



**Special Meeting of the Citizens Oversight Committee for  
Bakersfield Public Safety and Vital Services Measure (PSVS)  
Of the City Council - City of Bakersfield**

Special Meeting of the Citizens Oversight Committee for Bakersfield Public Safety  
and Vital Services Measure (PSVS) Of the City Council – City of Bakersfield  
Friday, April 9, 2021  
11:00 AM

City Hall South  
1501 Truxtun Avenue, Bakersfield CA 93301  
City Council Chambers

**AGENDA**

- 1. ROLL CALL**
- 2. ADOPTION OF MINUTES**
- 3. PUBLIC COMMENTS**
- 4. NEW BUSINESS**
  - a. Fiscal Year 2021-22 Public Safety/Vital Services Measure Phase III  
Spending Proposals
    - i. Police Department Proposal – Chief of Police Terry
    - ii. Fire Department Proposal – Fire Chief Galagaza
    - iii. Public Works Department Proposal – Public Works Director  
Fidler
    - iv. City Manager's Office and Strategic Initiative Overview – City  
Manager Clegg
- 5. DEFFERRED BUSINESS**
- 6. COMMISSIONERS COMMENTS**
- 7. ADJOURNMENT**



# ADMINISTRATIVE REPORT

**MEETING DATE:** 4/9/2021

4. a.

**TO:** Bakersfield Public Safety Vital Services Measure Committee

**FROM:**

**CREATED BY:**

**DATE:**

**WARD:**

**SUBJECT:** Fiscal Year 2021-22 Public Safety/Vital Services Measure Phase III  
Spending Proposals

- i. Police Department Proposal – Chief of Police Terry
- ii. Fire Department Proposal – Fire Chief Galagaza
- iii. Public Works Department Proposal – Public Works Director Fidler
- iv. City Manager's Office and Strategic Initiative Overview – City Manager Clegg

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**STAFF RECOMMENDATION:**

**BACKGROUND:**

**ATTACHMENTS:**

Description	Type
☐ Police Department Proposal	Staff Report
☐ Fire Department Proposal	Staff Report
☐ Public Works Department Proposal	Staff Report
☐ City Manager's Office and Strategic Initiative Overview	Staff Report



# BAKERSFIELD POLICE MEMORANDUM



DATE: March 8, 2021

TO: Christian Clegg, City Manager

FROM: Greg Terry, Chief of Police

SUBJECT: **Public Safety and Vital Services Measure: Proposed Phase 3**

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## PROPOSAL

In accordance with the Public Safety and Vital Services Measure (PSVS), this Phase 3 proposal continues the effort to enhance quality public safety services, improve the quality of life, and deliver excellent customer service to our community as highlighted in the priorities listed below.

1. **Improve response times;** to all calls including assaults, robberies, residential burglaries, auto thefts, gang violence and quality of life issues.
2. **High visibility and proactive patrols;** to prevent opportunistic types of crimes such as thefts and burglaries; and enhance perception of public safety in neighborhoods, recreational areas and business districts.
3. **Increase capacity to prevent and disrupt serial offenses;** enable focused deployment of detectives to disrupt identified crime trends; particularly those that are of a serial nature like auto thefts, and burglary.
4. **Immediate increase in community engagement;** support staff will allow for re-allocation of select personnel to the field, personnel assigned to handle compliance measures will improve policing efforts through better quality policing services to reduce crime and improve quality of life.

This proposal prioritizes sworn and professional personnel needs that will further the goals of PSVS and ensure compliance with mandated measures, increase oversight and improve community trust, while addressing some of the community's most pressing needs.

## **STAFFING INCREASES**

### **SWORN**

#### **Nine (9) Police Officers**

The increase in officers will:

- Improve rapid response to priority one calls such as robberies, assaults and gang violence
- Improve response times to ShotSpotter activations and enable thorough follow-up to improve community engagement and trust
- Increase high visibility patrols in public areas such as parks, shopping centers, schools, and sporting events

#### **Eight (8) Senior Police Officers**

Senior Police Officers are assigned to Patrol, assigned to Training and Logistics and assigned to the Quality Assurance Unit. The additional officers would:

- Assist Patrol Sergeants with supervision of field personnel
- Decrease response times to ShotSpotter activations and ensure thorough follow-up to reduce gun violence, improve community engagement and trust
- Increase high visibility patrols in public areas such as parks, shopping centers, schools, and sporting events.
- Improve officer development and oversight of critical investigations
- Improve Department's oversight of sworn and professional personnel
- Ensure Department compliance with mandated measures

#### **Six (6) Detectives**

Increasing the complement of detectives will enable us to:

- **Complete follow up and investigation of cases, which are currently unassigned due to higher priority cases-** Many crimes, particularly property and financial crimes, are not assigned for follow-up at all due to a lack of available detectives. This leads to considerable frustration on the part of victims who suffer a loss of personal property, time, and resources and do not see the crime fully investigated
- **Better identify and arrest serial offenders-** We know minor-injury violent crimes are committed by a small number of individuals. Unfortunately, our current lack of detectives means that many of these lower-level crimes go uninvestigated
- **Improve follow up in sexual assault cases-** Statutory and industry best-practice standards now require processing of more sex crimes kits than in years past, and improved technology has led to the need for detectives for follow up on older cases
- **Investigate Homicide Cold Cases-** Advances in technology for processing evidence, sharing information, and record keeping have increased both our ability and the opportunity for dedicated follow-through on homicides that may be decades old

### **Five (5) Police Sergeants**

This is perhaps the most critical rank within the police supervisory line. The additional supervisors will:

- Increase police visibility
- Increase active supervision and management
- Improve efficiency, ensure accountability, and reduce liability
- Improve span of control
- Improve credibility and effectiveness of Internal Affairs investigations

### **PROFESSIONAL STAFF**

#### **One (1) Accountant I**

The scope and complexity of the Police Department fiscal services continues to evolve with staff and workload increases, regulatory changes, and funding sources. This additional position will:

- Improve efficiencies and support quality control measures
- Assume grant administration
- Conduct data analysis
- Make ledger entries and calculations of budget related items

#### **One (1) Accounting Clerk I/II**

The scope and complexity of the Police Department fiscal services continues to evolve with staff and workload increases, regulatory changes, and funding sources. This additional position will:

- Ensure timely processing of payroll
- Ensure timely processing of accounts receivable/payable
- Fulfill critical role in tracking of revenue/expenditures

#### **One (1) Digital Forensic Examiner I/II**

The Police Department's Digital Forensics Unit (DFU) is tasked with conducting forensic examinations of various digital devices. Currently, the DFU is comprised of three employees, two sworn and one civilian Digital Forensics Examiner. Under their current workload, DFU personnel are experiencing a backlog of devices that require processing. The addition of a Digital Forensic Examiner will:

- Return a sergeant back to patrol for needed supervision of field personnel
- Provide a more fiscally responsible approach to the staffing of this position
- Provide greater stability to the position by civilianizing a sworn position

#### **One (1) Police Laboratory Technician**

Police Laboratory Technicians are responsible for the forensic and technical processing of crime scenes. The increase in staffing will:

- Return a Police Service Technician to patrol
- Enhance field responses to scenes for evidence processing and collection
- Improve the quality of evidence collection and increase the likelihood of arrests
- Improve case clearance rates

## **Two (2) Administrative Analysts**

### **One (1) Records Unit**

The Police Department Records Unit receives approximately 13,000 records request per year. This past year the volume and complexity of requests have substantially increased (7.95%). These requests have various mandated response times and subject the Police Department to penalties (fines, lawsuits, loss of public trust) for non-compliance. This additional position will:

- Increase efficiency of the handling of records requests
- Provide oversight of data to ensure integrity
- Enhance customer service

### **One (1) Quality Assurance Unit**

The Police Department Quality Assurance Unit utilizes a holistic approach to quality management to ensure that internal standards are being met and the services being delivered meet our community's expectations. This is done through a variety of oversight and compliance processes. This additional position will:

- Ensure the timely input, retrieval, collection, compiling, analyzing and dissemination of data from a variety of sources and databases.
- Identify Department-wide trends and/or outliers, and interpret large volumes of data into intelligence.
- Prepare summary and detailed reports (internal/external) on a regular basis

## **Three (3) Senior Police Records Clerks**

### **Two (2) Police Records Unit**

Senior Police Records Clerks oversee and supervise nearly all activities within the Police Records Unit including, but not limited to: planning, training, recruitment, hiring, performance monitoring, counseling, scheduling, evaluations, etc. Current staffing does not provide for regular supervision within the unit 24 hours a day. This can result in inefficiencies, poor customer service, and failure to comply with mandated response times. These additional positions will:

- Ensure consistent supervision across every shift
- Ensure consistent and appropriate oversight of police records personnel and processes
- Ensure timely processing of public records requests to reduce liability and enhance customer service
- Monitor statistics, approve reports, and perform quality control checks of public records releases

