



# BAKERSFIELD CITY COUNCIL AGENDA MEETING OF MARCH 17, 2021

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 March 17, 2021 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 **March 17, 2021, at 3:30 p.m.** will have limited public access.
2. The meeting scheduled for **March 17, 2021, 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](mailto: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](mailto: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](mailto: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**

Written material submitted during the Public Statements portion of the meeting.

**3. WORKSHOPS**

*Public comments will be received after Staff presentation.*

- a. Presentation from Golden Empire Transit.  
Receive and file presentation
- b. Update on Economic Development Strategic Plan.  
Staff recommends the City Council receive and file.

**4. CLOSED SESSION**

- a. Conference with Legal Counsel — Existing Litigation; Closed session pursuant to Government Code section 54956.9(d)(1) regarding *Cristian Hernandez v. City of Bakersfield, et al. Kern County Superior Court Case No. BCV-19-101559*

**5. CLOSED SESSION ACTION**

**6. ADJOURNMENT**



# ADMINISTRATIVE REPORT

**MEETING DATE:** 3/17/2021

Public Statements 2.

**TO:** Honorable Mayor and City Council  
**FROM:** Julie Drimakis, City Clerk  
**DATE:** 3/23/2021  
**WARD:**  
**SUBJECT:** Written material submitted during the Public Statements portion of the meeting.

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## STAFF RECOMMENDATION:

## BACKGROUND:

## ATTACHMENTS:

Description	Type
□ Written material submitted by Michael Turnipseed	Correspondence

From: MICHAEL TURNIPSEED



## **Kerntax's Measure N Spending Allocations 2021**

### 40% Public Safety

10% Homelessness, Low-income housing. City must adopt an inclusionary housing policy and implement moderate and low-income housing policies equally in all wards; low-income housing should not continue to be exclusively built in Ward 1 and Ward 2.

10% Econ Dev/ Disadvantaged Communities Investment: Mill Creek extension to Brundage Lane; 4<sup>th</sup> and P; Union Avenue Corridor; Old Town Kern; MLK; Cottonwood Road.

10% Quality of Life: Parks, add additional Lighting, Landscaping, Trash Pickup, Weed Abatement. Make sure all existing streetlights are in working condition.

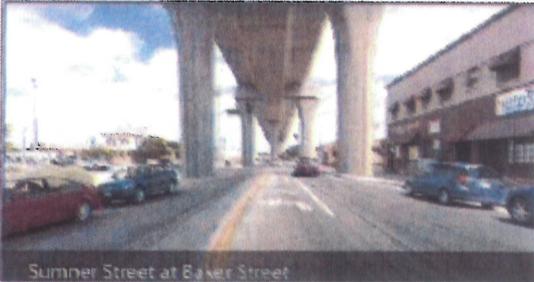
10% Rebuild City Infrastructure: Upgrade Technology, Rehab existing facilities, deferred maintenance

10% Council Projects in each Ward. Should be based on a funding formula based on mean income, unemployment rate, and crime rates; Most disadvantaged ward should get more.

10% "Funds for the Future" Reserve for a game-changer projects community-widew. At least \$50M. Example Completely redevelop L Street east to Union, north of Truxtun; with housing, mixed-use commercial, add some game-changer amenity. Add permanent flow to the Kern River.

## Will city revitalize Old Town Kern or make it more distressed?

- The Bakersfield Californian
- 13 Mar 2021
- MICHAEL TURNIPSEED Michael Turnipseed is the executive director of the Kern County Taxpayers Association.



**PHOTO COURTESY HIGH-SPEED RAIL AUTHORITY. An artist's rendering of a high-speed rail viaduct at Sumner and Baker streets.**

While Old Town Kern faces severe decline, please make no mistake: Our community must be committed to its revitalization.

For years I have been making this case to the Bakersfield leadership and Bakersfield City Council member Andrae Gonzales. Where was the council member when we were trying to save and revitalize Old Town Kern? The fact remains that Old Town Kern will be dramatically and adversely impacted by the high-speed rail bisecting it down the center of Sumner Street.

As currently planned and advocated by the council member, a large viaduct containing rail tracks will rise upwards of 60 feet at the Kern River, run adjacent to Golden State Avenue and continue rising to 75 feet above ground level through downtown and remain at that height directly above Sumner Street in one of our city's most historic streets. A picture created by the High-Speed Rail Authority is attached. How can we possibly preserve the historic nature or urban scale with tracks the height of a seven-story building? For a city where public opinion of high-speed rail has mostly waned, this will be the most defining landmark in our city's skyline — 70-plus-foot rail tracks that run miles through our historic neighborhoods. The City Council needs to address the impacts HSR will have on our city's neighborhoods.

Professionals have extensively studied the social, environmental and economic impacts of elevated freeways and railroad tracks in Boston, Chicago, Los Angeles, Oakland, San Antonio, San Francisco, Sacramento, Stockton and other cities. The studies mostly all say the same thing: population decline; increased crime; adverse impacts on property values; reduced neighborhood cohesion; aesthetic, noise and vibration impacts. Dividing concrete lines resulting in crime, pollution and decay has divided urban neighborhoods across the country. This is the very reason that many of these communities are removing these structures, capping them or placing them underground. We can do better than this.

Bakersfield can be an example of leveraging high-speed rail to revitalize historic communities rather than divide them. Regardless of whether you support or oppose high-speed rail, we have a fiduciary duty to plan it right and maximize the potential benefits and minimize the potential adverse impacts on our community.

The best way to simultaneously leverage high-speed rail to revitalize downtown and Old Town Kern is to place the station near Union Avenue with an east-west platform above Union that

allows passengers access to both downtown and Old Town. If that is not possible, Bakersfield should do its best to salvage the Locally Generated Alignment (LGA) along Golden State Avenue by placing the station in Old Town Kern instead of F Street.

A high-speed rail station in the vicinity of Sumner Street between Beale Avenue and Baker Street offers numerous benefits. First, it is compatible with Amtrak. By placing the high-speed rail station at the convergence of the Union Pacific and Burlington Northern Santa Fe Railroad tracks, Bakersfield could add a second Amtrak station and give travelers the option of a downtown or an Old Town/East Bakersfield stop. This would operate similarly to how Oakland-bound passengers stop both at Jack London Square and the Coliseum. Second, Bakersfield could maximize economic development and return on investment where it needs it most. We can measure economic growth and ROI from high-speed rail based on the developable land within a 1-mile radius of the station. F Street's problem is that much of the potential economic development is immediately lost due to undevelopable land in the Kern River and Kern County Museum. Placing the station in Old Town, virtually all land areas within a 1-mile radius of the station could be developed and revitalized.

When it comes to the council member's request, there is a question of taxpayer value and fiscal prudence. Why should taxpayers pay the bill for something the High-Speed Rail Authority can and will pay to mitigate its facility's impacts? We must reinvest in Old Town Kern and all of Bakersfield's disadvantaged communities to create ladders of opportunity. But in the case of Old Town Kern, we must start by revitalizing it either by placing the highspeed rail station in the neighborhood or looking at other approved alignment options.

## COMMUNITY VOICES: Rebuilding neglected Bakersfield

By Kevin Burton

March 17, 2021



[https://www.bakersfield.com/opinion/community-voices-rebuilding-neglected-bakersfield/article\\_5193a592-85cf-11eb-9e78-8f56c0504fed.html](https://www.bakersfield.com/opinion/community-voices-rebuilding-neglected-bakersfield/article_5193a592-85cf-11eb-9e78-8f56c0504fed.html)

For decades, Bakersfield has invested significant resources toward new development at the expense of existing neighborhoods, many of which lack vital services such as parks, sidewalks and street lighting. That is why KernTax has proposed that the city of Bakersfield invest \$10 million of Measure N funds annually over the next decade for economic development in the city's most disadvantaged communities. We believe a substantial commitment, with available grant funding, is needed to empower our disadvantaged communities to revitalize neighborhoods, create workforce opportunities and lift more Kern County residents into the middle class.

KernTax is excited to support proposed investments in the areas south of California Avenue and east of Union Avenue, including a South Mill Creek extension, revitalizing Union Avenue and streetscape and active transportation improvements along 4th and P streets to name a few.

Four years ago, the city had an opportunity to apply for \$35 million of Cap and Trade funds through the Transformative Climate Communities (TCC) program. Unexplainably, city Staff did not apply for these desperately needed funds for disadvantaged communities.

During the second round of the TCC funding process, active community participation has garnered substantial support for extending the Mill Creek Linear Park to Brundage Lane. These amenities will provide a historically marginalized community with access to parks and active transportation that will be key in helping connect Lowell Park to jobs, education and essential services. Urban greening from the new linear park will provide new amenities and help sequester greenhouse gas emissions from Highway 58. In addition to these social, community and environmental benefits, studies have found that urban linear parks can create economic value.

An analysis of the San Antonio River Walk estimates that it attracted 11.5 million visitors, including 2.2 million residents and 9.3 million non-residents, during a one-year study. These visitors spend approximately \$2.4 billion annually, supporting more than 31,000 jobs. San Antonio Riverwalk's economic impact is \$3.1 billion per year, generating roughly \$173 million in local and state taxes annually.

Another study of Atlanta's Belt Line — a former railway corridor around the core of Atlanta being redeveloped into a multi-use trail — has contributed to 110 private investment projects valued at \$2.4 billion, including more than 13,000 new residential units and nearly 2 million square feet of commercial space. The Belt Line has generated 30,000 permanent jobs and will increase the city's tax base by \$20 billion over 20 years — a 6:1 return on investment.

In addition to new investments in urban greening, we must also recognize that Union Avenue has long been overdue for revitalization and the time to act is now. What was once designed as US 99 and later SR 99, this corridor hasn't served intercity travel in decades. Yet, for years, Bakersfield failed to respond to these macrotrends, allowing motels to be converted into single-room-occupancy lodging that all too frequently attracts illicit activity, such as crime, drugs and prostitution.

Without delay, not counting projects by the Housing Authority, Bakersfield must ban single-room-occupancy lodging and rezone Union Avenue. Today's motels would become nonconforming uses setting the stage for future redevelopment. A nonconforming use was a former property use previously allowed under zoning regulations when the service was initially established but because subsequent changes are no longer permitted.

For years, Union Avenue has become one of the city's most dangerous streets for pedestrians and cyclists. Bakersfield should work with Caltrans to decommission Union Avenue and turn it into a local road so that the city can make investments in streetscapes, bus-rapid transit and active transportation.

As we look east of Union Avenue, the city will face more complex projects. How will the city mitigate challenges presented by high-speed rail to Old Town Kern? How will the city address the formidable challenges facing the Martin Luther King and Cottonwood Road communities?

KernTax will ask the city to allocate part of the \$10 million per year allocation for economic development to fund comprehensive planning and identify potential opportunities for these two troubled communities.

Together we can expand economic opportunity, enhance mobility and promote safety for all. Now is the time to reinvest in our city's most disadvantaged communities, create ladders of opportunity and connect these neighborhoods to vital services.

*Kevin Burton is the board chair of the Kern County Taxpayers Association.*



March 17, 2021

Mayor Goh, Councilmembers, Mr. Clegg:

KernTax participated in the TCC FAQ Meeting held virtually on March 11, 2021, and has some serious concerns that need to be addressed. We want to bring to your attention several statements made by City Staff: fallacies or misleading falsehoods. Nonetheless, KernTax fully supports the goals and benefits of the TCC Program. We are willing to do whatever we can do to improve the TCC process and the disadvantaged communities' engagement.

### **Reasons why City did not apply for TCC Grant (\$35M+)**

1. City Staff stated, "We didn't pass. We weren't qualified to apply yet because you have to go through this planning process first. That is a requirement of the State."

- SGC.ca.gov
  - Listed on the SGC website, none of the awarded grants required a planning process.
  - The State did not require a planning process when the City was eligible to apply, which was TCC Round 1 on January 21, 2018.
  - The planning process was not required for Round 2.
  - SGC did provide free Technical Assistance to help potential applicants.
  - Planning grants and the planning application became a requirement for Round 3 on January 15, 2020.

### **Proposed Projects Existed Before TCC Process**

2. City Staff stated that "all the projects that we brought up in our workshops were all from already community outreach plans from our Downtown Vision Plan, which had extensive community input."

- Community Member stated, "Those are all plans and proposals that been around a whole for a long time. And that's another concern that shows they were not the result of this TCC Project."

### **No Projects Proposed in the 51% highest-ranking Disadvantaged Communities**

3. Community Member stated that in the City's FAQ document that the City sent out, 51% of the project area must be in the highest-ranking disadvantaged communities. Then, the Community Member went on to State that "none of the projects that the City has proposed are in those areas."

### **Proposed Projects do not Reflect Community Input**

4. City Staff stated, "I've been working with a Community Organization. We've been together with a list, and we intend to continually bring projects to this steering committee group."

- However, the Community Organization responded by stating, "The feedback that we did that we did receive through community engagement were not necessarily reflected in the projects. And I think that's where it's really hard to be able to get community buy-in into this plan because community members made their voices heard."

**The City Agrees On High-Speed Rail Impacts to Sumner Street & the "F" Street Station**

**5. New Information about High-Speed Rail is exposed**

- Community member raised concerns about the impacts on Sumner Street because of the HSR and "F" Street Station. The City agreed about impacts on High-Speed Rail. The community member then commented that he believed that the location was already established by the City. The City's response was that it was the State's project.

**When asked About Relocating "F" Street HSR Station back to Truxtun Avenue, City Staff recommended to contact the State as it is the State's Project**

The community member asked the City if they would consider moving the HSR station back to Truxtun based on impacts made on Sumner. The City responded that it is the State's project and highly recommended to the community member to send a comment to the State.

**The following information was not stated at the TCC FAQ Meeting on March 11, 2021. However, the information does collaborate with the community member's belief that the "F" Street Location was determined by the City and not the State.**

"The new conceptual route, first thought of by staffers in Bakersfield's community development department, would bring the train into the city near 7<sup>th</sup> Standard and Coffee roads and follow Union Pacific tracks to a station at F Street and Golden State Avenue."

