
- Community survey results

5 Strengthen and Diversify our Economic Base

- Unemployment Rate
- Office and Retail Vacancy Rate
- Value of Permits Issued
- Change in Transient Occupancy Tax
- Change in Sales Tax Collection
- Net number of business licenses

6 Enhance Infrastructure

- Pavement Condition Index Rating
- Net investment in capital assets
- Capital Improvement Program

7 Promote Community Pride, Image, and Excellent Customer Service

- Number of Training Hours Completed
- Completion rate and timeframes on constituent issues
- Customer satisfaction survey results

8 Invest in Urban Renewal and Downtown Development

- Number of revitalization projects completed downtown
- Amount of capital investment downtown
- Number of residential units downtown
- Amount of new or remodeled commercial/retail space downtown

City Council Goals Q2 Focus

1 Quality Public Safety Services

- Police-Community Trust Building – conclude BPD Community Collaborative
- Police Recruitment Task Force – activate incentives
- Regional Radios – Issue RFP
- Shotspotter Expansion
- Expand Violence Invention Program – CalVIP grant Problem Analysis

2 Address Homelessness

- Brundage Lane Navigation Center - operations
- Deploy BLNC Referral Network and Chronic Encampment Task Force
- Allocate PSVS funds to affordable housing projects
- Disburse additional state and federal funding allocations
- Complete 40-bed expansions at the Rescue Mission and Bakersfield Homeless Center

3 Maintain Fiscal Solvency

- Long-Range Financial Planning Tool - build and deploy
- Risk Assessment – Select vendor and initiate project
- Develop Legislative Program and complete RFP for Legislative Advocacy Services

4 Enhance Quality of Life and Public Amenities

- Neighborhood Parks – Seasons Park & Tevis Park rehabilitation
- Receive the preliminary report of the Downtown Corridor Beautification study
- Clean City Initiative – Award clean-up contracts, streamline reporting and follow up; Caltrans and railroad advocacy for cleanup and maintenance

5 Strengthen and Diversify our Economic Base

- Economic Development Strategic Plan & B3K Prosperity Integration
- Economic Recovery – Complete disbursement CARES Stimulus Funding
- Launch Phase 1 of new E-permitting software (streamline building permits)
- Complete the staff update to the Subdivision & Engineering Design Manual

6 Enhance Infrastructure

- Complete Measure N, CDBG and Capital Projects from FY 20
- Complete Downtown Sewer Study
- Implement decorative lighting improvement project; begin park lighting upgrade projects; receive the preliminary report for the Citywide Street Lighting Improvement Study
- Award citywide energy savings (solar) projects
- Initiate Pavement Management System evaluation
- CMAQ project bids
- Kentucky Street Urban Greening Project

7 Promote Community Pride, Image, and Excellent Customer Service

- Continue to respond to Council Referrals & Improve electronic tracking/reporting systems
- Visit Bakersfield visitor guide and website update
- Citywide Website update

8 Invest in Urban Revitalization and Downtown Development

- Activate Economic Opportunity Areas and Redevelopment Property Acquisition
- SB 2 Grant – ADU Incentive Program
- TCC Planning Grant – Outreach Phase
- Bakersfield Habitat Conversation Plan