### One (1) Investigations Division

Senior Police Records Clerks provide the direct supervision required for clerk and transcribing typists. There is currently no direct supervision of this type within the Investigations Division. The additional position will:

- Aid in the direct supervision of clerical staff
- Enable Investigations Division sergeants to focus on pressing public safety issues
- Serve as a victim liaison for the Investigations Division. This will provide more direct contact with crime victims in a timely manner and allow detectives to focus on crime solving strategies

### **Three (3) Police Property Equipment Specialists**

#### Two (2) Police Records Unit

The increasing volume and complexity of public records requests and the acquisition of Body Worn Cameras (BWC) has dramatically increased the workload for current staff. There is a necessity to closely review and frequently redact digital records prior to release. This has resulted in lengthy waiting periods which do not meet the Police Department's goals and public expectations. These additional positions will:

- Handle all public records requests for digital records (Body Worn Cameras, Private surveillance, Audio recordings, and City-wide public safety cameras)
- Reduce public records request response times
- Reduce liability for failing to meet mandated time provisions in various statutes
- Enhance customer service by allowing current Records Unit staffing to perform primary duties

#### One (1) Technology Development Unit

The Technology Development Unit facilitates a variety of technology projects in furtherance of City Council Goals and the priorities of PSVS. This additional position will:

- Replace a police officer who will be reassigned to patrol
- Assist in ongoing inventory control
- Liaison with COB Technology Services and private vendors
- Assist in management of technologies such as CAD, Body Worn Cameras, etc.

### **Four (4) Clerk Typists**

Clerk Typists perform routine and repetitive clerical duties throughout the Police Department. As Police Department staffing has increased so have the various administrative responsibilities. Currently, when there is a shortage of administrative staffing, field personnel perform the required duties.

#### One (1) Police Records Unit

The additional positions within the Police Records Unit will:

- Perform the numerous administrative tasks specifically associated with public

records requests to ensure timely, accurate, and professional release of public records

### Two (2) Investigations Division

The Court Complaint section of the Investigations Division delivers police reports to the Kern County District Attorney's Office in cases where an arrest has been made. The work involved is primarily clerical and does not require any particular skill set outside of the job specifications for a Clerk Typist. These duties are currently being performed by two (2) Police Service Technicians (PST). The addition of two Clerk Typists will:

- Return one (1) PST back to patrol for response to calls for service
- Redirect one (1) PST to missing person investigations, which will enable a homicide detective to focus on more complex investigations
- Provide a more fiscally responsible approach to the staffing of this position

### One (1) Traffic Unit

The additional position will:

- Enhance public access and supervisory approval of accident reports
- Improve responsiveness to public complaints of traffic related issues
- Enable timely processing of traffic citations with the courts
- Fully release a Police Service Technician back to field responsibilities

### One (1) Communications Center Supervisor

The Communications Center Supervisor position is a critical function in the Police Department. The supervisor acts as a liaison between the Communications Center and field units. The Communications Center Supervisor is responsible for the quality and quantity of work produced by staff. This additional position will:

- Provide a sixth supervisor to ensure stable oversight and supervision across the six shifts

## **TEMPORARY ANNUITANTS**

### **Eight (8) Background Investigators**

The Police Department continues its effort to hire additional sworn and professional staff. The Department's Background Investigator (BGI) staff currently consists of approximately 35 sworn personnel from Patrol and Investigations Divisions, along with four annuitants. In 2020 the Department conducted 500 background investigations for sworn, professional staff, COB Technology Services and General Services' positions. With the exception of our four annuitants, all BGI staff have other primary duties, therefore, these BGI's are conducted during release time and overtime. The additional temporary positions will:

- Reduce the use of overtime
- Minimize collateral duties for fulltime staff
- Ensure timely completion of investigations
- Improve Department responsiveness to PSVS priorities and Council goals



## **Two (2) Police Training Academy Directors**

The Police Department continues to host a Regular Basic Course (basic police academy), which is certified through the California Commission on Peace Officer Standards and Training (POST). These academies are held locally twice per year at the Bakersfield Police Academy Training Facility. As required by POST, the Bakersfield Police Department designates an Academy Director to assist with operational oversight, logistical management, and coordination of technical needs with POST representatives. The Academy Director is the primary point of contact for POST and is responsible for academy performance. This role is currently being handled as a collateral assignment by a lieutenant within the Training and Logistics Division. The additional temporary position will:

- Enable the current Police Lieutenant to focus on other areas of responsibility
- Improve the timely completion of other mandated Department training

## **Two (2) Police Training Academy Coordinators**

The Police Department continues to host a Regular Basic Course (basic police academy), which is certified through the California Commission on Peace Officer Standards and Training (POST). As required by POST, the Bakersfield Police Department designates an Academy Coordinator to supervise the day-to-day activities of the academy and associated personnel, coordinate and develop the instructional material, as well as schedule and develop various course curriculum. The Academy Coordinator also acts as the Academy Director in their absence. This role is currently being handled full-time by a Police Sergeant due to the workload volume and area of responsibility. This additional temporary position will:

- Return a Police Sergeant to patrol for needed supervision of field personnel

## **Two (2) Quality Assurance Unit Audits and Inspections**

The Quality Assurance Unit (QAU) conducts audits and inspections of many different units, functions, responsibilities, and duties of Bakersfield Police Officers and professional staff. Audits and inspections are nuanced, highly situational, and time-consuming tasks to undertake for a variety of reasons. The additional temporary positions will:

- Assist in the development and implementation of quality control measures
- Perform audits and inspections
- Prepare reports for internal and external stakeholders

## **Two (2) Traffic Unit – Various Assignments**

The Police Department continues its effort to hire additional sworn and professional staff. The Traffic Unit consists of Traffic Officers and Police Service Technicians that handle a variety of traffic assignments; including Hit and Run Investigations, Red Flex ticket investigations, Vehicle Impound Hearings, Special Events Coordination, and Quality of Life complaints regarding abandoned or disabled vehicles. Qualified retired police personnel possess the institutional and professional knowledge to undertake such work with little training and can cost-effectively improve overall productivity in key areas. The additional temporary positions will:

- Enable sworn traffic personnel to expand speed enforcement/collision investigations
- Reduce the use of overtime for special enforcement events
- Improve response times to priority calls

## **EQUIPMENT**

### **Vehicles:**

- 30 - Patrol Vehicles; maintain current vehicle availability levels and ensure rapid and efficient deployment of patrol officers
- 4 - Police Motorcycles – Restoration of Motorcycle Traffic Unit
- 1 - Police Service Technician pickups; necessary to accommodate the return of Police Service Technician's to field duties

<b>Table 1. Proposed Public Safety and Vital Services Budget – Bakersfield Police Department</b>				
	<b>SALARY (+ BENEFITS)</b>		<b>YEAR 3 (FY 21/22)</b>	
<b>SWORN POSITIONS</b>	<b>PER POSITION</b>		<b>QTY</b>	<b>AMOUNT</b>
POLICE OFFICER	\$ 114,000		9	\$ 1,026,000
SENIOR POLICE OFFICER	\$ 176,500		8	\$ 1,412,000
DETECTIVE	\$ 187,500		6	\$ 1,125,000
POLICE SERGEANT	\$ 200,000		5	\$ 1,000,000
<b>SWORN SALARY &amp; BENEFITS</b>			<b>28</b>	<b>\$ 4,563,000</b>

<b>CIVILIAN POSITIONS</b>	<b>PER POSITION</b>		<b>YEAR 3</b>	
ACCOUNTANT I	\$ 79,500		1	\$ 79,500
ACCOUNTING CLERK I/II	\$ 63,000		1	\$ 63,000
DIGITAL FORENSIC EXAMINER I/II	\$ 86,500		1	\$ 86,500
CLERK TYPIST I/II	\$ 58,000		4	\$ 232,000
LAB TECH	\$ 86,500		1	\$ 86,500
POLICE PROPERTY & EQUIPMENT SPECIALIST	\$ 80,000		3	\$ 240,000
ADMINISTRATIVE ANALYST I	\$ 85,500		2	\$ 171,000
SR RECORDS CLERK	\$ 71,500		3	\$ 214,500
COMM CTR SUPERVISOR	\$ 90,500		1	\$ 90,500
<b>CIVILIAN SALARY &amp; BENEFITS</b>			<b>17</b>	<b>\$ 1,263,500</b>

<b>OPERATING</b>		<b>YEAR 3</b>
ANNUITANT POSITIONS		\$ 586,000
COMPUTER FORENSIC SERVICES		\$ 75,000
NEW POSITION START UP COSTS		\$ 317,775
<b>TOTAL OPERATING</b>		<b>\$ 978,775</b>