"Bakersfield officials agreed to settle a lawsuit against the California High-Speed Rail Authority in exchange for the rail agency considering this new alignment and holding two meetings to examine it."

*Information from article by Theo Douglas (The Bakersfield Californian), published on Wednesday, November 4, 2015.*

*Michael Turnipseed*

Executive director

# Second meeting on bullet train coming Thursday

BY THEO DOUGLAS  
The Bakersfield Californian  
tdouglas@bakersfieldcalifornian.com

Officials from the agency responsible for California's greatly debated bullet train will join city and federal officials at a workshop Thursday to educate residents and property owners on its new proposed path through Bakersfield.

The new conceptual route, first thought of by staffers in Bakersfield's community development department, would bring the train into the city near 7th Standard and Coffee roads and follow Union Pacific tracks to a station at F Street and Golden State Avenue.

It would be about 6½ miles shorter, would take around 140 land parcels in comparison with the 541 parcels needed for the current hybrid alignment, and its elevated portions would be about 30 feet lower.

Last December, Bakersfield officials agreed to settle a lawsuit against the California High-Speed Rail Authority in exchange for the rail agency considering this new alignment and holding two meetings to examine it.

Doug McIsaac, Bakersfield's community development director, said he is confident "that the economic development opportunities of this alignment and station are greater."

Train officials came under fire when

## INSIDE

Debate about the station location in Opinion on Pages 2A-25

## HOW TO GO

The California High-Speed Rail Authority's second free open house meeting in Bakersfield will be 4-7 p.m. Thursday in the Exhibit Hall at the Rabobank Arena and Convention Center, 1001 Truxtun Ave. Officials will give a presentation at 5:30 p.m. Find the CHSRA online at [hsr.ca.gov](http://hsr.ca.gov) or at 559-448-6770.

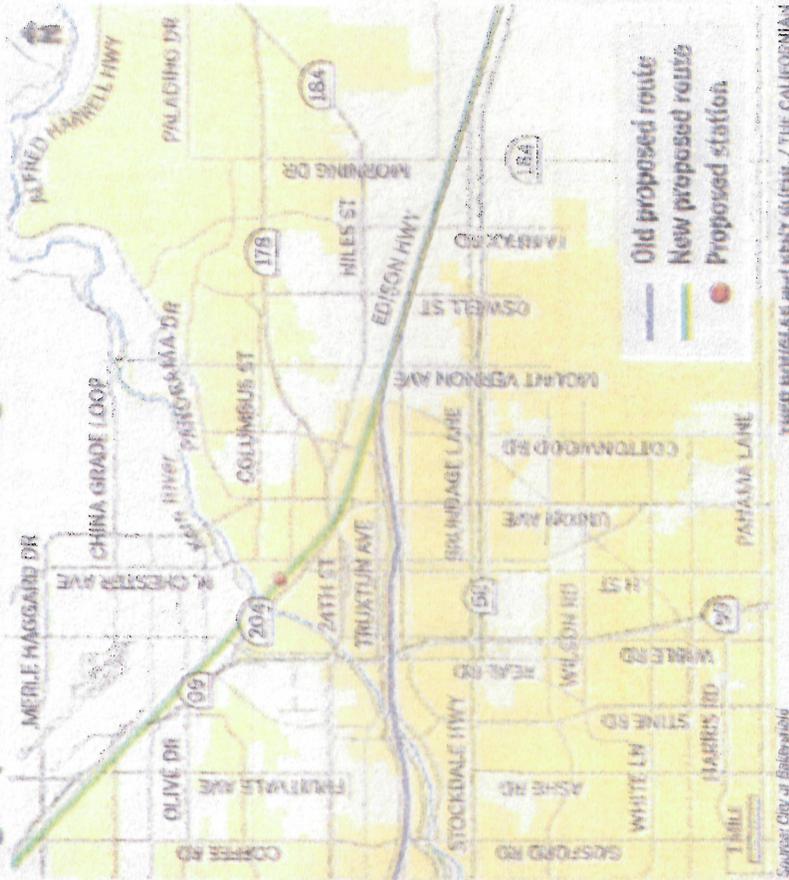
an Oct. 24 Los Angeles Times article cited what it labeled a confidential 2013 report by consultant Parsons Brinckerhoff, estimating the cost of the train's first segment from Burbank to Merced had gone up 31 percent to \$40 billion.

The report forecast the cost of the entire \$68 billion project would go up at least 5 percent.

This prompted a flurry of letters in the state house, including one Tuesday from Hanford Republican Sen. Andy Vidak demanding the release of the "secret Parsons Project report," and another from Assembly Speaker Toni G.

Please see **RAIL / PAGE 6**

## High-speed rail routes through Bakersfield



Source: City of Bakersfield

THEO DOUGLAS and KATY KURTZ / THE CALIFORNIAN

Paid Advertisement

PEOPLE NEEDING WATER WEIG



# ADMINISTRATIVE REPORT

**MEETING DATE:** 3/17/2021

Workshops 3. a.

**TO:** Honorable Mayor and City Council  
**FROM:** Christian Clegg, City Manager  
**DATE:**  
**WARD:**  
**SUBJECT:** Presentation from Golden Empire Transit.

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## STAFF RECOMMENDATION:

Receive and file presentation

## BACKGROUND:

## ATTACHMENTS:

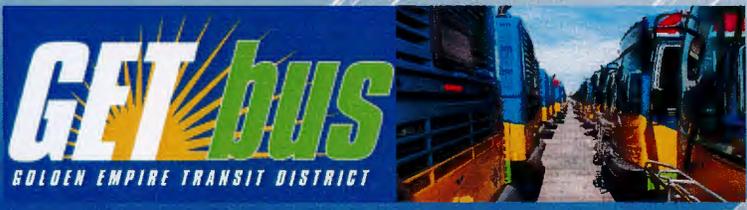
Description	Type
☐ PowerPoint presentation	Presentation
☐ Written material submitted by Karen King	Correspondence

3/17/21 - 3.a.

from: Karen King

# BAKERSFIELD CITY COUNCIL

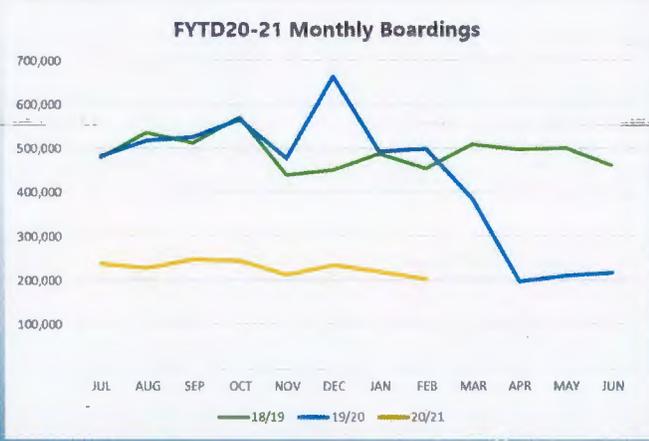
March 17, 2021



**GET bus**  
GOLDEN EMPIRE TRANSIT DISTRICT

- ▶ Fiscal Sustainability
- ▶ Ridership Rebound

### DIFFICULTIES FACING GET



Month	18/19	19/20	20/21
JUL	480,000	480,000	240,000
AUG	520,000	520,000	240,000
SEP	500,000	500,000	250,000
OCT	550,000	550,000	250,000
NOV	450,000	450,000	220,000
DEC	450,000	650,000	240,000
JAN	480,000	500,000	220,000
FEB	450,000	500,000	210,000
MAR	500,000	400,000	210,000
APR	500,000	200,000	210,000
MAY	500,000	210,000	210,000
JUN	450,000	220,000	210,000

- ▶ Title VI Service Equity Analysis
- ▶ Expansion of On-Demand Service
- ▶ Add evening service on Routes 21, 22, 44 and 61
- ▶ Overlay On-Demand system wide at night

## 2021 SERVICE RESTORATION



- ▶ Title VI Service Equity Analysis
- ▶ Expansion of On-Demand Service
- ▶ Add evening service on Routes 21, 22, 44 and 61
- ▶ Overlay On-Demand system wide at night

## 2021 SERVICE RESTORATION





# QUESTIONS?

Karen King  
Chief Executive Officer  
Golden Empire Transit District  
[kking@getbus.org](mailto:kking@getbus.org)  
608.724.2174





**Karen H. King**  
Chief Executive Officer  
kking@getbus.org

phone (661) 324-9874 fax (661) 869-6394  
1830 Golden State Avenue  
Bakersfield, California 93301-1012  
[www.getbus.org](http://www.getbus.org)



# WINTER 2020 - 2021 BUS BOOK



[getbus.org/tokentransit](http://getbus.org/tokentransit) | 869-2GET



## DOWNLOAD TOKEN TRANSIT 2.0 TODAY!



**Due to COVID-19 we are currently operating on a Saturday Schedule until further notice. Customer Service Hours are Monday to Sunday from 7 am to 7 pm.**

**Masks are required when riding** 🧑‍🤝‍🧑

# HOW TO RIDE

- 1 **DOWNLOAD THE GET ON-DEMAND APP**
- 2 **CREATE A FREE ACCOUNT**
- 3 **CHOOSE PICK UP LOCATION**
- 4 **SELECT DROP OFF LOCATION**
- 5 **REVIEW AND CONFIRM RIDE**
- 6 **SIT BACK AND RELAX!**



## **DON'T HAVE A SMARTPHONE?**

Book your ride by  
calling 661.869.6380

On-Demand operates 7 am - 7 pm Monday through Sunday in Bakersfield.

Schedule your trip by using the free GET On-Demand app or by calling 661-869-6380.

### FARES

The On-Demand app allows users to book a trip and can be used to pay for your trip or pay on the bus.

Planned Trip Mileage	Fare
0 to 3	\$3.00
3+ to 7	\$5.00
7+ to 10	\$7.00
10+	\$10.00

Monthly passes are NOT valid on On-Demand. Riders can pay cash when boarding a shuttle (if paying a cash fare, please bring exact change - drivers do not carry change).

Minors must be accompanied on On-Demand by a fare-paying passenger 18 years and up. Up to three children five years old or under may ride free with the fare-paying passenger. Customers six years and older pay the fare.

### Once you book a ride:

- If you are staying in the zone, On-Demand will take you curb-to-curb.
- If you are leaving the zone, On-Demand will take you to the transit hubs where you will connect to the existing GET bus route system.
- If you start your trip outside of the zone, you can connect to On-Demand at any of these hubs:
  - Southwest Transit Center
  - Walmart on Panama
  - Northwest Promenade
  - CSUB
  - Downtown Transit Center
  - All bus stops within the zone

Golden Empire Transit District  
661.869.2GET  
1830 Golden State Ave  
getbus.org



**A curb-to-curb, ride-hailing,  
affordable service with a  
flexible on-call schedule in  
Bakersfield!**

Ride the all new On-Demand microtransit service!

- Download the GET On-Demand App from the App Store or Google Play store
- Schedule your custom trip
- Track your ride in real-time



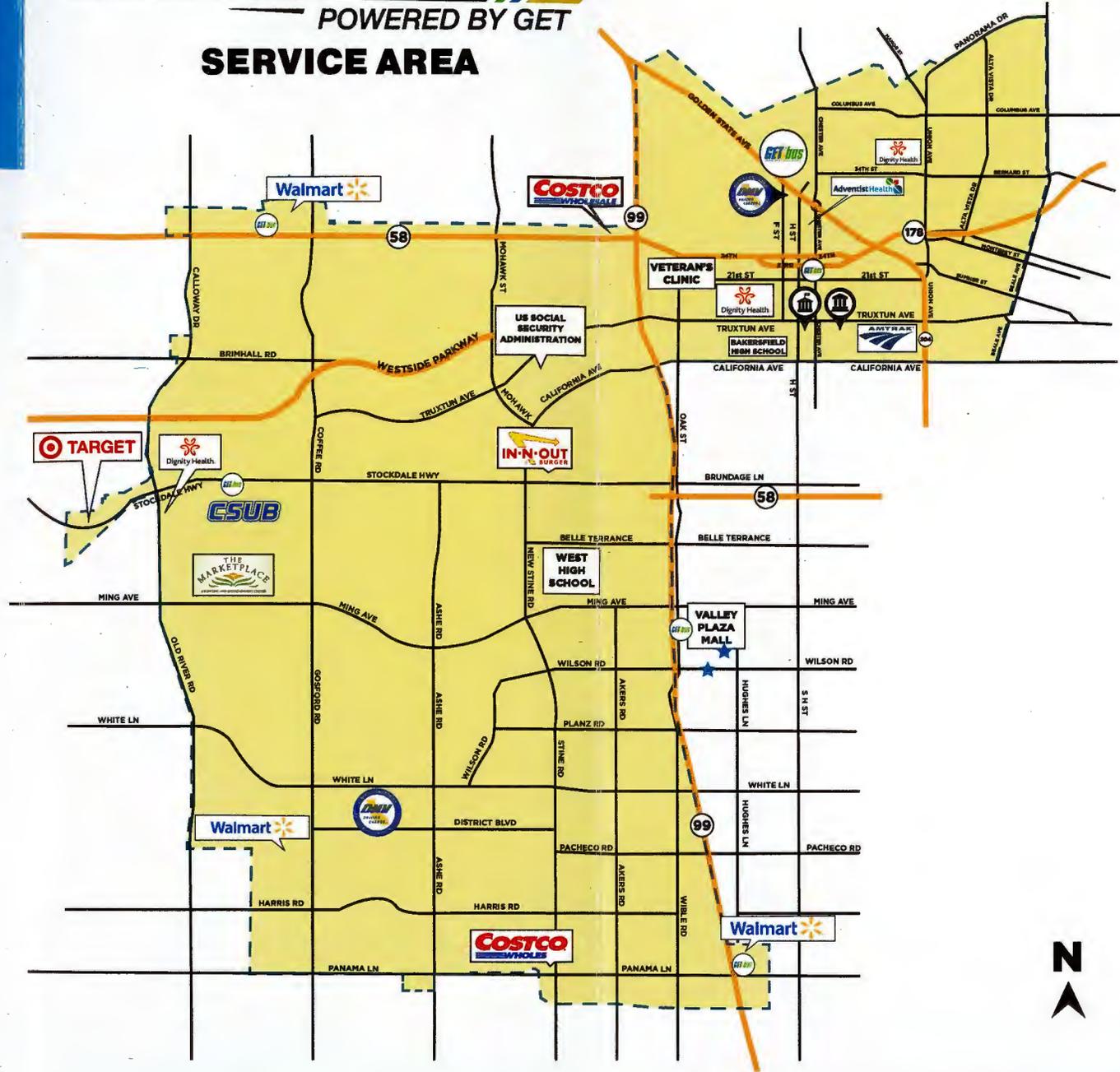
**GET On-Demand App**

On-Demand is a curb-to-curb shuttle service in Bakersfield.