**City of Bakersfield Council Goals
FY 2019-2020
Completed Department Activities**

Goal #	Department Activities	May & Sep 2020 Notes
1.1a	Completion of the Police Training Academy at 4646 California Avenue	Complete
1.1b	Completion of the August 2019 Academy	25 recruits graduated on January 9, 2020. 15 in current Academy.
1.2a	New classification of and recruitment for Communications Specialist and Police Report Technicians	5 current vacancies. New eligible list certified on 9/2/20 with 22 names. New classification has been created
1.2d	Fire Rescue Squad	Complete
1.3a	Recruit for Crime Analyst and Lab Analyst	Complete
1.3e	Implement body worn cameras for all sworn officers	Full department BWC deployment approved June 2020
1.4a	Retain Insurance Services Office, Inc. (ISO) Class 2 Rating	Confirmation of the retention of Class 2 ISO rating was received on December 23, 2019. The reaccreditation date is effective April 1, 2020. The Bakersfield Fire Department Score improved over the previous rating, receiving a score of 82.24
2.2a	Coordination of budgeted \$450K from the City to third party groups for enhanced support services	Contract services have been retained for Alert Disaster Relief, TransWest Security, administrative costs for the Homeless Collaborative, and continuation of the Downtown Street Ambassadors Program. Complete. New three year contract executed in July. Outreach Service Providers selected and reported activities. 1219 responses to request for service since 1/1/2020 for the year 2020.
2.2c	Allow opportunities for City staff to participate in the 2020 PIT count	Through coordination and incentive planned by the City Manager's Office and Human Resources, approximately 30+ City staff members from across various departments signed up to volunteer for the 2020 Homeless PIT Count.
2.3a	Upgrade the Bakersfield Mobile App to include unauthorized encampment cleanup	The Bakersfield CitySourced App triages public service requests for unauthorized encampments to the application Rapid Response team, either to the Recreation and Parks RRT or Code Enforcement RRT. As of September 2020, the Code Enforcement RRT has responded to: Calls for Service – 4207 Clean-up sites - 971 Cubic yards of trash – 3628 Contacts with Individuals/Offer of services – 1520
2.3b	Recruit dedicated staff to the 7-day a week Rapid Response Team	Note – due to COVID-19, operation times and staff capacity have been temporarily reduced to safely adhere to social distancing guidelines As of April 2020, the Code Enforcement RRT has responded to: Calls for Service – 2798 Clean-up sites - 559 Cubic yards of trash – 2841 Contacts with Individuals/Offer of services – 1281
2.4a	Completion of MOU with the City and the Homeless Collaborative for the City to become an engaged administrative partner	Complete
4.1c	Playground improvements at Lowell Park and Stiern Park	Complete
4.3c	Bridle Creek Park Development	Park has been completed and was put into the one year maintenance period on March 16, 2020. Park official opening will happen when social distancing requirements allow.
4.4a	Contract with security firms for parks security	Three additional park security patrols have been added and are operating.
4.5a	Water Resources River Restoration Project Report	Water Resources staff with the help of a contractor completed a river channel maintenance program near Bellevue Weir located behind Park at River Walk. The project was completed the week of February 10 th and entailed moving approximately 5 ft of sand, that had accumulated in front of the weir over the years, upstream and downstream of the weir to fill in low spots, scoured areas, and cover exposed bridge piles. This work also included removal of non-native vegetation that had grown in the primary flood plain. This work was required to ensure the weir would operate effectively and the river was clear of debris that could cause future flooding. With this work, the City was able to restore the River condition back to what it was in 2008.
4.5d	Upgrade MaxiCOM	Phase 1 modem and software completed. Phase II to be completed in 3 to 4 months. Parks staff currently programming and bringing MaxiCom online for 2020.
6.1b	Beltway Operational Improvements	The Beltway Project is substantially complete. However, there is an electrical issue with the storm water lift station on SR99 near Ming that needs to resolve before Caltrans can accept the project.
6.1c	Kern River Bridge Improvements	The project is substantially complete, the contractor is just completing punch list items. Expect to have the punch list items complete by June.
6.3c	Highway Safety Improvement Program (HSIP) opportunities to install additional countdown pedestrian timers, and guard rail projects.	Complete
6.4a	Bike & Pedestrian Safety Study	Completed Bike and Pedestrian Safety Plan presented to City Council at the February 19 th , 2020 meeting. Report was funded by a \$200,000 Sustainable Communities Grant.
7.1a	Conflict De-Escalation Training	Complete
7.2a	Participate in the Regional Bakersfield Branding and Marketing Campaign	Complete
7.2b	Downtown Banner Program	Downtown Banner Program will be studied as part of the preliminary phase of the Downtown Master Streetscape project. IBI Group is the designer currently working on this project. Anticipate completion by January 2021.