<b>EQUIPMENT</b>		<b>YEAR 3</b>
FLEET EQUIPMENT		\$ 2,503,350
NEW POSITION COMPUTER EQUIPMENT		\$ 220,639
NEW POSITION RADIOS		\$ 750,000
BODY WORN CAMERA PROGRAM		\$ 277,985
<b>TOTAL EQUIPMENT</b>		<b>\$ 3,751,974</b>

<b>CAPTIAL</b>		<b>YEAR 3</b>
<b>TOTAL CAPTIAL</b>		<b>\$ -</b>

<b>MEASURE N - POLICE DEPARTMENT OVERALL</b>		<b>YEAR 3</b>
TOTAL SALARIES & BENEFITS		\$ 5,826,500
TOTAL OPERATING		\$ 978,775
TOTAL EQUIPMENT		\$ 3,751,974
TOTAL CAPITAL		\$ -
<b>PROPOSAL TOTAL</b>		<b>\$ 10,557,249</b>

**Table 2. Proposed Public Safety and Vital Services Budget – Bakersfield Police Department New Positions**

<b>SWORN POSITIONS</b>	<b>YEAR 1 (FY 19/20)</b>	<b>YEAR 2 (FY 20/21)</b>	<b>YEAR 3 (FY 21/22)</b>	<b>TOTALS</b>
POLICE OFFICER	30	10	9	49
SENIOR POLICE OFFICER	0	5	8	13
DETECTIVE	4	6	6	16
POLICE SERGEANT	5	5	5	15
POLICE LIEUTENANT	4	2	0	6
POLICE CAPTAIN	0	1	0	1
<b>TOTAL SWORN POSITIONS</b>	<b>43</b>	<b>29</b>	<b>28</b>	<b>100</b>

<b>CIVILIAN POSITIONS</b>	<b>YEAR 1 (FY 19/20)</b>	<b>YEAR 2 (FY 20/21)</b>	<b>YEAR 3 (FY 21/22)</b>	<b>TOTALS</b>
CRIME ANALYST	1	0	0	1
POLICE LAB TECHNICIAN	1	0	1	2
COMMUNICATIONS SPECIALIST	10	1	0	11
COMMUNICATIONS CENTER SUPERVISOR	0	0	1	1
DIGITAL FORENSIC EXAMINER	1	0	1	2
COMMUNITY RELATIONS SPECIALIST	2	0	0	2
ANIMAL CONTROL OFFICER	2	1	0	3
POLICE REPORT SPECIALIST	5	2	0	7
POLICE PROPERTY & EQUIPMENT SPECIALIST	2	6	3	11
CLERK TYPIST	2	4	4	10
ACCOUNTING CLERK	1	0	1	2
ACCOUNTANT	0	0	1	1
ADMINISTRATIVE ANALYST I	0	0	2	2
SENIOR RECORDS CLERK	0	0	3	3
SECRETARY	0	1	0	1
<b>TOTAL CIVILIAN POSITIONS</b>	<b>27</b>	<b>15</b>	<b>17</b>	<b>59</b>

<b>MEASURE N - POLICE DEPARTMENT OVERALL</b>	<b>YEAR 1 (FY 19/20)</b>	<b>YEAR 2 (FY 20/21)</b>	<b>YEAR 3 (FY 21/22)</b>	<b>TOTALS</b>
<b>TOTAL NEW POSITIONS</b>	<b>70</b>	<b>44</b>	<b>45</b>	<b>159</b>



# BAKERSFIELD FIRE DEPARTMENT

## ■ MEMORANDUM ■

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BAKERSFIELD FIRE DEPARTMENT HEADQUARTERS • 2101 H STREET • BAKERSFIELD, CA, 93301 • 661-326-3911

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**TO:** Christian Clegg, City Manager  
**FROM:** Anthony Galagaza, Fire Chief  
**DATE:** March 26, 2021  
**SUBJECT:** Measure N: Proposed Capital Improvement Projects & Equipment

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### BACKGROUND

On November 6, 2018, the citizens of Bakersfield approved Measure N. Measure N provides reliable, locally-controlled funding to maintain and enhance community priorities including public safety, retaining/attracting jobs and businesses, and other quality of life services.

*BAKERSFIELD PUBLIC SAFETY/VITAL CITY SERVICES MEASURE. To prevent cuts/improve 911 emergency response, police/fire protection, anti-gang/drug units, neighborhood police patrols; rapid response to assaults, robberies, gang violence, home burglaries; crime prevention; address homelessness; retain, attract jobs/businesses; unrestricted general revenue purposes; with the measure having been adopted the ordinance establishes a one-cent sales tax which requires independent audits, citizens oversight, all funds for Bakersfield.*

### PROPOSAL

The Bakersfield Fire Department has prepared a Measure N funded proposal for fiscal year 2021/2022, in order to better serve the City of Bakersfield. In accordance with Measure N, this proposal includes restored and expanded services/equipment to Bakersfield residents through specific actions within the Bakersfield Fire Department:

- Thermo Fisher Gemini
- Plymovent Systems

## **Proposed Equipment/Capital Purchases, Fiscal Year 2021/2022:**

**Thermo Fisher Gemini (1):** On January 11, 2011 Cal OES conducted a thorough inspection of the Bakersfield Fire Department's (BFD) Hazardous Materials Response Team. The BFD requested this inspection as part of the state typing process. In order for the department to be listed as an available state resource for master mutual aid, the department needed to demonstrate possession of all equipment listed on the State's Standard Equipment List (SEL). The department successfully passed the inspection and has become part of an exclusive group of Haz Mat Teams throughout the State of California that are called upon to serve in a time of need. Hazmat 15 (HM15) is the only Type 1 Hazmat Team in Kern County. There are five Type 1 Teams in Region 5 and 37 in the State of California. HM15 is a local, regional, and state asset that is categorized based on capability, staffing and credentialing of hazmat team members. The department's involvement in this important program allows us to better network with the many cooperating agencies throughout the state. The department is scheduled to undergo a typing re-inspection in March of 2022. In order to meet the Standard Equipment List (SEL), the department must possess, layout, and display all necessary items for the inspection. In anticipation of next year's typing inspection, the team has identified and established a list of needed equipment. Some equipment purchased for the initial inspection in 2011 has become obsolete and no longer supported by the manufacturer. The BFD is requesting a replacement monitor for the current outdated Hazmat ID monitor. The replacement monitor, Thermo Fisher Gemini, costs \$140,000. This is a Spectroscopy Elemental Isotope Analysis unit that identifies a broad range of unknown chemicals.

## **Proposed Capital Improvement Project, Fiscal Year 2021/2022:**

**Plymovent System (3):** Fifteen years ago the Bakersfield Fire Department (BFD) secured an Assistance to Firefighter Grant to install a vehicle exhaust removal system and reduce the harmful effects of diesel exhaust exposure to its employees in all but three BFD fire stations. This undertaking followed Cal OSHA's Hazard Alert publication on diesel exhaust. Cal OSHA sets and enforces limits for exposure to chemicals in the workplace. Currently, there has been no Permissible Exposure Limits (PEL) established for diesel exhaust. However, there are PEL's established for some components of diesel exhaust, such as carbon monoxide, polycyclic aromatic hydrocarbons, nitrogen oxides, sulfur oxides, nickel and arsenic. It's estimated that 70 percent of the cancer risk that the average Californian faces from breathing toxic air contaminants stems from diesel exhaust particles. The current BFD Plymovent system has served its purpose and without doubt has reduced firefighter cancer rates. Due to the new system utilizing a magnetic flange, better versatility is achieved when adapting to various sizes of exhaust pipes. The current system requires a

specifically sized boot to properly adapt. The new system is designed with multiple magnetic adapters that fit inside of each other to quickly change sizes without tools. The BFD requires three (3) additional Plymovent systems to outfit the remaining BFD fire stations in order to provide all BFD fire station personnel with this level of protection at a cost of \$280,000.

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**Bakersfield Fire Department**

3/26/2021

<b>Capital Improvement Projects</b>	
Thermo Fisher Gemini (1)	140,000
Plymovent System (3)	280,000
<b>Fire Capital Improvement Projects Grand Total</b>	<b>\$ 420,000</b>



# BAKERSFIELD

THE SOUND OF *Something Better*

## PUBLIC WORKS DEPARTMENT MEMORANDUM

**TO:** Christian Clegg, City Manager  
**FROM:** Nick Fidler, Public Works Director *NF*  
**DATE:** March 25, 2021  
**SUBJECT:** Public Safety and Vital Services (PSVS) Measure - Phase 3

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The Public Works Department is pleased to present a proposal requesting Capital Improvement Projects (CIP) and Personnel focused on the priorities of the measure.

### Proposed Capital Improvement Projects:

The eight proposed CIP's focus on PSVS priority #12 Enhance amenities throughout the community to improve the quality of life and attract visitors. Projects also support Council Goals #6 Enhance infrastructure, #7 Promote community pride, and 8 #Invest in urban renewal and downtown development.