**ON-DEMAND**

POWERED BY GET

**SERVICE AREA**



**ON-DEMAND FEATURES**

- ▶ Track your ride in real-time
- ▶ Receive a notification when your ride is about to arrive
- ▶ Affordable
- ▶ ADA accessible
- ▶ Drivers are trained professionals

**WHERE CAN ON-DEMAND TAKE YOU?**

- ▶ Shopping Centers
- ▶ Restaurants
- ▶ Movie Theaters
- ▶ Community Centers
- ▶ Parks
- ▶ Medical Facilities
- ▶ Schools
- ▶ Work
- ▶ Or any address within the zone

Planned Trip Mileage	Fare
0 to 3	\$3.00
3+ to 7	\$5.00
7+ to 10	\$7.00
10+	\$10.00

# GET bus

*GOLDEN EMPIRE TRANSIT DISTRICT*



The Golden Empire Transit District (GET) was formed in July 1973. It is the primary public transportation provider for the Bakersfield Urbanized Area. GET is the largest public transit system within a 110-mile radius. The District's legal boundary includes Bakersfield city limits as well as adjacent unincorporated areas. GET has a fleet of 90 compressed natural gas buses equipped with wheelchair lifts and bike racks.

GET services 16 routes, which operate 7 days a week and transport more than 6 million passengers each year with its fixed-route buses. In addition, GET operates 21 compressed natural gas GET-A-Lift buses.

GET has an economic impact; every \$1.00 GET spends and invests creates \$5.80 in return.



NORTH



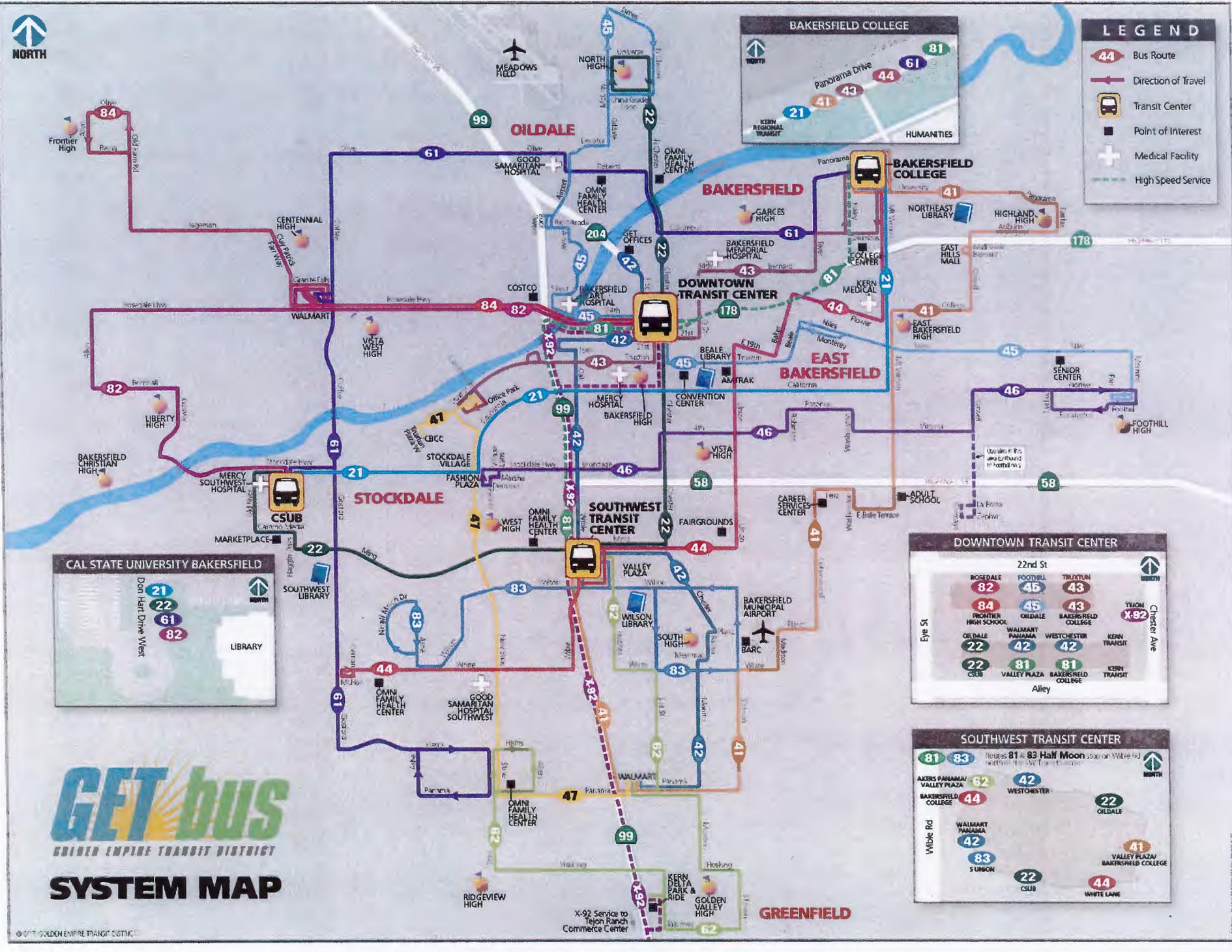
MEADOWS FIELD

**BAKERSFIELD COLLEGE**

Panorama Drive  
KERN REGIONAL TRANSIT  
HUMANITIES

**LEGEND**

- 44 Bus Route
- Direction of Travel
- Transit Center
- Point of Interest
- Medical Facility
- High Speed Service



**CAL STATE UNIVERSITY BAKERSFIELD**

Don Hart Drive West  
LIBRARY

**DOWNTOWN TRANSIT CENTER**

ROGEDALE 82	FOOTHILL 46	TRUSTUN 43
FRONTIER HIGH SCHOOL 84	OLDDALE 45	BAKERSFIELD COLLEGE 43
OILDALE 22	WALMART PANAMA 42	WESTCHESTER 42
CSUB 22	VALLEY PLAZA 81	BAKERSFIELD COLLEGE 81

22nd St  
Chester Ave  
Alley

**SOUTHWEST TRANSIT CENTER**

AKERS PANAMA VALLEY PLAZA 62	WESTCHESTER 42	OILDALE 22
BAKERSFIELD COLLEGE 44	WALMART PANAMA 42	VALLEY PLAZA/BAKERSFIELD COLLEGE 41
WILSON LIBRARY 83	SUNON 22	CSUB 22
WHITE LANE 44		

Wible Rd  
Alley

**GET bus**  
GOLDEN EMPIRE TRANSIT DISTRICT  
**SYSTEM MAP**

# **ON-DEMAND**

**POWERED BY GET**

**LAUNCHING  
APRIL 4TH**



## **How is GET On-Demand different from other ride share services?**

Like other rideshare services, GET On-Demand will pick you up and take you where you want to go within the service area, but there are some differences:

- Other ride share services can use surge pricing to charge more during busier times. The GET On-Demand pricing is based on how far you are traveling.
- Other services use independent contractors. GET On-Demand are professional drivers who have undergone rigorous background checks and safety training so you can rest assured you are safe.
- GET On-Demand has safety cameras on every vehicle.

## **Do GET On-Demand riders share the vehicle with other passengers?**

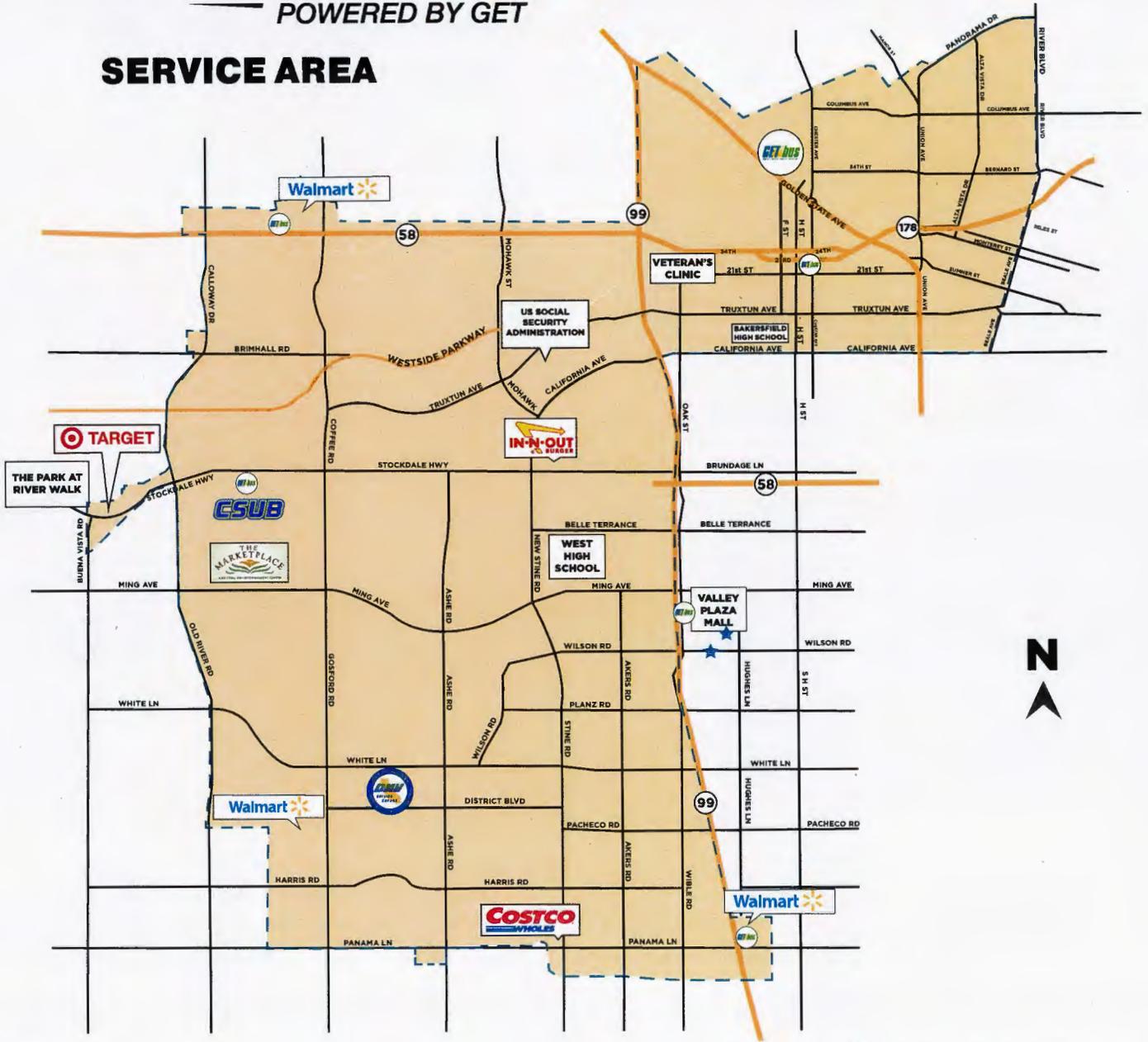
- Yes, as rider request come into the system, your ride may be grouped with other riders going to similar destinations with in the zone.

As Bakersfield expands its On-Demand services, we find that riders are happy to have a more convenient transport option than before. They also come to value the flexibility and control micro transit networks give them.