**\$2,650,000 Westside Parkway Landscaping Phase 1** (Wards 2 and 3): Phase 1 proposes drought tolerant landscaping and irrigation features on the Westside Parkway Freeway from the Coffee Road Interchange to the Truxtun Avenue interchange. The project will include aesthetic features including stamped concrete and other hardscape elements along the freeway mainline, interchange, and ramps that will considerably reduce the maintenance efforts.

**\$2,300,000 State Route (SR) 58 Corridor Enhancement** (Wards 1, 2 and 7): This project will provide low maintenance landscape and hardscape improvements at select interchanges or other points as determined along SR 58 east of SR 99. Improvements and locations to be determined in coordination with Caltrans.

**\$1,000,000 Street Light Study Improvements (All Wards):** The City retained a consultant to prioritize areas where additional street lighting is needed to improve safety in the public right of way. Pedestrian, and bicycle activity, along with accident and crime data will be considered in developing the street light study. This will be a multi-year project to install street lighting in the areas identified and prioritized in the study. This funding will supplement the \$1,000,000 in funding appropriated in FY 20/21.





**\$750,000 SR 99 at Hosking Avenue Interchange Landscaping** (Ward 7): A 2014 directive issued by Caltrans during the drought eliminated the majority of the originally designed landscaping and irrigation elements of the Hosking Avenue Interchange Project. In partnership with Caltrans, this project will improve the landscaping along the interchange with drought tolerant plants and maintenance friendly hardscape features. This project in conjunction with the entry monuments project below will improve the visitor's first impression when entering Bakersfield on northbound SR 99.

**\$580,575 Pedestrian and Bike Improvements, Chester Avenue between 4<sup>th</sup> Street and Brundage Lane** (Wards 1 and 2): Between 2013 and 2018, there were twenty-two (22) bicyclist and pedestrian collisions and fifty (50) motor vehicle only collisions resulting in five (5) fatalities or severe injuries within this half-mile commercial segment. The improvements will increase pedestrian visibility and provide added safety for pedestrians and bicyclists along this corridor by constructing center medians, continental crosswalks, and bike lanes with additional pavement markings.

Staff is leveraging state and/or federal funds to improve pedestrian and bicycle facilities as recommended from the recently completed Bike and Pedestrian Safety Study. PSVS funds will supplement the \$210,000 California Active Transportation Program (ATP) Funds awarded to construct this project. Total project cost is \$790,575.

**\$350,000 Corridor and Streetscape Enhancements – Design Chester Avenue** (Wards 1 and 2): Chester Avenue and H Street are key entry points into Downtown from SR 58. The IBI Group completed a Downtown Corridor Master Plan Project that established Bakersfield residents want to see a downtown that is vibrant, walkable, connected, safe and desirable. The Corridor and Streetscape Enhancement Projects will provide complete street elements and enhance the streetscape of Chester Avenue and H Street from SR 58 to Truxtun Avenue, build on the "Making Downtown Bakersfield Plan" efforts, and address the history and traditions of Bakersfield. Funds requested are for design of the Chester Avenue segment. Construction of Chester Avenue and the design of H Street are planned for Fiscal year 2022/23. H Street construction is planned for FY 2023/24.

**\$133,000 Bollard Replacement at Mill Creek Park** (Ward 2): The existing lighted decorative bollards are often vandalized resulting in unsightly conditions and expensive repairs. New, sturdier vandal resistant bollards will be securely installed in and around Mill Creek Park and will maintain the design integrity of the park. This project should reduce the high annual repair costs associated with vandalism and normal wear and tear of the current bollards.

**\$115,000 Replace Entry Monuments, Snow Road and Hosking Avenue (2)** (Wards 3 and 7): Concrete precast monument signs with rock pilasters greet visitors and residents entering Bakersfield at the southern and northern city limits along SR 99. Both signs are structurally sound and visually appealing, yet they do not reflect the City's new logo and branding effort. These signs shape a visitor's "first impression" of Bakersfield and updating these signs with the new logo represents a keystone project to the city's branding effort.

## **Proposed Staffing:**

Positions requested will add staff in Public Works Design Engineering and General Services Divisions to enable the City to meet the goals and continued success of the voter-approved PSVS Measure. This request also includes adding overtime for current Solid Waste Division staff and temporary employees to assist with the PSVS funded Clean City Initiative pop-up events.

### **Design Engineering Division:**

The Design Engineering Division oversees City of Bakersfield's Capital Improvement Program. The Division is responsible for projects from inception into the Capital Improvement Program through preparing record drawings for completed construction of a project. This includes overseeing consultants hired for specialized design work for PSVS funded CIPs such as the proposed Chester Avenue and H Street Corridor Enhancement Project, and the Street Light Study. Both studies will result in several CIP projects that will be designed by consultants but require oversight by City staff. In addition, PSVS funding will eventually shift focus to projects that improve quality of life, infrastructure, and various other projects.

**Civil Engineer III (1)** – A Civil Engineer III is requested to provide project management over PSVS funded CIP's. The position would supervise a team or squad of designers as well as consultants. This new position would support PSVS priority #12 Enhancing amenities throughout the community to improve the quality of life and attract visitors; as well as City Council Goals #2 Address Homelessness and #6 Enhance Infrastructure.

The estimated annual cost of this position is \$141,000. In addition, this position will require a computer and desk for an additional one-time cost of \$3,500.

### **General Services Division:**

Public Works General Services Division is responsible for addressing the increased remodeling, construction and maintenance of offices, living quarters, and facilities. The Division added a new section of five staff members in Phase I of the PSVS implementation Plan to perform and manage construction and maintenance of additional facilities including the recently completed Brundage Lane Navigation Center and 4646 California Avenue Police Training Center. In addition, this division is responsible for remodels of various facilities to address additional staffing, deferred maintenance, ADA enhancements, and safety compliance.

One additional staff member was added to this section in Phase II. Staff requests to add one additional Maintenance Craftworker I in FY 21/22, bringing the PSVS funded Section up to seven employees. The position request follows:

**Maintenance Craftworker I (1)** (Plant Maintenance): This position will enable the General Services Division to better serve the City and meet increased demands for remodeling, construction, and maintenance of PSVS funded facilities such as the Brundage Lane Navigation Center and Bakersfield Police Department's Training Facility. Adding a Maintenance Craftworker position will enable other departments to meet their PSVS goals by resolving maintenance and construction requests in a timely manner, enhancing the infrastructure of existing facilities, and providing better services to the

#### FY 21/22 Public Works PSVS Proposal

homeless. The estimated annual cost of this position is \$84,000. In addition, this position will require a service truck and tools for an additional one-time cost of \$53,000.

#### Clean City Initiative Program:

The Clean City Initiative (CCI) Program is responsible for overseeing, coordinating and fully integrating citywide clean city efforts. As part of the CCI Program, Public Works Solid Waste Division started pop-up events on the weekend, twice a month in different areas of the City to provide residents convenient locations to drop off household trash and bulky items that may not fit in household refuse cans. Requests below support PSVS priority #5 Keeping public areas safe and clean; and City Council Goal #7 Promote community pride.

Solid Waste Division anticipates \$130,000 in overtime costs in the current fiscal year associated with the pop-up events. The following request enables Solid Waste Division to continue offering the pop-up-events:

**Temporary Laborer (4):** Four (4) Temporary Laborers are requested to assist in the CCI efforts. The estimated annual cost of the four positions is \$56,000.

**Overtime for Solid Waste Heavy Equipment Operators:** Solid Waste Division's Heavy Equipment Operators (HEO) get overtime for driving trash and bulky items from the CCI pop-up events to the transfer station on the weekend. PSVS funds are requested for the HEO's overtime. Overtime of \$26,000 is requested for three (3) HEOs to work eight (8) hour shifts twice a month.

A summary of personnel requests follow:

Division	Position Requested	Qty	\$ Salaries	One-time		Total \$	Notes
				Costs			
Design	Civil Engineer III	1	\$ 141,000	\$ 3,500		\$144,500	PSVS Projects
General Services	Maintenance Craftworker I	1	\$ 84,000	\$ 53,000		\$137,000	Truck \$50K, Tools \$3K
		<b>2</b>	<b>\$225,000</b>	<b>\$ 56,500</b>		<b>\$281,500</b>	
Solid Waste	Laborer (Temporary)	4	\$ 56,000				CCI Pop-Up Events
Solid Waste	Overtime for (3) HEO's		\$ 26,000				CCI Pop-Up Events
		<b>Total</b>	<b>\$ 82,000</b>				

Thank you for consideration of this request.



# BAKERSFIELD

THE SOUND OF *Something Better*

April 6, 2021

**TO:** Citizens Oversight Committee

**FROM:** Christian Clegg, City Manager *CC*

**SUBJECT:** Public Safety and Vital Services Summary, New Positions and Strategic Initiative Overview

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This memorandum and the accompanying department memorandums provide comprehensive background information on the specific staff proposals for the phase III implementation of Public Safety and Vital Services Measure (measure) revenues. Please note, staff has included all department memos within this packet, regardless of when they will be presenting their proposals to the Committee. This is intended to provide the Committee and public with ample opportunity to review all proposals prior to the Committee making its recommendations. All of the Fiscal Year 2021-22 measure proposals reflect a commitment to the community to address the 13 measure priorities and City Council Goals.

The measure priorities include:

1. Increasing police staffing to improve police response times, reduce crime, and increase neighborhood police patrols
2. Improving rapid response to assaults and robberies
3. Maintaining / improving rapid response to gang violence
4. Investigating and proactively preventing property crimes, burglaries, and vehicle thefts
5. Keeping public areas safe and clean
6. Strengthening the capacity of the Special Enforcement Unit
7. Expanding the School Resource Officer Program
8. Maintaining a fully staffed and equipped Class II Rated Fire Department
9. Reducing homelessness through partnerships with service providers to increase outreach, sheltering, and construction of affordable housing
10. Addressing the fiscal stability of the City
11. Creating jobs through economic development, business retention / attraction, and workforce development
12. Enhancing amenities throughout the community to improve the quality of life and attract visitors
13. Enhancing neighborhoods through additional code enforcement and improved park maintenance

## Fiscal Summary Review

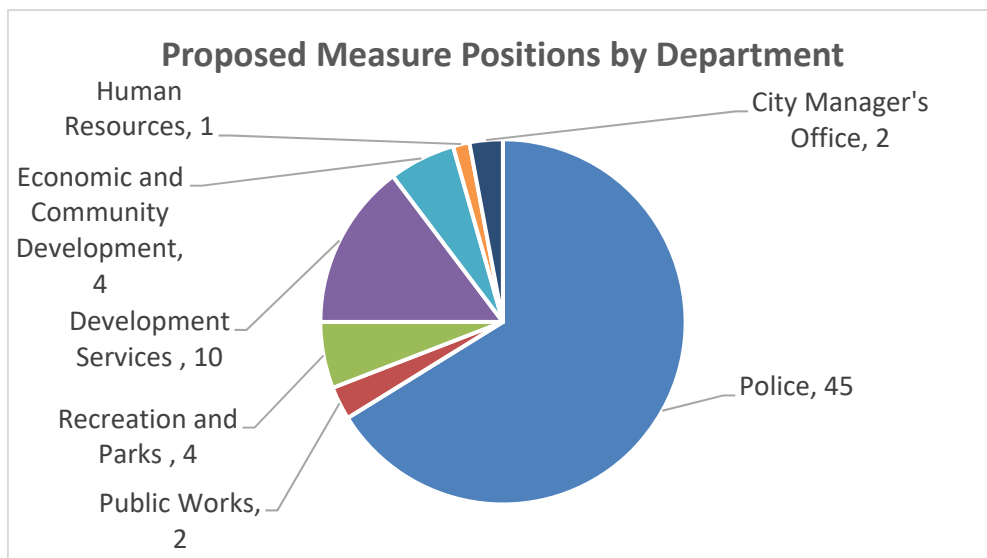
During the previous Citizens Oversight Committee meeting held on March 25<sup>th</sup>, staff provided a fiscal outlook pertaining to measure revenues projections for FY 22 and a summary overview of the preliminary proposals that were forthcoming from departments. Based on current projections, the City is expected to receive \$78 million in

measure revenue in FY 22. Staff anticipates allocating the full amount to both ongoing operating costs and one-time capital improvement projects. The total estimated amount for phase III proposal across all departments is approximately \$34 million. This figure includes both the cost of new programs, services, equipment and staffing, as well as proposed capital projects. The department proposals included in this packet provide the necessary detail for the Committee to evaluate the merits of the phase III recommendations as it relates to the priorities. City staff continues strive to ensure all proposals align with the priorities of the measure, while reflecting substantial input from the City Council, Committee and members of the public.

Please note, department memorandums included preliminary estimates for new salary and benefit costs. These costs may be refined slightly to reflect minor changes in various costs associated with salary and benefits, however it will not substantially change dollar amounts or the proposed positions within the department proposals.

### New Position Proposal Summary

The total number of new full-time positions proposed to be added as part of Phase III of the measure implementation plan is 68. This figure is notably fewer positions than the number added during the first two budget cycles. Although fewer positions overall are being requested, the focus remains on addressing the top public safety priorities of the measure. As such, 45 new positions are proposed for the Bakersfield Police Department, which makes up 66 percent of all new measure-funded personnel requests. This includes 28 sworn positions and 17 civilian positions. The sworn police positions remain consistent with



the goal of hiring 100 new sworn officers during the first three measure funding cycles. The civilian positions place more Police Officers and Police Service Technicians back in the field and some positions are necessary to support the added sworn positions over the past two budget cycles and in anticipation of the new sworn positions being added in FY 22. Additional support staff ensures the sworn staff are available for front-line activities and call responses.

The remainder of the proposed positions are requested to address strategic initiatives of the City and to enhance services to the public across the community. Each request will be discussed in more detail by the individual departments and more comprehensive justifications for the positions are included in the respective memos from departments included in this packet. The total estimated updated salary and benefit costs for all 68 positions is \$7.2 million. Equipment and other one-time startup costs associated with the new positions are included in the department budget proposals provided within this packet. A detailed list of positions by department is attached to this staff report.

### City Manager's Office New Position Request

In lieu of a separate memorandum, this information is meant to provide the Committee with additional justification on two positions proposed for the City Manager's Office. These positions are included in the total number of positions reflected in the previous section.

Assistant to the City Manager (Performance and Innovation Officer): This position will develop, guide, support and implement Citywide initiatives that result in collaborative, innovative and community-focused programs seeking to empower the organization to use data to align citywide strategies toward priority goals. The position will focus on

three core areas: data, strategy and innovation. Through the addition of this position, the City expects to more fully integrate and align data and strategic planning across the organization in an effort to evaluate performance, track progress toward City Council Goals and implement innovative approaches to solve community-wide issues. Annual salary and benefit cost: \$154,000.

**Budget Director:** Historically, the City Manager's Office has led and directed the City's annual budget process in collaboration with the Finance Director and department staff. Although this structure has generally proved to be productive and successful, the City's budget has become increasingly complex and requires consistent oversight to ensure budget support exists for all department's year round. Most comparable cities have a standalone budget director position and in most cases several fiscal analysts to support this function. This position will work closely with the City Manager, Assistant City Managers, Finance Director and Senior Analysts to manage the budget process, support Council budget decision-making, and provide information and analysis to elected officials, departments and the public. Annual salary and benefit cost: \$154,000.

### Strategic Initiatives

There are several requests contained within the Phase III plan that do not fall into any specific department. These are grouped together and highlighted within this section of this memo.

Item	Proposed Cost	Additional Information
Clean Cities Initiative	\$300,000	Provides supplemental funding to expand the Clean City Initiative program through partnerships with community stakeholders and Keep Bakersfield Beautiful. Will assist in establishing the Clean City Ambassador Program and expand litter clean up activities.
Private Security and Biohazard Cleanup Expansion	\$700,000	Provides supplemental funding to expand existing private security and waste removal services; Expected to expand services into targeted areas throughout the City to assist the Police Department will deployment of resources and to reduce human waste in business districts and public spaces.
Public Safety Partnership	\$300,000	Provides resources to reengage district attorney's office to address low-level offenses that remain under-prosecuted due to prior changes in state laws.
Internal Audit	\$300,000	Continues to provide funding to evaluate and implement best practices and more efficient processes through the use of outside evaluators. This supports efforts of the City to address topics such as workflows, customer service and enhancement of services provided to the public.
Employee Development	\$100,000	Provides additional funding to implement Citywide employee development programs to improve

		customer service, develop employee skillsets and implement best practices.
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## Fiscal Year 2021-22 Committee Review Process

### ~~March 25th~~

#### ~~○ FY 2021-22 Measure Overview~~

- ~~▪ Receive and file the presentation only; no further action requested~~

### - April 9th

#### ○ Police Department, Fire Department, Public Works Department and Citywide Strategic Initiative/City Manager's Office Proposal Presentations

- *Please note, department proposal memos, including staffing and project requests, will be included in the packet of information issued prior to this meeting date*

### - April (TBD)

#### ○ Recreation and Parks Department, Economic and Community Development Department, Development Services Department and Human Resources Department Proposal Presentations

- *Please note, department proposal memos, including staffing and project requests, will be included in the packet of information issued prior to this meeting date*