# ON-DEMAND

POWERED BY GET

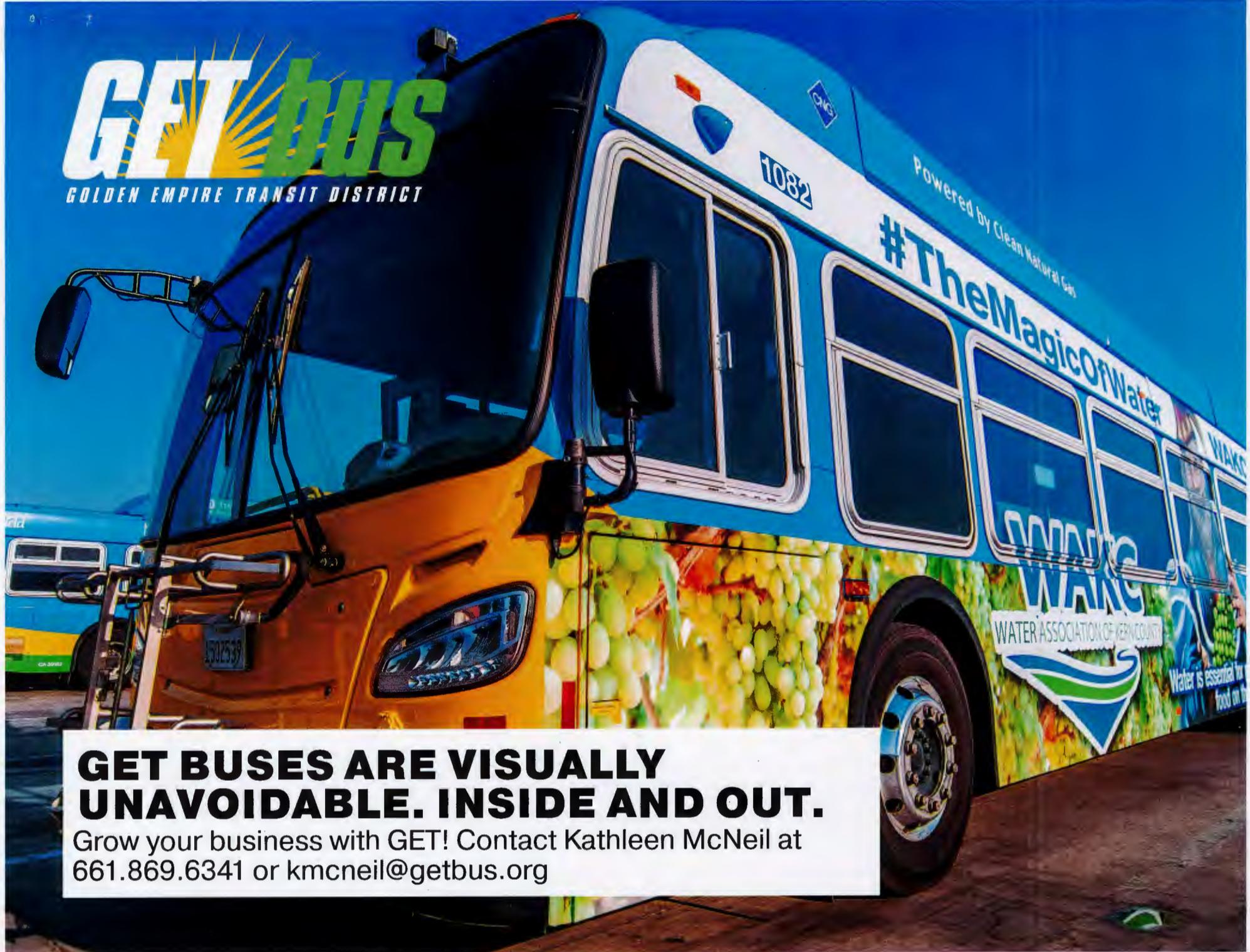
## SERVICE AREA



Download the GET On-Demand App

**★ POINT OF INTEREST**  
Oasis Food Court  
Plaza Towers

**GET bus**  
GOLDEN EMPIRE TRANSIT DISTRICT



**GET BUSES ARE VISUALLY UNAVOIDABLE. INSIDE AND OUT.**

Grow your business with GET! Contact Kathleen McNeil at 661.869.6341 or [kmcneil@getbus.org](mailto:kmcneil@getbus.org)

**GOLDEN EMPIRE TRANSIT** advertising is larger than life, high-impact with high brand recall and it cannot be fast-forwarded or tossed aside.

### HIGHLY EFFECTIVE

Transit provides a variety of unmissable advertising sizes and opportunities either on the exterior or interior of the buses that present 'Billboards-On-Wheels' right at consumer eye-level.

### COMPLETE COVERAGE

Transit captures attention where people live, shop, work and play. Visible in both business centers and upscale suburbs, these displays provide local, regional and national advertisers a competitive advantage to other OOH formats.

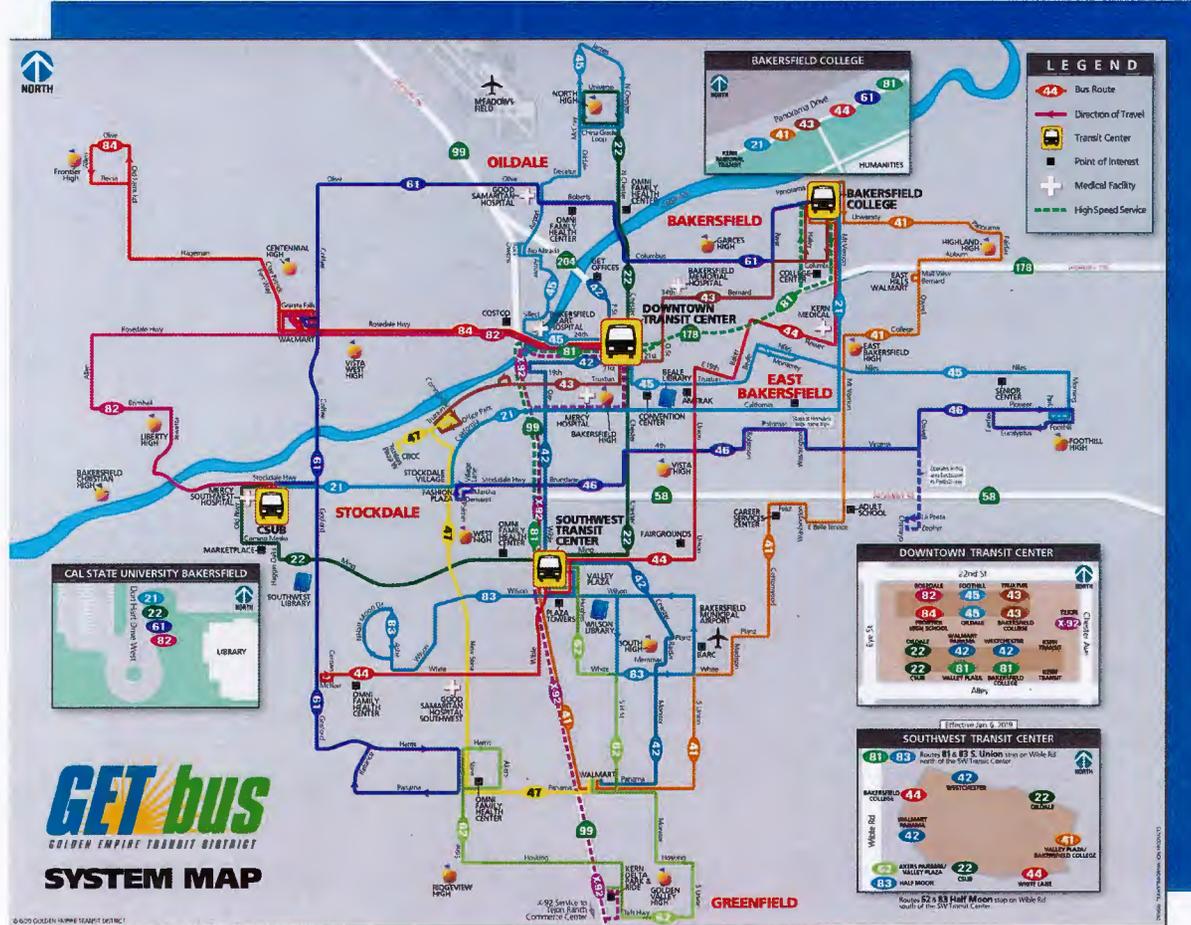
### REACH

With fragmented media sources competing for smaller and smaller audiences, transit advertising delivers some of the strongest CPM's in advertising and reaches consumers far more effectively than other media.

### FREQUENCY

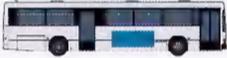
Transit advertising targets your market all day: GET's 16 fixed routes operate 12 hours a day, 7 days a week. Repeated viewing creates top-of-mind awareness and brand recognition in any media campaign.





GOLDEN EMPIRE TRANSIT DISTRICT (GET) was formed in July 1973. It is the primary public transportation provider for the Bakersfield Urbanized Area. GET is the largest public transit system within a 110 mile radius. The District’s legal boundary includes Bakersfield city limits as well as adjacent unincorporated areas. GET has a fleet of 88 Compressed Natural Gas buses equipped with wheelchair lifts and bike racks. GET services 16 routes, which operate 7 days a week and transport **more than 6 million passengers** each year with its fixed-route buses. In addition, GET operates 21 Compressed Natural Gas GET-A-Lift on-demand ADA Para-Transit buses. GET has an economic impact; every \$1.00 GET spends and invests creates \$5.80 in return. The International Standards Organization formally recognizes GET for its certified Environmental Management System.

## 4 WEEK SPACE RATES

PRODUCT	*SPACE RATE UNIT
<b>KING</b> 30" x 144" 	\$630
<b>SUPER KING</b> 30" x 216" 	\$746
<b>QUEEN</b> 30" x 88" 	\$473

**\* Production and Installation Costs Additional**

**Production Handled by the Advertiser**

Please see Design Specifications for Production requirements. Materials (finished advertisements) due to GET 10-days prior to display start date. Failure to submit materials in a timely manner may result in a delayed start. GET is not responsible for lost time due to a delayed delivery.

**Production Handled by Golden Empire Transit District**

Please see Design Specifications for Artwork requirements. Artwork due to GET a minimum of 14-days prior to display start date. GET is not responsible for lost time due to the delayed delivery of artwork files.

**Material Supply Address**

Golden Empire Transit  
1830 Golden State Ave.  
Bakersfield, CA 93301  
Attn. Kathleen McNeil

**MARKET COVERAGE**

Bakersfield

**DETAILS**

Rates are NET and represent space only, subject to change. Signature product sizes are approximate and reflect the average bus length within a market. Icons are provided for reference only. Please contact us for exact design size and specifications. Tax and installation not included. \*Impressions are provided by Geopath OOH Ratings and are based on custom market size (Kern County)

PRODUCT	*SPACE RATE UNIT
<b>SUPER TAIL</b> 36" x 80" 	\$511
<b>EMPRESS</b> 38" x 162" 	\$525
<b>SUPER SQUARE</b> 30" x 88" 	\$893
<b>L-SIDE</b> Main: 38" x 246, Ext: 45" x 48" 	\$893
<b>KONG</b> 38" x 246" 	\$788
<b>KING KONG</b> 98" x 246" 	\$1,365
<b>HALF SIDE</b> 45" x 362" 	\$840
<b>FULL SIDE</b> 98" x 480" 	\$2,048
<b>HEADLINER</b> 15" x 480" 	\$210
<b>FULL WRAP</b> Basic 84"x98", Sides 98"x480" 	\$4,725

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## DESIGN SPECIFICATIONS

### SOFTWARE & FORMATS

Native file formats for Adobe Photoshop, Illustrator, and InDesign. If Illustrator or InDesign files have links, the files must be embedded or provided. All fonts must be converted to outlines.

### SCALE / RESOLUTION / LIVE, TRIM & BLEED AREAS

Build at full scale at 56ppi, or 1/16th scale at 896ppi. Trim size: 30" x 139". Live area: Same as trim. Do not add bleed.

### COLOR MATCHING

If precise color matching is critical please provide a quality matchprint and/or Pantone callouts for solid colored areas.

Files should be submitted electronically whenever possible. Please mark all shipped materials "Attn: Kathleen McNeil" and reference the Client and posting dates. Discs containing client artwork WILL NOT BE RETURNED.

- **E-mail:** [kmcneil@getbus.org](mailto:kmcneil@getbus.org) (files less than 10 MB)

### QUESTIONS / CONCERNS

Contact GET Advertising Account Executive Kathleen McNeil at 661-869-6341 or [kmcneil@getbus.org](mailto:kmcneil@getbus.org)

### MATERIALS / SUBSTRATES

Displays must be printed on 3M IJ36-20 changeable material. For postings less than 9 months a UV protective clearcoat must be applied. For postings greater than 9 months a protective overlam is required.

### SHIPPING REQUIREMENTS

Displays must be stacked in alternating left and right panels, rolled "image out" and shipped in boxes that weigh no more than 100 lbs. Attach a photocopy of the design to the outside of each box.

### Shipping Address

Attn: Kathleen McNeil  
Golden Empire Transit  
1830 Golden State Ave  
Bakersfield, CA 93301

### OVERAGE

On quantities of ten or more displays a 10% overage may be required. Contact your representative.

### DELIVERY

Market must receive copy 10 working days prior to post date.

### MEDIA KIT





# ADMINISTRATIVE REPORT

**MEETING DATE:** 3/17/2021

Workshops 3. b.

**TO:** Honorable Mayor and City Council  
**FROM:** Jacqui Kitchen, Assistant City Manager & Acting Economic and Community Development Director  
**DATE:** 2/3/2021  
**WARD:**  
**SUBJECT:** Update on Economic Development Strategic Plan.

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## STAFF RECOMMENDATION:

Staff recommends the City Council receive and file.

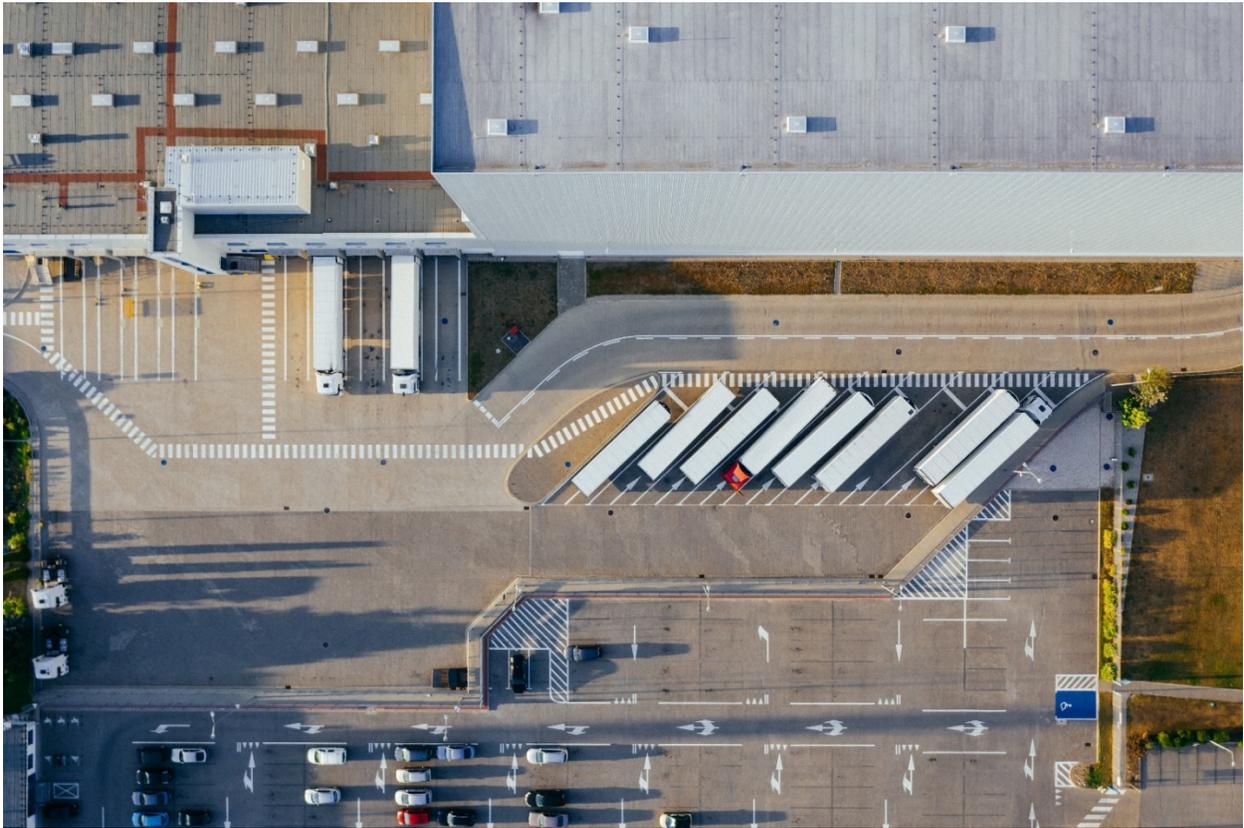
## BACKGROUND:

### ATTACHMENTS:

Description	Type
▣ Preliminary Target Industry Recommendations Report	Backup Material
▣ PowerPoint presentation	Presentation



## **INDUSTRY TARGETS RECOMMENDED FOR CONSIDERATION (PRELIMINARY)**



Prepared for:  
**City of Bakersfield, California**

**March 1, 2021**

Prepared by:



**THE NATELSON DALE GROUP, INC.**  
YORBA LINDA, CA • [www.natelsondale.com](http://www.natelsondale.com)  
O: 714.692.9596 • F: 714.692.9597

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## Introduction

**Background.** As part of the firm’s work on the Economic Development Strategic Plan (EDSP) for the City of Bakersfield, The Natelson Dale Group, Inc. (TNDG) has completed an analysis of potential target industries for the City. This report provides a summary of the analytical steps used to identify possible growth industries and outlines TNDG’s recommendations for the highest-priority industry targets for the City’s economic development efforts. The recommendations are *preliminary* and subject to further refinement based on input and direction from the Bakersfield City Council and other stakeholders. In this regard, it should be noted that TNDG’s target industry analysis has been conducted in tandem with a countywide industry cluster study completed by the Brookings Institution as part of the Better Bakersfield & Boundless Kern Regional Action for Economic Prosperity (“B3K”) process. Whereas the B3K initiative has a broader (countywide) focus than the City’s EDSP, the B3K researching findings and overall strategic direction provide an essential framework for defining City-specific industry targets and programmatic roles.

This document represents the “what” stage of industry targeting (i.e., what industries to target). The “how” stage (i.e., how is this to be carried out) is coming later in the EDSP process.

**Objectives and Potential Themes of Target Industry Program.** Subsequent sections of this document address the technical aspects of deriving the list of recommended industry targets. These processes were initially informed through consideration of the broader mission to be served by the industries ultimately selected for targeting. This mission was understood to be based on the following goals, which are interrelated as well as representing specific concepts individually:

- Promoting industries that could **leverage Bakersfield’s core assets and economic strengths**, such as those for example related to agriculture and energy, while recognizing the challenges associated with some of these core industries in terms of both constraints on the industries themselves and their ability to serve, or continue to serve, as a source of well-paying jobs.
- **Diversifying the economy** to both expand employment options and expand the base for absorbing workers potentially displaced from particularly challenged core industries.
- Incorporating existing or potential high-tech components into the target industry mix to promote well-paying jobs while complementing efforts to **expand the City’s overall image as a center of innovation**.

Encompassing all of these goals is promotion of entrepreneurship, which is embodied in the targets but also will be addressed in other aspects of the strategic plan. Since the industry-targeting process began, apparent effects of the pandemic have been recognized as (in the long run at least) potentially beneficial to Bakersfield. Specifically, both companies and individual employees, for reasons that are somewhat different, have some motivation to leave the congestion of the largest cities (and there are data that tend to confirm this), and consequently smaller cities in the next tiers outward would be inherently more attractive than they would have been perceived to be in the past. Through this planning process, Bakersfield is in a good position to advance its claim to being a worthy destination for such firms/workers.

**Next Steps in Refining the List of Target Industries.** TNDG’s preliminary analysis of potential target industries for the City of Bakersfield, summarized in this document, continues to be refined through the following activities:

- Continual coordination with the B3K team, which is conducting a comparable county-wide analysis;
- Ongoing review with stakeholders (including TNDG’s participation in the B3K “Work Groups” of private sector leaders in candidate target industries); and

- Examining the industry targets in comparable California cities with similar “competitive drivers” and industry locational requirements. The comparable cities/regions that TNDG is evaluating are:

<b>Cities (also selected by B3K team. See note 1)</b>	Fresno
	Modesto
	Salinas
	Stockton
<b>Regions</b>	Oxnard-Thousand Oaks
	Riverside-San Bernardino (with Ontario as at least one case study focus community)
	Santa Maria/Santa Barbara
	Los Angeles-Long Beach-Anaheim

1. These four California cities constitute one of the four sets of Benchmark cities (the Geographic Peers<sup>1</sup>) identified for analysis within the B3K process. (The other B3K Benchmark cities are outside of California.)

Ultimately, the Bakersfield EDSP will contain recommendations for a “final short list” of targeted industry clusters, which will provide the basis for selected targets the City will adopt and use to guide the City’s business retention/expansion/attraction and entrepreneurial development efforts and also inform other policy decisions for the Economic Development program.

## Approach to Industry Targeting

TNDG drafted these preliminary target industry recommendations in consideration of the following:

- Coordination with the B3K Team’s countywide analysis of industry targets.
- Looking for ways to build on existing strengths, or occasional conspicuous gaps, in Bakersfield’s economic base, focusing initially on traditional industry screening procedures (see Appendix A).
- Reviewing economic conditions in the Los Angeles area to identify industries that are growing nationally, while firms in these industries have been shown to be exiting Los Angeles (trends that could be accelerating, and a strategic position that is even more applicable now, due to pandemic-driven firm and employee relocations).
- Recognizing Bakersfield economy’s strong roots in the past, within which there are opportunities for industries, such as oil & gas and agriculture, to evolve, based on:
  - General growth in the City and region, with its advantageous location.
  - Growth and other change in large metro areas exerting outward pressure on businesses.
  - Changes in worker mobility/location options, spurred by Covid-19.
  - Presence of embryonic high-tech firms in Bakersfield, which represent opportunities for additional growth, including expanding the ranks of entrepreneurs.
  - Technological changes in established industries, and creative approaches to adopting these.

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<sup>1</sup> According to the B3K (Brookings) research team, Geographic Peers are California city-regions typically associated with one another given their location in the San Joaquin Valley and prominence in agriculture. In this case, however, the historic tendency to associate these areas does not necessarily reflect a close economic likeness or connection.

## Preliminary Recommendations

The recommended targets span four industry “cluster” categories:

1. Logistics
2. Advanced business services
3. Manufacturing
4. Environmental services

The target industry table below (Table 1) is organized according to these four cluster categories and includes a summary of the relationship of the industry to Bakersfield’s conditions along with noting (right-hand column) potential relationships with an “industry spanning” strategy (one example is shown and additional concepts could be added) relating to the industry targets. The industries listed in the table are shown with their NAICS code (North American Industry Classification System) numbers, and should be understood as *examples* representing their respective cluster categories.

As of the date of this report, the B3K target industry recommendations are also in draft-development status. Nevertheless, emerging industry sub-sectors and opportunity industries that the B3K team has initially identified for further consideration include the industries listed below, which also generally align with the preliminary targets outlined by TNDG in this document. This relationship is shown on Table 1 (last column).

B3K emerging sub-sectors identified for further consideration based on their selection criteria:

- A. Chemicals and plastics manufacturing
- B. Metals manufacturing
- C. Other advanced and precision manufacturing
- D. Business services
- E. Marketing and design services
- F. Financial and insurance services
- G. Logistics
- H. Environmental services and utilities

B3K preliminary opportunity industries/clusters (designated “X” on Table 1)

- Carbon management and renewable fuels production and innovation
- Aerospace
- Advanced manufacturing sub-clusters: chemicals, plastics, metal working, machinery, and food
- Business services “second office”

B3K preliminary targeting discussions also make note of the fact that Logistics and Agriculture, while recognized as critical foundational assets in Kern County, would probably have a lower priority in terms of economic development efforts than other sectors that would tend to generate higher-paying jobs and add to economic diversification. At the same time, sub-sectors within these industries can still offer quality jobs, and a strong logistics sector can support other high-value sectors such as manufacturing. TNDG concurs with these observations., and also recognizes the increasing relevance, for industry-targeting purposes, of high-tech components related to logistics.

TABLE 1. TARGET INDUSTRIES RECOMMENDED FOR CONSIDERATION

Industry	Bakersfield Context	Ind.-spanning (1)	Relates to B3K: (2)
<b>Logistics</b>			
454110: Fulfillment centers (Electronic shopping, etc.)	Extension of logistics (locally strong sector), staging for Los Angeles market, maybe Bay Area – potential tax, cost advantages	A	G
<b>Advanced business services</b>			
522110: Commercial banking	Data show over 80% of existing demand imported; branches of regional banks?		F
541512: Computer systems design services	Very small but growing in City; compatible with telework options; source of new small businesses	A	D
561110: Offices of administrative services	Relates to traditional locational advantage for “back office” operations, also now designated as “centralized traditional back office operations,” with HR, payroll, finance, procurement, legal, customer service, and IT combined into regional operations hubs – or Shared Service Centers (SSCs), or Corporate Nerve Centers		D, X
<b>Manufacturing</b>			
311340: Non-chocolate confectionary (3)	Relates to agriculture, food processing		X
326150: Urethane and other foam prod.	Relates to construction products and services		X
334511: Navigation and detection equipment mfg.	Sector supports automotive innovation, with lidar and smart-system components	A	C
334513: Instruments manufacturing	Supports aerospace; closely related to navigation equipment. In workforce, minor gap in one skills area only	A	C
335312: Electric motors	Could include specialization in repair and maintenance of electric engines; minor workforce gaps	A	C, X
336413: Aircraft parts	Supports aerospace (e.g., drone components). Minor gaps in workforce skills can be corrected through customized training	A	C, X
<b>Environmental services</b>			
541714: R&D in BioTech	Very small but growing in City; value-added component of agriculture sector; source of new small businesses		X
541715: R&D in physical, engineering & life sciences	Very small but growing in City; compatible with telework options that lower costs for LA-based firms; source of new small businesses		H, X

1. Industry-spanning concepts: A – Automated transportation/mobility

2. See preceding text.

3. While this particular industry was identified through an analysis step (the “exiting Los Angeles” group), it is best considered here as an *example* of food processing, which would represent a value-added activity within the larger agricultural cluster. (Food processing as a target has also been recognized in preliminary B3K documents.)

## Preliminary Target Industry Strategic Connections

As strategic actions are drafted through the EDSP process, TNDG will link recommended target industries back to these strategies, including those related to foundational investments, marketing direction, workforce development, and other categories. Broad strategic considerations that apply to the preliminary targets are outlined in Table 2 below under the following strategic-connection categories:

A **Growth** industry.

Industry is growing nationally but firms are **leaving LA**.

The industry **builds on existing** economic strengths in the County.

Expansion of the industry helps **attract talent** to Bakersfield.

Industry helps **diversify** the local economy.

Bakersfield offers a potential **cost savings** to firms in this industry.

TABLE 2. TARGET INDUSTRY GENERAL STRATEGIC CONNECTIONS

Industry category	Growth	Leaving LA	Build on existing	Attract talent	Diversify	Cost savings
311340: Non-chocolate confectionary (see Table 1 note 3)						
326150: Urethane and other foam products						
334511: Navigation and detection equipment mfg.						
334513: Instruments manufacturing						
335312: Electric motors						
336413: Aircraft parts						
454110: Fulfillment centers (Electronic shopping, etc.)						
522110: Commercial banking						
541512: Computer systems design services						
541714: R&D in BioTech						
541715: R&D in physical, engineering and life sciences						
561110: Office of admin services						

Targeted industries can also be integrated into **industry-spanning** strategies that cross over multiple targets and also achieve other economic development objectives. For example, a focus on **automated transportation/mobility** (see Table 1) could yield multiple benefits such as:

- Encourage development of tech-oriented firms with a mobility connection and an overlap with existing industries including Agriculture, Aerospace, Oil, & Logistics.
- Enhance transportation functionality of the City and its links to other places.
- Contribute to the image of Bakersfield as a progressive, proactive, forward-thinking place.

An aspect of automated transportation/mobility is already under active consideration in Kern County. The proposed Safer Autonomous Freight Enhanced Testing Environmentally Clean (SAFETEC) Logistics Zone is an element of the draft *Kern Area Regional Goods-movement Operations (KARGO) Sustainability Study*.<sup>2</sup> This proposed concept envisions multiple phases of autonomous freight movement linking warehousing centers throughout Kern County, with eventual links to the Port of Los Angeles.

<sup>2</sup> Fehr & Peers, *Kern Area Regional Goods-movement Operations (KARGO) Sustainability Study*, Phase I: Integrated Circulation Study. Modified 02/18/2021. KernCOG.