#### ○ Staff will request the Committee make recommendations on all department proposals at this meeting

Fiscal Year 2021-22 Proposed Measure-Funded Positions

Department	Division	#	Position Title
City Manager's Office		1	Assistant to the City Manager
		1	Budget Director
	<b>City Manager's Office Total</b>	<b>2</b>	
Human Resources	Recruitment	1	HR Analyst II
	<b>Human Resources Total</b>	<b>1</b>	
Economic & Community Development	Business Assistance & Workforce Development Developer/New Business	1	Planner II
	Growth & Marketing Developer/New Business	1	Planner I
	*Mid-Year Request Growth & Marketing	1	Planner II
	*Mid-Year Request TCC & Urban Revitalization	1	Planner II
	<b>Economic &amp; Community Development Total</b>	<b>4</b>	
Development Services	Code Enforcement	1	Code Enforcement Manager
	Code Enforcement	1	Supervisor II - Clean Up Crew
	Code Enforcement	4	Code Enforcement Officer I/II
	Code Enforcement	2	Assistant Code Officer
	Planning	1	Associate Planner II
	Planning	1	Associate Planner I
	<b>Development Services Total</b>	<b>10</b>	
Recreation & Parks	RRT	1	Light Equipment Operator
	RRT	3	Service Maintenance Worker
	<b>Recreation &amp; Parks Total</b>	<b>4</b>	
Public Works	Design	1	Civil Engineer III
	General Services	1	Maintenance Craftworker I
	<b>Public Works Total</b>	<b>2</b>	
Police	Sworn	9	Police Officer
		8	Senior Police Officer
		6	Detective
		5	Police Sergeant
		28	
	Civilian	1	Accountant I
		1	Accounting Clerk I/II
		1	Digital Forensic Examiner I/II
		1	Comm. Center Supervisor
		4	Clerk Typist I/II
		1	Lab Tech
			Police Property & Equipment
		3	Specialist
	(1)Records & (1)Quality Assurance	2	Administrative Analyst
	(2) Records & (1) Investigations	3	Sr Records Clerk
		17	
	<b>Police Total</b>	<b>45</b>	
	<b>All Dept Totals</b>	<b>68</b>	



# CITY OF BAKERSFIELD

## CIP Detail Report Public Safety and Vital Services Measure FY 22

Project	Department	Ward(s)	FY 2021-2022 (CIP)	FY 2022-2023 (CIP)	FY 2023-2024 (CIP)	FY 2024-2025 (CIP)	FY 2025-2026 (CIP)	Summary
STREET LGHT STUDY IMPRVMT	Public Works	VARIOUS	1,000,000					\$1,000,000.00
URBAN REDEVELOPMENT	Economic and Community Development	2	1,200,000					\$1,200,000.00
AFFORDABLE HOUSING	Economic and Community Development	TBD	5,000,000					\$5,000,000.00
THERMO FISHER GEMINI	Fire Department	4	140,000					\$140,000.00
PLYMOVENT SYSTEM	Fire Department	1,4,6	280,000					\$280,000.00
FACILITIES NEEDS ASSES.	Recreation and Parks	1 & 6	500,000					\$500,000.00
JASTRO PARKS IMPROVEMENTS	Recreation and Parks	2	475,000					\$475,000.00
MCM POOL DECK REPLC	Recreation and Parks	2	150,000					\$150,000.00
SPLASH PAD SAFETY COATING	Recreation and Parks	1, 2, 3, & 5	120,000	6,878,575				\$120,000.00
CAMPUS PARK N. FITNESS EQ	Recreation and Parks	5	100,000					\$100,000.00
PARK TRASH ENCLOS PH.2	Recreation and Parks	1, 2, & 6	275,000					\$275,000.00
SAN MIGUEL PARKING LOT IM	Recreation and Parks	3	50,000					\$50,000.00
CAMPUS PARK S. TENNIS CT.	Recreation and Parks	5	225,000					\$225,000.00
PATRIOTS PARK PLGD REHAB.	Recreation and Parks	6	373,750					\$373,750.00
WINDERMERE PLGD REHAB	Recreation and Parks	5	345,000					\$345,000.00
QUAILWOOD PK PLGD REHAB	Recreation and Parks	2	345,000					\$345,000.00
RIVER OAKS PK. PLGD REHAB	Recreation and Parks	4	345,000					\$345,000.00
SOLERA GARDENS PLGD REHAB	Recreation and Parks	3	345,000					\$345,000.00
NEIGHBORHOOD PARK RE-INVE	Recreation and Parks	VARIOUS	1,000,000					\$1,000,000.00
Community Revitalization	Economic and Community Development	ALL	3,000,000					\$3,000,000.00
BOLLARD REPLACE MILLCRKPK	Public Works	2	133,000					\$133,000.00
REPL MONUMENT SNOW/HOSKNG	Public Works	3 AND 7	115,000					\$115,000.00
ST IMP CORR:H ST &CHESTER	Public Works	1 AND 2	350,000	3,400,000	2,300,000			\$6,050,000.00
ST IMP CHESTER AVE	Public Works	1 AND 2	580,575					\$580,575.00
WESTSDE PKWY LNDSCPE P1	Public Works	2 AND 3	2,650,000					\$2,650,000.00
SR99 HSKNG INTER LNDSCPNG	Public Works	7	750,000					\$750,000.00
SR58 CORRIDOR ENHANCEMENT	Public Works	VARIOUS	2,300,000					\$2,300,000.00
<b>Total</b>			<b>\$22,147,325.00</b>	<b>\$3,400,000.00</b>	<b>\$2,300,000.00</b>			<b>\$27,847,325.00</b>



## MEMORANDUM

**DATE:** April 1, 2021

**TO:** Christian Clegg, City Manager

**FROM:** Christopher Boyle, Development Services Director *CB*

**SUBJECT:** Fiscal Year 21/22 Phase 3 Measure N, Public Safety / Vital Services Funding Request

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In November of 2018, the residents of Bakersfield voted to approve “Measure N,” the Public Safety and Vital Services measure, now often referred to as PSVS. This sales tax measure is intended to provide reliable, locally controlled funding to maintain and enhance community priorities including public safety, retaining/attracting jobs and businesses, and other quality of life services. This memorandum provides a brief summary of prior year Phase 1 and Phase 2 Measure N implementation and then focuses on Fiscal Year 21/22 Phase 3 appropriations requests from the Development Services Department.

### MEASURE N HISTORY

In Fiscal Year 19/20, Phase 1 Measure N appropriations restored and expanded services to serve the residents of Bakersfield, in accordance with the following Measure N Spending Priorities:

5. *Keeping public areas safe and clean.*
9. *Reducing homelessness through partnerships with service providers to increase outreach, sheltering and construction of affordable housing.*
10. *Addressing the fiscal stability of the City of Bakersfield.*
11. *Creating jobs through economic development, business retention/ attraction and workforce development*
12. *Enhancing amenities throughout the community to improve the quality of life and attract visitors.*
13. *Enhancing neighborhoods through additional code enforcement and improved park maintenance.*

Two new programs within the Development Services Department, a Homeless Housing, Initiatives and Services Program and Economic Development Program were initiated, restoring staff and services to a newly reformed Economic and Community Development Division and establishing a Rapid Response Team (RRT) within the Code Enforcement Unit of the Building Division. In total, seventeen (17) specialized staff positions were added or restored within the Development Services Department. Phase 1 also included \$658,500 for one-time equipment start-up costs and up to \$10,200,000 in one-time allocations for capital

projects intended to deliver an immediate response to the homeless crisis and need for economic development.

In Fiscal Year 20/21, Phase 2 Measure N appropriations facilitated the completion of the original vision for the formation of the RRT while the Development Services Department also saw the breaking away of the Economic and Community Development Division into a stand-alone department. Four (4) additional RRT staff members were initially added and, along with one-time equipment purchases in support of the RRT, total new PSVS expenditures within the Building Division were \$650,337.72.

On February 17, 2021, the City Council approved a mid-year PSVS budget funding allocation of \$860,000 intended to cover the six-month FY2020-21 salaries and benefits costs of adding one additional Code Enforcement Rapid Response Team (RRT) consisting of five (5) new RRT employees and supporting one-time equipment and vehicle acquisitions.

In total, including mid-year adjustments, Phase 2 added nine (9) specialized staff positions to the Code Enforcement Rapid Response Team and continued with new programs and services to achieve results in accordance with the "Measure N Spending Priorities." Phase 2 PSVS also provided \$1,021,000 in total funding for one-time Vehicle and Equipment start-up costs. The additional positions and equipment allow for the expansion of the Code Enforcement RRT staff and resources necessary to more efficiently respond to the growing workload and address the significant expectations placed upon it.

The Planning Division also added one Development Services Tech in support of the ongoing General Plan updates at a total cost of \$90,512.95.

Total Fiscal Year 20/21 Phase 2 Measure N appropriations for the Development Services Department were \$1,600,850.67.

## **FISCAL YEAR 21/22 MEASURE N PHASE 3 BUDGET REQUESTS**

### **INTRODUCTION**

The Development Services Department is a department evolving within the new departmental format that saw the Economic and Community Development Division expand and grow into a separate department. Moving forward, Development Services is tasked with the completion of major deliverables. The Planning Division is currently recruiting the services necessary for the completion of a comprehensive General Plan update and supporting Programmatic Environmental Impact Report. The preparation of a Climate Action Plan and Municipal Services Review are scheduled for completion in the next year. The department will also initiate the completion of its 6<sup>th</sup> Cycle Housing Element Update. Efforts to complete a new Bakersfield Habitat Conservation Plan and Incidental Take Permit are ongoing and will move into the preparation of environmental documents in the upcoming year. Annexation activity is heightened with ongoing efforts to annex county islands within the City's sphere of influence.

The department consequently plays an increasingly more important role in the realization Measure N priorities and City Council goals. The department's Code Enforcement Section (which includes the Rapid Response Team) is integral in the success of homelessness response efforts, including the success of the Brundage Lane Navigation Center and the referral network that guides clients into the facility and its many services. The Code Enforcement Section works closely with numerous stakeholders, including Flood Ministries, the Bakersfield Kern Regional Homeless Collaborative, the Bakersfield Mission, the Bakersfield

Homeless Center, law enforcement agencies, the California Department of Transportation, the railroads, as well as other City departments and outside stakeholders. The department functions as the mortar that bonds these agencies together in their shared collective efforts to create positive impacts within the community.

And that role will continue to expand into the upcoming fiscal year. The recently launched Clean City Initiative will require departmental integration into that effort. The Council Referral Management System continues to evolve in its utility as a tool in realizing Council goals and Measure N priorities. The Rapid Response Team's growth will be counted on in addressing the adverse effects of homelessness on the community. Code Enforcement will need to be able to enhance its efforts in improving neighborhood and community pride.

The Development Services Department will continue to grow as an important tool in shaping a bright future for the community, effecting positive outcomes daily, while shaping the long-term vitality of the City moving into the future. Requests within this Fiscal Year 21/22 Measure N –Public Safety and Vital Services budget proposal are targeted to delivering the services and crafting the outcomes that realize the goals of the community as expressed in Measure N and the goals of the City Council, to address homelessness, enhance quality of life, and strengthen and diversify Bakersfield's economy.

#### **BUILDING DIVISION**

The Building Division includes two sections: Building and Code Enforcement. The Building Section is broken down into two subdivisions, Permits and Inspections. Each subdivision is staffed with 12 employees that guide permits through the building process from application submittal through plan check to permit issuance and, ultimately, final inspection and occupancy. The coming year will signal a significant milestone for the division as building permitting will transition to an online electronic plan check and permitting system. The anticipated go-live date for the implementation of the e-permitting process is July 1, 2021.

The Code Enforcement section has also seen tremendous evolutionary change since the passage of Measure N nearly 2 ½ years ago. In Phase 1, the new Homeless Housing, Initiatives and Services Program included new services in Building Code Enforcement with the creation of a 7 days a week Rapid Response Team (RRT). In total, ten (10) new employees populated the formation of the new RRT. With additional equipment purchases, Phase 1 funding within the Building Division totaled nearly \$1.8 million dollars. This program has been very successful.

Fiscal year 20/21, Phase 2 added a total of nine (9) specialized staff positions to the Code Enforcement Rapid Response Team and continued with new programs and services to achieve results in accordance with the "Measure N Spending Priorities." Phase 2 PSVS also provided \$1,021,000 for one-time Vehicle and Equipment start-up costs. The additional positions and equipment allowed for the expansion of the Code Enforcement RRT staff and resources available to more efficiently respond to the growing workload and address the significant expectations placed upon it.

In Fiscal Year 21/22, Phase 3 of Measure N is extremely important in continuing to build upon the success of the first two years of program existence and operation while acknowledging the increased expectations of the community. An analysis of the program's growth and requests for services demonstrates a need for reorganizing the Building Division, and expanding Code Enforcement and the Rapid Response Team.

The Development Services Department has the following Building Division Phase 3 Measure N funding requests.

Since November 2018, the Code Enforcement Section has essentially tripled in size, exclusively within the creation of the Rapid Response Team. The supervisory component within the section's personnel has not been adjusted accordingly, leading to insufficient supervision of an expanded workforce. The following two positions address the need for better supervisory presence, which will result in a safer, better trained, and more effective workforce.

- One (1) Supervisor II position strictly assigned to supervising and training the 11 members of the Rapid Response Team Clean-up Crew and ensuring the appropriate tools and equipment are available at each job site.
- One (1) Code Enforcement Manager assigned specifically to the Code Enforcement unit so as to ensure consistency, training and an adequate level of supervision. The Code Enforcement unit currently has 30 members and will need to continue adding staff and equipment in order to meet rising Council expectations and expanded responsibilities.

The Code Enforcement Section's non-RRT complement has remained essentially unchanged since Fiscal Year 18/19, prior to the passage of Measure N and the creation of the Rapid Response Team, but the workload of the subsection has increased exponentially. This subsection of the Code Enforcement Section has also been adversely impacted by the homelessness crisis. Code Enforcement follows up after the RRT completes homelessness related enforcement activities, managing nuisance abatement issues associated with the RRT along with their regular caseloads. Council referrals and citizen requests for service have continued to grow since 2018, but the level of staffing has been stagnant. The following six (6) non-RRT code enforcement team positions address the gap between staffing and current code enforcement complaint call volume, allowing staff to again be able to properly manage, investigate and address cases.

- Four (4) Code Enforcement Officer I/II positions
- Two (2) Assistant Code Officers

These additional resources will allow the Building Division's Code Enforcement Section and the RRT to address shortfalls in scheduling, improve response times, and increase cost efficiencies. The total staff cost for the eight (8) additional Code Enforcement & RRT staff members would be \$801,380.80 annually and one-time cost of \$346,600 for vehicles and office equipment. Please review Exhibit B for elaboration and Exhibit C for Proposed Revised Organizational structure.

Total FY2021-22 Measure N Phase 3 budget requests benefiting the Building Division are approximately \$1,147,980.80. Please review Exhibit B and C for elaboration.

<b>Homeless - Code Enforcement &amp; Rapid Response Team (RRT)</b>	<b>Phase 3</b>	
CODE ENFORCEMENT MANAGER	1	\$ 136,039.25
SUPERVISOR II - CLEAN-UP CREW	1	\$ 108,593.65
CODE ENFORCEMENT OFFICER I/II	4	\$ 398,855.76
ASSISTANT CODE OFFICER	2	\$ 157,892.14
<b>Code Enforcement &amp; Rapid Response Team Salary + Benefits Total</b>	<b>8</b>	<b>\$ 801,380.80</b>
One-time Start-Up Costs (Desks, Computers, Radios, Trash Bins, etc.)	\$	120,000.00
*One-Time Vehicle Purchase: One (1) ½ Ton Crew Cab Pickup	\$	42,600.00
*One-Time Vehicle Purchase: Two (2) ¼ Ton Ext. Cab Pickups	\$	64,000.00
*One-Time Vehicle Purchase: Four (4) Mid-Size Sedans	\$	120,000.00
<b>Code Enforcement &amp; Rapid Response Team Total</b>	<b>\$</b>	<b>1,147,980.80</b>

### PLANNING DIVISION

In Phase 1 of Public Safety and Vital Services funding, the Planning Division was bolstered with one Associate Planner to provide additional support in the preparation of the Metropolitan Bakersfield General Plan, an important component in the long-range delivery of Measure N goals. In Phase 2, one Development Services Technician was approved.

As noted in the introductory portion of this memorandum, the Planning Division is actively engaged in multiple key deliverables that have the division working at a maximum capacity. The Advance Planning Section of the Division is staffed with only one Principal Planner, one Associate Planner II, one Associate Planner I and a Development Services Technician. This four-member staff is not sufficient to carry the all-important load of the General Plan update, especially while also being engaged in the Climate Action Plan, Municipal Services Review and Sphere of Influence Amendment, 6th Cycle Housing Element Update and Habitat Conservation Plan/Incidental Take Permit. Now, before the effort has begun, it operates at maximum efficiency. It is imperative that the General Plan update be a cohesive document that melds input from all stakeholders into a comprehensive document reflective of a shared vision of the future of Bakersfield. Current staffing levels simply do not provide for the attention to detail necessary to ensure an integrated effort. In that the completion of the update to the General Plan is perhaps the most critical tool within the fulfillment of Measure N goals, the Planning Division requests the addition of one (1) Associate Planner I and one (1) Associate Planner II position, to be dedicated to the General Plan update within the Advance Planning Section. Please review Exhibit D for elaboration. Total Measure N Phase 3 requests benefiting the Planning Division are approximately \$213,472.00.