## Appendix A. Industry Screening: Traditional Methods

This table is a list of all industries at the four-digit NAICS code level that apply to Bakersfield, along with selected screening criteria for industry targeting (see below), and an indication, in the far-right column, of how many of the criteria thresholds were met by that particular industry. Industries meeting two or more of the criteria threshold values in this column are shown on rows with a blue highlight.

Criterion	Threshold value for inclusion in top 50
2019 Location Quotient <sup>1</sup>	2.0 or more
Expected Change <sup>2</sup>	200 or more (employment)
Competitive Effect <sup>3</sup>	100 or more (employment)
2019 Demand met by Imports <sup>4</sup>	\$130 million or more

Appendix A represents one of multiple processes used to produce a list of candidate target industries for eventual preliminary recommendation, as described in this document.

NAICS	Description	2019 Location Quotient <sup>1</sup>	Expected Change <sup>2</sup>	Competitive Effect <sup>3</sup>	2019 Demand met by Imports <sup>4</sup>	Top 50 (# criteria met >1)
1110	Crop Production	3.02	170	428	\$190,062,284	3
1120	Animal Production	0.66	44	(4)	\$91,914,725	0
1131	Timber Tract Operations	0.00	0	0	\$240,244	0
1132	Forest Nurseries and Gathering of Forest Products	0.00	0	0	\$105,409	0
1133	Logging	0.00	0	0	\$3,468,545	0
1141	Fishing	0.00	0	0	\$6,138,908	0
1142	Hunting and Trapping	0.00	0	0	\$645,699	0
1151	Support Activities for Crop Production	27.09	4,557	6,518	\$23,670,131	3
1152	Support Activities for Animal Production	0.77	5	13	\$4,183,285	0
1153	Support Activities for Forestry	0.00	0	0	\$3,266,197	0
2111	Oil and Gas Extraction	6.20	(318)	(564)	\$378,059,841	2
2121	Coal Mining	0.00	0	0	\$38,217,755	0
2122	Metal Ore Mining	0.00	0	0	\$19,111,034	0
2123	Nonmetallic Mineral Mining and Quarrying	0.04	0	6	\$47,634,542	0
2131	Support Activities for Mining	9.32	2,229	(1,283)	\$71,802,813	2
2211	Electric Power Generation, Transmission and Distribution	0.17	(1)	45	\$482,070,320	1
2212	Natural Gas Distribution	2.48	(17)	167	\$24,481,092	2
2213	Water, Sewage and Other Systems	2.08	100	(422)	\$10,797,176	1
2361	Residential Building Construction	0.76	488	(687)	\$119,940,233	1
2362	Nonresidential Building Construction	0.94	282	172	\$97,866,361	2
2371	Utility System Construction	4.48	2,068	(1,152)	\$13,343,456	2
2372	Land Subdivision	0.86	(46)	(65)	\$7,894,275	0
2373	Highway, Street, and Bridge Construction	0.95	113	94	\$8,821,673	0

NAICS	Description	2019 Location Quotient <sup>1</sup>	Expected Change <sup>2</sup>	Competitive Effect <sup>3</sup>	2019 Demand met by Imports <sup>4</sup>	Top 50 (# criteria met >1)
2379	Other Heavy and Civil Engineering Construction	0.60	19	70	\$11,378,716	0
2381	Foundation, Structure, and Building Exterior Contractors	1.61	457	1,090	\$68,005,781	3
2382	Building Equipment Contractors	1.09	1,324	(465)	\$96,820,242	1
2383	Building Finishing Contractors	1.16	344	(307)	\$124,988,611	1
2389	Other Specialty Trade Contractors	1.38	694	(1,193)	\$8,157,275	2
3111	Animal Food Manufacturing	0.62	15	1	\$53,857,848	0
3112	Grain and Oilseed Milling	0.00	5	(132)	\$115,212,315	0
3113	Sugar and Confectionery Product Manufacturing	0.22	0	28	\$42,379,804	0
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	1.23	(11)	(51)	\$66,734,001	1
3115	Dairy Product Manufacturing	3.81	171	(339)	\$141,645,844	2
3116	Animal Slaughtering and Processing	0.00	0	0	\$240,940,550	1
3117	Seafood Product Preparation and Packaging	0.00	0	0	\$13,909,430	0
3118	Bakeries and Tortilla Manufacturing	0.35	24	(28)	\$78,868,684	0
3119	Other Food Manufacturing	4.79	1,015	(1,662)	\$107,309,501	2
3121	Beverage Manufacturing	0.65	139	(56)	\$119,580,662	0
3122	Tobacco Manufacturing	0.00	0	0	\$48,150,600	0
3131	Fiber, Yarn, and Thread Mills	0.00	0	0	\$2,668,777	0
3132	Fabric Mills	0.00	0	0	\$10,839,119	0
3133	Textile and Fabric Finishing and Fabric Coating Mills	0.01	(1)	1	\$4,520,227	0
3141	Textile Furnishings Mills	0.09	(1)	13	\$15,640,917	0
3149	Other Textile Product Mills	0.25	0	10	\$10,808,162	0
3151	Apparel Knitting Mills	0.00	0	0	\$950,084	0
3152	Cut and Sew Apparel Manufacturing	0.00	0	0	\$11,828,553	0
3159	Apparel Accessories and Other Apparel Manufacturing	0.00	0	0	\$1,588,087	0
3161	Leather and Hide Tanning and Finishing	0.00	0	0	\$1,113,193	0
3162	Footwear Manufacturing	0.00	0	0	\$3,002,381	0
3169	Other Leather and Allied Product Manufacturing	0.01	0	0	\$2,827,161	0
3211	Sawmills and Wood Preservation	0.00	3	(43)	\$22,193,476	0
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	0.00	0	0	\$29,504,949	0
3219	Other Wood Product Manufacturing	0.12	10	(93)	\$62,839,680	0
3221	Pulp, Paper, and Paperboard Mills	0.00	0	0	\$45,678,880	0
3222	Converted Paper Product Manufacturing	0.06	(1)	35	\$119,561,909	0
3231	Printing and Related Support Activities	0.26	(33)	109	\$66,030,896	0

**Industry Targets Recommended for Consideration (Preliminary) – Bakersfield Economic Development Strategic Plan**

The Natelson Dale Group, Inc.

NAICS	Description	2019 Location Quotient <sup>1</sup>	Expected Change <sup>2</sup>	Competitive Effect <sup>3</sup>	2019 Demand met by Imports <sup>4</sup>	Top 50 (# criteria met >1)
3241	Petroleum and Coal Products Manufacturing	4.03	(40)	(555)	\$100,409,339	1
3251	Basic Chemical Manufacturing	0.40	1	54	\$228,149,294	1
3252	Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing	0.00	0	(8)	\$50,531,092	0
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	0.25	(1)	(20)	\$79,682,813	0
3254	Pharmaceutical and Medicine Manufacturing	0.00	0	0	\$256,683,099	1
3255	Paint, Coating, and Adhesive Manufacturing	0.85	16	13	\$30,402,904	0
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	0.26	2	57	\$102,345,291	0
3259	Other Chemical Product and Preparation Manufacturing	0.54	(3)	3	\$55,063,947	0
3261	Plastics Product Manufacturing	0.48	69	(29)	\$186,913,418	1
3262	Rubber Product Manufacturing	0.46	4	10	\$33,308,333	0
3271	Clay Product and Refractory Manufacturing	0.00	(1)	(1)	\$9,084,477	0
3272	Glass and Glass Product Manufacturing	0.00	0	0	\$19,324,663	0
3273	Cement and Concrete Product Manufacturing	0.37	4	(170)	\$69,419,298	0
3274	Lime and Gypsum Product Manufacturing	0.37	0	10	\$4,490,325	0
3279	Other Nonmetallic Mineral Product Manufacturing	0.65	3	45	\$23,791,424	0
3311	Iron and Steel Mills and Ferroalloy Manufacturing	0.13	0	11	\$87,003,722	0
3312	Steel Product Manufacturing from Purchased Steel	0.00	0	0	\$31,391,532	0
3313	Alumina and Aluminum Production and Processing	0.18	2	(17)	\$16,884,196	0
3314	Nonferrous Metal (except Aluminum) Production and Processing	0.00	0	0	\$13,130,045	0
3315	Foundries	0.00	(1)	(30)	\$13,354,234	0
3321	Forging and Stamping	0.00	0	0	\$21,355,134	0
3322	Cutlery and Handtool Manufacturing	0.00	0	0	\$11,833,816	0
3323	Architectural and Structural Metals Manufacturing	0.53	52	(26)	\$123,542,046	0
3324	Boiler, Tank, and Shipping Container Manufacturing	0.30	5	(3)	\$26,814,578	0
3325	Hardware Manufacturing	0.00	0	(4)	\$7,160,821	0

NAICS	Description	2019 Location Quotient <sup>1</sup>	Expected Change <sup>2</sup>	Competitive Effect <sup>3</sup>	2019 Demand met by Imports <sup>4</sup>	Top 50 (# criteria met >1)
3326	Spring and Wire Product Manufacturing	0.53	0	16	\$9,374,764	0
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	0.49	84	(227)	\$45,807,168	0
3328	Coating, Engraving, Heat Treating, and Allied Activities	0.32	4	13	\$24,780,008	0
3329	Other Fabricated Metal Product Manufacturing	0.58	8	224	\$76,073,225	1
3331	Agriculture, Construction, and Mining Machinery Manufacturing	1.09	12	(151)	\$92,287,962	0
3332	Industrial Machinery Manufacturing	0.52	2	100	\$24,216,835	0
3333	Commercial and Service Industry Machinery Manufacturing	0.18	(2)	(20)	\$29,544,601	0
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing	0.00	0	0	\$46,958,631	0
3335	Metalworking Machinery Manufacturing	0.01	1	(2)	\$67,211,347	0
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	0.00	0	0	\$25,321,673	0
3339	Other General Purpose Machinery Manufacturing	0.38	39	(124)	\$132,200,594	1
3341	Computer and Peripheral Equipment Manufacturing	0.00	(5)	(39)	\$46,136,691	0
3342	Communications Equipment Manufacturing	0.08	(4)	7	\$34,871,489	0
3343	Audio and Video Equipment Manufacturing	0.71	(2)	19	\$2,032,793	0
3344	Semiconductor and Other Electronic Component Manufacturing	0.00	0	(0)	\$57,364,047	0
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	0.51	(11)	(157)	\$146,948,957	1
3346	Manufacturing and Reproducing Magnetic and Optical Media	0.00	0	0	\$2,400,688	0
3351	Electric Lighting Equipment Manufacturing	0.00	0	0	\$15,426,620	0
3352	Household Appliance Manufacturing	0.31	0	34	\$24,578,078	0
3353	Electrical Equipment Manufacturing	0.01	0	(4)	\$30,788,720	0
3359	Other Electrical Equipment and Component Manufacturing	0.00	0	0	\$58,555,950	0
3361	Motor Vehicle Manufacturing	0.06	1	27	\$470,973,462	1
3362	Motor Vehicle Body and Trailer Manufacturing	0.77	49	49	\$35,828,137	0

**Industry Targets Recommended for Consideration (Preliminary) – Bakersfield Economic Development Strategic Plan**

The Natelson Dale Group, Inc.

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3363	Motor Vehicle Parts Manufacturing	0.09	10	94	\$151,522,742	1
3364	Aerospace Product and Parts Manufacturing	0.00	0	0	\$104,353,080	0
3365	Railroad Rolling Stock Manufacturing	0.00	0	0	\$16,113,044	0
3366	Ship and Boat Building	0.00	0	0	\$28,698,710	0
3369	Other Transportation Equipment Manufacturing	0.02	(1)	(22)	\$5,931,551	0
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	0.44	(2)	60	\$45,942,946	0
3372	Office Furniture (including Fixtures) Manufacturing	0.15	0	32	\$32,985,035	0
3379	Other Furniture Related Product Manufacturing	0.00	0	0	\$13,049,472	0
3391	Medical Equipment and Supplies Manufacturing	0.74	44	100	\$104,455,322	0
3399	Other Miscellaneous Manufacturing	0.14	4	(8)	\$77,931,273	0
4231	Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers	1.16	57	210	\$105,093,268	1
4232	Furniture and Home Furnishing Merchant Wholesalers	0.27	9	5	\$28,449,335	0
4233	Lumber and Other Construction Materials Merchant Wholesalers	0.78	79	2	\$22,366,969	0
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	0.08	13	(111)	\$255,805,968	1
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers	1.76	77	(92)	\$17,286,391	1
4236	Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	0.40	29	(71)	\$155,475,320	1
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	0.92	85	6	\$48,189,175	0
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	1.64	196	122	\$76,910,691	2
4239	Miscellaneous Durable Goods Merchant Wholesalers	0.60	32	(169)	\$47,531,919	0
4241	Paper and Paper Product Merchant Wholesalers	0.27	0	53	\$40,819,008	0
4242	Drugs and Druggists' Sundries Merchant Wholesalers	0.12	2	26	\$207,802,394	1
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	0.08	1	28	\$67,491,439	0

NAICS	Description	2019 Location Quotient <sup>1</sup>	Expected Change <sup>2</sup>	Competitive Effect <sup>3</sup>	2019 Demand met by Imports <sup>4</sup>	Top 50 (# criteria met >1)
4244	Grocery and Related Product Merchant Wholesalers	0.89	191	(523)	\$138,343,326	1
4245	Farm Product Raw Material Merchant Wholesalers	0.47	(2)	27	\$18,915,462	0
4246	Chemical and Allied Products Merchant Wholesalers	1.44	61	(13)	\$2,159,359	1
4247	Petroleum and Petroleum Products Merchant Wholesalers	1.80	35	(137)	\$62,446,682	1
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	1.02	86	(69)	\$36,556,302	0
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	0.54	(15)	2	\$70,304,688	0
4251	Wholesale Electronic Markets and Agents and Brokers	0.13	(170)	(329)	\$88,144,705	0
4411	Automobile Dealers	1.29	664	(123)	\$134,850,540	3
4412	Other Motor Vehicle Dealers	1.35	113	(135)	\$11,672,967	1
4413	Automotive Parts, Accessories, and Tire Stores	1.31	83	104	\$27,036,701	1
4421	Furniture Stores	0.90	8	(100)	\$17,868,666	0
4422	Home Furnishings Stores	0.74	39	72	\$24,221,796	0
4431	Electronics and Appliance Stores	1.24	(94)	327	\$33,757,852	2
4441	Building Material and Supplies Dealers	0.95	224	(20)	\$130,372,448	2
4442	Lawn and Garden Equipment and Supplies Stores	0.87	61	(97)	\$13,200,808	0
4451	Grocery Stores	0.98	309	132	\$201,813,653	3
4452	Specialty Food Stores	0.74	15	(30)	\$11,079,425	0
4453	Beer, Wine, and Liquor Stores	0.77	35	54	\$6,559,133	0
4461	Health and Personal Care Stores	1.01	153	195	\$55,945,109	1
4471	Gasoline Stations	1.14	202	610	\$56,016,968	1
4481	Clothing Stores	1.02	(156)	581	\$54,352,736	1
4482	Shoe Stores	1.20	39	163	\$16,321,081	2
4483	Jewelry, Luggage, and Leather Goods Stores	1.00	(28)	35	\$14,767,888	0
4511	Sporting Goods, Hobby, and Musical Instrument Stores	0.91	16	(66)	\$24,815,052	0
4512	Book Stores and News Dealers	0.65	(84)	(2)	\$4,546,781	0
4522	Department Stores	0.79	(1,053)	(1,558)	\$48,213,764	0
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	1.30	344	3,259	\$24,561,844	3
4531	Florists	0.75	(31)	(11)	\$7,214,373	0
4532	Office Supplies, Stationery, and Gift Stores	0.80	(193)	(74)	\$17,427,925	0
4533	Used Merchandise Stores	0.74	77	(58)	\$13,967,422	0
4539	Other Miscellaneous Store Retailers	0.72	186	(42)	\$43,435,259	0

**Industry Targets Recommended for Consideration (Preliminary) – Bakersfield Economic Development Strategic Plan**

The Natelson Dale Group, Inc.

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4541	Electronic Shopping and Mail-Order Houses	0.11	48	23	\$214,194,150	1
4542	Vending Machine Operators	0.42	0	18	\$7,053,502	0
4543	Direct Selling Establishments	0.45	(2)	(62)	\$37,906,257	0
4811	Scheduled Air Transportation	0.00	18	(113)	\$223,865,606	1
4812	Nonscheduled Air Transportation	0.13	16	(94)	\$7,941,492	0
4821	Rail Transportation	0.96	22	(165)	\$24,011,610	0
4831	Deep Sea, Coastal, and Great Lakes Water Transportation	0.20	0	2	\$30,953,226	0
4832	Inland Water Transportation	0.00	0	(1)	\$20,918,448	0
4841	General Freight Trucking	1.28	389	494	\$37,919,655	3
4842	Specialized Freight Trucking	2.55	497	(391)	\$30,560,208	2
4851	Urban Transit Systems	0.08	17	(66)	\$6,730,509	0
4852	Interurban and Rural Bus Transportation	0.06	1	(44)	\$2,284,721	0
4853	Taxi and Limousine Service	0.54	(1)	43	\$46,582,946	0
4854	School and Employee Bus Transportation	0.00	0	0	\$15,795,423	0
4855	Charter Bus Industry	0.05	(1)	(21)	\$3,120,078	0
4859	Other Transit and Ground Passenger Transportation	1.28	53	173	\$4,168,743	2
4861	Pipeline Transportation of Crude Oil	5.44	84	(126)	\$31,318,137	1
4862	Pipeline Transportation of Natural Gas	0.09	0	(2)	\$163,830,380	1
4869	Other Pipeline Transportation	0.00	0	0	\$42,704,971	0
4871	Scenic and Sightseeing Transportation, Land	0.00	0	0	\$2,713,441	0
4872	Scenic and Sightseeing Transportation, Water	0.85	0	29	\$1,072,783	0
4879	Scenic and Sightseeing Transportation, Other	0.00	0	0	\$792,940	0
4881	Support Activities for Air Transportation	0.04	3	14	\$57,362,882	0
4882	Support Activities for Rail Transportation	0.72	18	(21)	\$2,484,509	0
4883	Support Activities for Water Transportation	0.00	0	(1)	\$37,123,291	0
4884	Support Activities for Road Transportation	1.20	194	(399)	\$14,254,093	1
4885	Freight Transportation Arrangement	0.37	58	(39)	\$56,318,225	0
4889	Other Support Activities for Transportation	6.71	1	384	\$1,862,304	2
4911	Postal Service	2.86	50	(69)	\$73,565	1
4921	Couriers and Express Delivery Services	0.69	208	103	\$58,154,697	1
4922	Local Messengers and Local Delivery	0.59	114	(112)	\$6,627,212	0
4931	Warehousing and Storage	0.49	369	542	\$161,103,695	3

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5111	Newspaper, Periodical, Book, and Directory Publishers	0.12	(57)	(29)	\$91,047,971	0
5112	Software Publishers	0.07	90	(159)	\$277,259,637	1
5121	Motion Picture and Video Industries	0.49	63	156	\$135,761,349	2
5122	Sound Recording Industries	0.00	0	0	\$12,625,252	0
5151	Radio and Television Broadcasting	1.45	0	142	\$50,429,058	2
5152	Cable and Other Subscription Programming	0.95	(95)	(98)	\$14,943,304	0
5173	Wired and Wireless Telecommunications Carriers	0.79	(178)	404	\$402,806,324	2
5174	Satellite Telecommunications	0.05	(1)	(3)	\$4,394,838	0
5179	Other Telecommunications	0.30	(189)	(280)	\$46,561,029	0
5182	Data Processing, Hosting, and Related Services	0.01	315	(767)	\$225,485,993	2
5191	Other Information Services	0.00	0	0	\$272,222,610	1
5211	Monetary Authorities-Central Bank	0.00	0	0	\$12,181,831	0
5221	Depository Credit Intermediation	0.51	14	(534)	\$553,466,065	1
5222	Nondepository Credit Intermediation	0.42	37	79	\$158,587,316	1
5223	Activities Related to Credit Intermediation	0.44	16	160	\$110,372,824	1
5231	Securities and Commodity Contracts Intermediation and Brokerage	0.23	(10)	(3)	\$215,656,021	1
5232	Securities and Commodity Exchanges	0.00	0	0	\$3,349,028	0
5239	Other Financial Investment Activities	0.16	61	(44)	\$582,104,351	1
5241	Insurance Carriers	0.58	61	(1,345)	\$595,863,261	1
5242	Agencies, Brokerages, and Other Insurance Related Activities	0.51	500	(189)	\$212,169,029	2
5251	Insurance and Employee Benefit Funds	3.86	(8)	61	\$23,069,496	1
5259	Other Investment Pools and Funds	0.05	(16)	(6)	\$183,991,593	1
5311	Lessors of Real Estate	0.52	44	(145)	\$274,731,726	1
5312	Offices of Real Estate Agents and Brokers	0.83	88	(36)	\$30,007	0
5313	Activities Related to Real Estate	0.54	267	(110)	\$126,690,326	1
5321	Automotive Equipment Rental and Leasing	0.71	63	80	\$12,322,128	0
5322	Consumer Goods Rental	0.98	(113)	(44)	\$8,916,710	0
5323	General Rental Centers	0.35	(10)	(19)	\$6,163,016	0
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	2.91	335	(123)	\$17,499,146	2
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0.00	0	0	\$142,933,153	1
5411	Legal Services	0.48	43	(195)	\$315,449,273	1
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	0.79	209	(214)	\$63,053,173	1

**Industry Targets Recommended for Consideration (Preliminary) – Bakersfield Economic Development Strategic Plan**

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5413	Architectural, Engineering, and Related Services	0.95	483	(594)	\$141,559,938	2
5414	Specialized Design Services	0.48	8	63	\$21,867,012	0
5415	Computer Systems Design and Related Services	0.20	894	(1,077)	\$537,181,458	2
5416	Management, Scientific, and Technical Consulting Services	0.54	968	(944)	\$211,864,620	2
5417	Scientific Research and Development Services	0.09	18	20	\$321,553,912	1
5418	Advertising, Public Relations, and Related Services	0.25	42	(43)	\$128,540,458	0
5419	Other Professional, Scientific, and Technical Services	0.65	551	(873)	\$48,766,879	1
5511	Management of Companies and Enterprises	0.86	904	(145)	\$773,637,415	2
5611	Office Administrative Services	1.21	278	635	\$3,267	3
5612	Facilities Support Services	0.95	68	(52)	\$30,479,296	0
5613	Employment Services	0.75	1,589	(48)	\$92,350,113	1
5614	Business Support Services	1.24	82	1,849	\$30,969,189	2
5615	Travel Arrangement and Reservation Services	0.25	6	(20)	\$46,256,531	0
5616	Investigation and Security Services	1.00	314	333	\$9,248,711	2
5617	Services to Buildings and Dwellings	0.81	595	904	\$18,993	2
5619	Other Support Services	0.45	80	(121)	\$9,996,915	0
5621	Waste Collection	1.15	165	(82)	\$32,104,975	0
5622	Waste Treatment and Disposal	0.50	(5)	(42)	\$28,165,902	0
5629	Remediation and Other Waste Management Services	1.13	184	(323)	\$12,872,232	0
6111	Elementary and Secondary Schools	0.37	246	(142)	\$65,079,453	1
6112	Junior Colleges	2.34	(56)	71	\$6,388	1
6113	Colleges, Universities, and Professional Schools	0.11	105	(19)	\$274,965,284	1
6114	Business Schools and Computer and Management Training	1.40	(8)	75	\$6,815,888	1
6115	Technical and Trade Schools	1.02	(8)	37	\$7,413,339	0
6116	Other Schools and Instruction	0.74	210	152	\$18,728,917	2
6117	Educational Support Services	0.17	68	(91)	\$27,034,900	0
6211	Offices of Physicians	0.97	1,546	(3,584)	\$265,236,326	2
6212	Offices of Dentists	1.09	425	(100)	\$0	1
6213	Offices of Other Health Practitioners	1.34	715	1,148	\$34,878,891	3
6214	Outpatient Care Centers	2.07	599	4,386	\$29,690,839	3
6215	Medical and Diagnostic Laboratories	1.25	303	(257)	\$28,374,805	2
6216	Home Health Care Services	0.46	1,064	(832)	\$66,690,646	1
6219	Other Ambulatory Health Care Services	1.42	96	912	\$24,493,007	2

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6221	General Medical and Surgical Hospitals	0.92	769	1,514	\$86,497,200	2
6222	Psychiatric and Substance Abuse Hospitals	1.50	0	443	\$188	2
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	1.16	352	(376)	\$434,774	1
6231	Nursing Care Facilities (Skilled Nursing Facilities)	0.39	(37)	(333)	\$126,454,200	0
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	1.32	232	1,066	\$61,037	3
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	1.29	737	696	\$16	3
6239	Other Residential Care Facilities	1.06	3	(42)	\$0	0
6241	Individual and Family Services	1.68	2,896	5,091	\$16,257,116	3
6242	Community Food and Housing, and Emergency and Other Relief Services	0.84	51	113	\$8,479,501	1
6243	Vocational Rehabilitation Services	1.51	(69)	(136)	\$10	1
6244	Child Day Care Services	0.60	156	112	\$4,788,851	1
7111	Performing Arts Companies	0.75	30	(108)	\$21,396,679	0
7112	Spectator Sports	0.77	27	27	\$51,457,567	0
7113	Promoters of Performing Arts, Sports, and Similar Events	0.31	0	102	\$21,986,746	0
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	0.00	3	(5)	\$15,581,633	0
7115	Independent Artists, Writers, and Performers	0.68	13	(30)	\$29,856,157	0
7121	Museums, Historical Sites, and Similar Institutions	0.18	42	(73)	\$25,049,561	0
7131	Amusement Parks and Arcades	0.23	0	123	\$25,618,746	1
7132	Gambling Industries	0.42	(40)	(114)	\$23,481,575	0
7139	Other Amusement and Recreation Industries	0.82	512	32	\$32,394,766	1
7211	Traveler Accommodation	0.51	261	(106)	\$184,273,681	2
7212	RV (Recreational Vehicle) Parks and Recreational Camps	0.17	11	(17)	\$8,814,103	0
7213	Rooming and Boarding Houses, Dormitories, and Workers' Camps	0.00	5	(26)	\$1,515	0
7223	Special Food Services	0.26	186	(248)	\$45,184,756	0
7224	Drinking Places (Alcoholic Beverages)	0.65	57	142	\$9,440,586	1
7225	Restaurants and Other Eating Places	1.09	5,609	2,233	\$71,963,234	2
8111	Automotive Repair and Maintenance	1.31	380	(254)	\$11,002,123	2
8112	Electronic and Precision Equipment Repair and Maintenance	0.56	4	44	\$15,384,196	0

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8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	2.32	152	273	\$13,689,716	2
8114	Personal and Household Goods Repair and Maintenance	1.21	9	113	\$662,500	2
8121	Personal Care Services	0.63	129	447	\$11,417,566	1
8122	Death Care Services	1.03	11	20	\$12,899,990	0
8123	Drycleaning and Laundry Services	1.21	(48)	105	\$14,593,840	1
8129	Other Personal Services	0.51	66	210	\$11,007,461	1
8131	Religious Organizations	0.72	136	26	\$66,875,021	0
8132	Grantmaking and Giving Services	0.41	39	(138)	\$24,513,166	0
8133	Social Advocacy Organizations	1.13	109	(163)	\$15,426,226	0
8134	Civic and Social Organizations	0.85	0	276	\$8,164,844	1
8139	Business, Professional, Labor, Political, and Similar Organizations	0.34	2	(19)	\$66,091,015	0
8141	Private Households	0.33	(1,532)	(1,148)	\$13,487,627	0
9011	Federal Government, Civilian	0.64	(31)	168	\$4,893,229,041	2
9012	Federal Government, Military	0.28	(51)	68	\$680,068,483	1
9026	Education and Hospitals (State Government)	0.40	162	1,072	\$741,217,760	2
9029	State Government, Excluding Education and Hospitals	1.74	(225)	2,430	\$2,237,304,748	3
9036	Education and Hospitals (Local Government)	1.84	421	4,705	\$71,844,170	3
9039	Local Government, Excluding Education and Hospitals	1.11	596	476	\$274,254,433	3
9999	Unclassified Industry	0.04	17	(356)	Insf. Data	0

Source: Emsi; TNDG

1. Location quotient (LQ) is a way of indexing the relative concentration of a particular industry in a region, as compared to the nation. An LQ of 1.0 means the region has its proportionate share of the US mix.
2. In shift share analysis, Expected Change is the amount of job growth or decline that we would expect to see for a particular regional industry based on the National Growth Effect and the Industry Mix Effect. Job change beyond this level is “unexpected” and can therefore be attributed to the region’s unique Competitive Effect (see definition below – definitions by Emsi).
3. Competitive Effect indicates how much of the job change within a given region is the result of some unique competitive advantage of the region; it cannot be explained by other effects (see preceding).
4. Imports represent the amount of money that is spent by all industries located in the region in exchange for goods or services produced by an industry located outside the region.

REC'D & PLACED ON FILE  
AT BAKERSFIELD CITY COUNCIL MEETING

3/17/21 3:30p.m. WORKSHOPS 3.b.

rom: \_\_\_\_\_

**March 17 City Council Workshop**



**Economic Development Strategy Update**

**Opening Comments**

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**A Vision for Bakersfield**

- **Who** does Bakersfield want to be in the next 10 or 20 years?
- **What** is Bakersfield going to be known for?  
*Is there a specific identity we want to go after? A hub for Tech Parks, a mecca for advanced manufacturing and highly skilled jobs? Something more?*
- **How** do we use the important data being prepared to **focus our mission** and to define real, actionable tasks to achieve the vision?

**"Grow in Bakersfield"**

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**Economic Development Vision Concepts**

- **Affordability:** Maintain cost of living and housing affordability
- **Most business-friendly city** in California
- **Entrepreneurship and Small Business Development:** Become known for growing our own
- **Defined and developed commercial areas:** Downtown redevelopment and strategic business district development
- **Growth Target Industries - Focus of today's discussion**
- **A more talent rich region:** Improve local talent development and talent acquisition

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**B3K Key Findings**

- The economic development delivery ecosystem currently has significant gaps that need to be filled for delivering on a strategic vision
- Target growth sectors are consistent with EDSP analysis
- Workforce development activities can be better targeted to economic development strategy
- Economic development interventions must consider how to address race and gender gaps in access to quality jobs and economic opportunities

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**B3K Key Findings**

- State policy has disproportionate effects on Kern's economy; education and engagement of the State through strategy development is required to find areas of mutual benefit
- Basic business and entrepreneurship supports need to be established or scaled to support creation and durability of young firms and expansion of mid-sized companies
- Community transformation needed to support Economic Development: education, placemaking, community development

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**March 17 City Council Workshop**



**Economic  
Development  
Strategy**

**Update from  
Roger Dale with  
TNDG**

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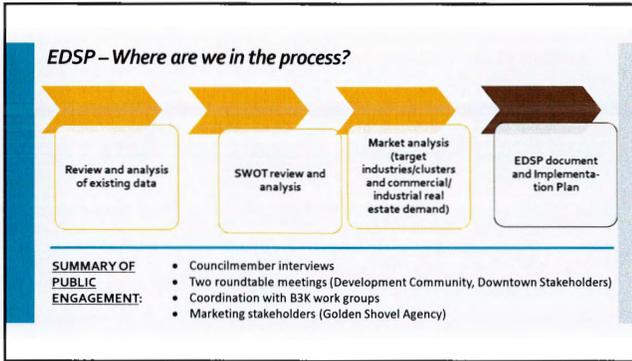
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### Deriving Target Industry Recommendations (Preliminary)

- In this presentation: The “**what**” stage of industry targeting (i.e., what industries to target)
- Later in the EDSP process: The “**how**” stage (i.e., how is this to be carried out)
- Today:
  1. Goal concepts applied to the industry targeting process
  2. Technical aspects of arriving at recommendations
  3. Preliminary recommendations for industry targeting

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### Target Industry Goal Concepts and Technical Considerations

**Interrelated goals that also represent specific concepts**

- Leverage Bakersfield’s core assets and economic strengths, while recognizing challenges
- Diversify economy
- Incorporate existing or potential high-tech components

**Target Industry Technical Considerations**

- Coordination with the **B3K Team’s** countywide analysis of industry targets
- Building on **existing strengths** in Bakersfield’s economic base
- Reviewing **economic conditions in the Los Angeles area** to identify industries growing nationally, but exiting Los Angeles (more so now with pandemic)
- Recognizing **core industries** continue to evolve

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**Integrate targeted industries with industry-spanning strategies**

- Reflects goal of incorporating **high-tech components**
- As example, a focus on **automated transportation/mobility** could mean:
  - Encouraging tech-oriented firms with a mobility connection plus overlap with Agriculture, Aerospace, Oil, & Logistics
  - Enhancing transportation functionality within and to/from the City
  - Contribute to City's tech-friendly image
  - Tie into proposed Kern County Safer Autonomous Freight Enhanced Testing Environmentally Clean (SAFETEC) Logistics Zone

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**Recommendations: Targets span 4 industry "cluster" categories**

1. Logistics



2. Advanced business services



3. Manufacturing



4. Environmental services



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**Recommendations: Logistics and Advanced Business Services**

Industry	Bakersfield Context	Relates to BJK	Automated mobility
<b>Logistics</b>			
454110: Fulfillment centers (Electronic shopping, etc.)	Extension of logistics (locally strong sector), staging for Los Angeles market, maybe Bay Area – potential tax, cost advantages	Logistics	Yes
<b>Advanced business services</b>			
522110: Commercial banking	Data show over 80% of existing demand imported, branches of regional banks?	Financial and insurance svcs.	
541512: Computer systems design services	Very small but growing in City, compatible with telework options, source of new small businesses	Business services	Yes
561110: Offices of administrative services	Relates to traditional locational advantage for "back office" operations, or "centralized traditional back office operations," with HR, payroll, finance, procurement, legal, customer service, and IT. Aka Shared Service Centers (SSCs), or Corporate Nerve Centers	Business services; and "second office"	

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**Recommendations: Manufacturing**

Industry	Bakersfield Context	Relates to BJK	Automated mobility
<b>Manufacturing</b>			
311340: Non-chocolate confectionary (3)	Relates to agriculture, food processing	Advanced mfg. sub-clusters: food	
326150: Urethane and other foam production	Relates to construction products and services	Advanced mfg. sub-clusters: chemicals, plastics	
334511: Navigation and detection equipment mfg.	Sector supports automotive innovation, with lidar and smart-system components	Other advanced and precision mfg.	Yes
334513: Instruments manufacturing	Supports aerospace, navigation equipment. In workforce, minor gap in one skills area only	Other advanced and precision mfg.	Yes
335312: Electric motors	Include specialization in repair, maintenance of electric engines, minor workforce gaps	Other advanced and precision mfg.	Yes
336413: Aircraft parts	Supports aerospace. Minor gaps in workforce skills correctable through customized training	Other advanced and precision mfg.	Yes

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**Recommendations: Environmental Services**

Industry	Bakersfield Context	Relates to BJK	Automated mobility
<b>Environmental services</b>			
541734: R&D in BioTech	Very small but growing in City; value-added component of agriculture sector; source of new small businesses	Carbon mgmt. and renewable fuels production & innovation	
541715: R&D in physical, engineering & life sciences	Very small but growing in City; compatible with telework options that lower costs for LA-based firms; source of new small businesses	Environmental svcs. & utilities; Carbon mgmt. and renewable fuels production & innovation	

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**Preliminary Target Industry Strategic Connections, cont'd.**

Industry category	Growth	Leaving LA	Build on existing	Attract talent	Diversify
311340: Non-chocolate confectionary					
326150: Urethane and other foam products					
334511: Navigation and detection equipment mfg.					
334513: Instruments manufacturing					
335312: Electric motors					
336413: Aircraft parts					
454110: Fulfillment centers (Electronic shopping, etc.)					
522110: Commercial banking					
541512: Computer systems design services					
541714: R&D in BioTech					
541715: R&D in physical, engineering and life sciences					
561110: Office of admin services					

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**Concept of Leveraging Industry Targets through Tech Park**

**Area/institutional relationships**

- CSUB, potentially universities/institutions outside Kern County
- Downtown Bakersfield, probably as adjunct setting
- East Kern tech/aerospace

**Programmatic relationships**

- Existing/prospective industry clusters
- State/Federal funding opportunities
- City/County entrepreneurial support programs
- Critical infrastructure considerations
- Special (flexible) zoning for non-typical functions and mix of uses
- Special City/County incentives
- Seed projects
- Marketing/branding

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**Relation to Preliminary Industry/Cluster Targeting**

Recommended Target Clusters	Potential Connection to Tech Park?	Comments
<b>The Natelson Dale Group (TNDG)</b>		
Logistics	Possible	Focus on technological support (not warehouse facilities)
Advanced business services	Specific applications	Computer programming etc. for example
Manufacturing	Yes	
Environmental Services	Yes	
<b>Brookings/B3K</b>		
Aerospace	Possible	How much will B3K connect East Kern to Bakersfield?
Advanced manufacturing sub-clusters: chemicals, plastics, metal working, machinery, and food	Yes	
Business services "second office"	Some components	
Carbon management and renewable fuels production and innovation	Yes	For "cleaner"/R&D components of this cluster

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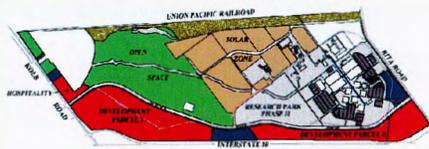
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**Tech Park examples: University of Arizona Technology Park at Rita Road (Tucson)**



The UA Tech Park at Rita Road is an integral component of the University of Arizona, a top-ranked research university. Tech Parks Arizona is part of Tech Launch Arizona, the UA's office that commercializes inventions stemming from University research.

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### Tech Park examples: Cumming Research Park (Huntsville, AL)



- Previously, the Research Park benefitted from growth in industry clusters such as aerospace/defense, information technology, advanced manufacturing and life sciences.
- Going forward, positioning must reflect "converging technologies and emerging multi-disciplinary industry sectors"

<https://cummingresearchpark.com> (Copyright image)

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### Tech Park examples: Nebraska Innovation Campus (Lincoln, NE)



Designed to facilitate new and in-depth partnerships between the University of Nebraska and private-sector businesses

<https://innovate.unl.edu/>

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### Tech Park examples: University of Illinois Research Park (Champaign-Urbana)

The mix of uses on the campus promotes "creative collisions" and interdisciplinary collaborations, strengthening the bridge between campus and community



<https://researchpark.illinois.edu/> (CC image)

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### Tech Park examples: Arrowhead Center at New Mexico State University (Las Cruces)

Arrowhead Center works with partners on and off-campus to advance innovation, commercialization, and entrepreneurship




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### Tech Park examples: Star Park Texas State University (San Marcos)



58-acre site: Hosts STAR One, a technology incubator for start-up and early-stage businesses, and for both "spin-offs" from university faculty and "spin-ins" from outside companies that want to work with the University

Photo: University of Texas at San Marcos. Copyright image.

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Bucheon City Vision

Daejang-dong Eco-friendly complex

IoT, Big Data, AI, etc.  
Testing and validation center  
for the Fourth Industrial Revolution technologies



Bucheon City has this "tech park-like" complex and other compatibilities with Bucheon City.

1. High-tech concepts folded into "traditional" industries (plastic molding, lighting, ceramics)
2. Industries ranging from Entertainment (UNESCO Creative Cities of Literature), to Medical Tourism, to Robotics/IoT
3. Part of trading network

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### Next Steps in Refining the List of Target Industries

- City Council feedback today
- Continual coordination with the B3K team;
- Ongoing review with stakeholders; and
- Examining the industry targets in comparable California cities with similar “competitive drivers” and industry locational requirements.

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### Discussion

- To recap, the primary topics covered today have been:
  - How overall City visions are reflected in:
    - Economic development goals
    - Some initial B3K findings, and
    - Target industries
  - Preliminary industry target recommendations
  - Option to leverage industry targeting with a focus on automated transportation/mobility
  - Tech Park concept – adding geographic focus to EDSP (and industry targeting)
  - Exploration of economic relationships between Bakersfield and Bucheon, South Korea

*Our primary requests to the City Council today are:*

- Provide feedback on the recommended target industries
- Discuss key concepts for implementation

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### Discussion: Cluster categories and key concepts

**Four cluster categories:**

1. Logistics
2. Advanced business services
3. Manufacturing
4. Environmental services

**Implementation concepts:**

- Leverage industry targeting with a focus on automated transportation/mobility
- Tech Park

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# ADMINISTRATIVE REPORT

**MEETING DATE:** 3/17/2021

Closed Session 4. a.

**TO:** Honorable Mayor and City Council

**FROM:** Virginia Gennaro, City Attorney

**DATE:** 3/5/2021

**WARD:**

**SUBJECT:** Conference with Legal Counsel — Existing Litigation; Closed session pursuant to Government Code section 54956.9(d)(1) regarding *Cristian Hernandez v. City of Bakersfield, et al.* Kern County Superior Court Case No. BCV-19-101559

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**STAFF RECOMMENDATION:**

**BACKGROUND:**