<b>Planning Division - Advance Planning</b>	<b>Phase 3</b>	
ASSOCIATE PLANNER II	1	\$ 108,792.00
ASSOCIATE PLANNER I	1	\$ 92,680.00
<b>Planning Division Salary + Benefits Total</b>	<b>2</b>	<b>\$ 201,472.00</b>
One-time Start-Up Costs (Cubicles, Desks, Computers, etc.)	\$	12,000.00
<b>Planning Division Total</b>	<b>\$</b>	<b>213,472.00</b>

## **ATTACHMENTS**

Exhibit A: Proposed Measure N Phase 3 Budget – Development Services Department  
Exhibit B: Proposed Phase 3 Budget – Building Division  
Exhibit C: Proposed Building Division Revised Organizational Chart  
Exhibit D: Proposed Phase 3 Budget – Planning Division

**CC:** Phil Burns, Building Director  
Paul Johnson, Planning Director  
Mario Orosco, Business Manager

# EXHIBIT A

## Measure N Phase 3 Budget – Development Services Department

Homeless - Code Enforcement & Rapid Response Team (RRT)	Phase 3	
CODE ENFORCEMENT MANAGER	1	\$ 136,039.25
SUPERVISOR II - CLEAN-UP CREW	1	\$ 108,593.65
CODE ENFORCEMENT OFFICER I/II	4	\$ 398,855.76
ASSISTANT CODE OFFICER	2	\$ 157,892.14
<b>Code Enforcement &amp; Rapid Response Team Salary + Benefits Total</b>	<b>8</b>	<b>\$ 801,380.80</b>
One-time Start-Up Costs (Desks, Computers, Radios, Trash Bins, etc.)	\$	120,000.00
*One-Time Vehicle Purchase: One (1) ½ Ton Crew Cab Pickup	\$	42,600.00
*One-Time Vehicle Purchase: Two (2) ¼ Ton Ext. Cab Pickups	\$	64,000.00
*One-Time Vehicle Purchase: Four (4) Mid-Size Sedans	\$	120,000.00
<b>Code Enforcement &amp; Rapid Response Team Total</b>	<b>\$</b>	<b>1,147,980.80</b>

Planning Division - Advance Planning	Phase 3	
ASSOCIATE PLANNER II	1	\$ 108,792.00
ASSOCIATE PLANNER I	1	\$ 92,680.00
<b>Planning Division Salary + Benefits Total</b>	<b>2</b>	<b>\$ 201,472.00</b>
One-time Start-Up Costs (Cubicles, Desks, Computers, etc.)	\$	12,000.00
<b>Planning Division Total</b>	<b>\$</b>	<b>213,472.00</b>

Measure N Phase 3 Proposal - Development Services Department	Phase 3	
<b>Total Salaries + Benefits (All Divisions)</b>	\$	1,002,852.80
<b>Total One-time Start-Up Costs (All Divisions)</b>	\$	132,000.00
<b>Total One-time Vehicle Costs (All Divisions)</b>	\$	226,600.00
<b>Proposal GRAND TOTAL (Sub-Total + One-Time Costs + CIP Projects)</b>	<b>\$</b>	<b>1,361,452.80</b>

**NOTE:** All Costs are Measure N Funded only.

Operating Total (Supplies, Rental, Training, Memberships, Etc.) TBD in Annual Budget Process

\*New Personnel Request Memo Attached



EXHIBIT B



**BAKERSFIELD**

THE SOUND OF *Something Better*

**MEMORANDUM**

**DATE:** February 26, 2021

**TO:** Christopher Boyle, Development Services Director

**FROM:** Phil Burns, Building Director

**SUBJECT:** **PSVS Budget Memo - Request to Reorganize and Expand Code Enforcement including Rapid Response Team**

---

Development Services Staff has been working on a plan to expand Code Enforcement to enhance efficiency and response time to the public while expanding upon desired outcomes. Our approach has been to evaluate the overall operations of the entire Code Enforcement section within the context of a refined, realistic short-term expansion. With current resources unable to keep up with a growing workload, it has become apparent that the level of staffing within the Code Enforcement Division is insufficient to address the significant expectations placed upon it. Staff has provided periodic updates on the status of case backlogs, Council referrals and proactive enforcement campaigns, and these demonstrate that the workload of the department is not in balance with the level of staffing present. This memorandum will provide recommendations for targeted expansion of the Code Enforcement Division.

**Rapid Response Team**

The Rapid Response Team (RRT), just received additional staffing and equipment as a mid-year adjustment. The Building Division is quickly moving to fill the positions and obtain the necessary equipment. In evaluating the Rapid Response Team (RRT), a few logistical items become evident. RRT staff are rushing from location to location many times without evaluating the resource needs (staff, additional outside staff, clean-up equipment, appropriately sized trash disposal) associated with each destination. Staff is trying to be overly responsive (there is significant expectations to be such), but this is actually costing more personnel time and misdirection of resources. The Code Enforcement Supervisor does not have the time available to get out ahead of the team to evaluate the necessary and appropriate clean-up resources so as to provide a coordinated and timely response.

I am requesting the addition one Supervisor II to supervise the clean-up staff specifically while facilitating the provision of better supervision within the RRT overall. It should be anticipated that the additional staff costs would be \$108,593.65 annually and one-time cost of \$15,000 for computer and office equipment. The proposed supervisor position would strictly supervise the clean-up crew portion of the team, with responsibility of ensuring appropriate equipment is available at each site. The Supervisor II would be an employee that is familiar with and knowledgeable in the equipment being used, best operational practices, and equipment safety considerations, necessary in monitoring the efficiency of the clean-up crew component of the RRT. While providing a more qualified supervisor for the clean-up component of the team, this position would also allow the RRT Code Enforcement Supervisor to focus supervision exclusively on Code Enforcement Officers, consistent with the practices of the other two Code Enforcement Supervisors, allowing the RRT Code Enforcement Supervisor to better assist and train the Code Enforcement Officers assigned to the RRT.

Building Division Rapid Response Team Statistics for Jan 1 to Dec 31, 2020 are as follows:

Calls for Service – 4375	(12 calls per day)
Clean-up Sites – 1293	(3.5 clean-up sites per day)
Cubic yards of trash – 3749	(10+ cubic yards per day)
Contacts – 1047	

### **Code Enforcement - General**

Prior to budget constraints experienced as a result of the Great Recession, the Code Enforcement Section was guided by a Chief of Code Enforcement that handled many of the administrative duties required by the Municipal Code. This position historically was a supervisor-class employee that was compensated at a slightly higher rate than the Code Enforcement Supervisors. Those duties were absorbed by the Building Director and Assistant Building Director as a result of the Great Recession. As the Section has grown, these duties have also grown. It is highly recommended that the Code Enforcement Section have a manager that is assigned specifically to code enforcement so as to ensure consistency, training and an adequate level of supervision. Not only has the team grown but the overall responsibilities and Council expectations have grown commensurately. I request that a Code Enforcement Manager position be budgeted for and added at the superintendent level for the fiscal year 2021/22 budget to assist in the management of the Code Enforcement Section. The additional staff cost would be \$136,039.25 annually for the Code Enforcement Manager and one-time cost of \$57,600 for vehicle and office equipment.

In evaluating the non-RRT Code Enforcement team, it becomes quickly evident that additional staffing is needed just to keep up with the current complaint call volume. While investigating complaints, Code Enforcement Officers historically have proactively addressed any similar complaint within one block in each direction. This used to create about a 1 complaint to 1 proactive call volume along with better kept neighborhoods. Current caseload data now indicates four complaints to one proactive case ratio. Clearly, we are not making a difference in our neighborhoods and drastically need additional staffing. The City recently launched the Clean City Initiative. For the initiative to be a success, a supporting Code Enforcement element is essential.

I propose for the fiscal year 2021/22 budget, the addition of four (4) Code Enforcement Officer I/II's. The additional staff cost would be \$398,855.76 annually for the requested Code Officers and one-time cost of \$180,000 for vehicles and office equipment.

The efficiency of our Code Enforcement Teams could be increased by adding an Assistant Code Officer to each of the North and South teams. An Assistant Code Officer could do all minor property management re-inspections, research for housing cases, upload case pictures and assist in abatement contract processing. This would provide more time for the Code Enforcement Officers to address new complaints and allow more time for the Code Supervisor to supervise instead of addressing paperwork associated to contract awards. The assistants could also complete other data entry, such as the Waste Tire grant reporting requirements. These positions would also create opportunities for the Section to “grow” future Code Enforcement Officers. We have advertised for Code Enforcement Officers three times in the last year and have not been able to obtain the level of candidates that we would like to see. The job specification for Assistant Code Officer was developed years ago just prior to the Great Recession. I propose for the fiscal year 2021/22 budget the addition of two (2) Assistant Code Officers. The additional staff cost would be \$157,892.14 annually for the requested Assistant Code Officers and one-time cost of \$94,000 for vehicles and office equipment. By reinstating the Assistant Code Officer position, it will also allow us to under-fill and grow Code Enforcement officers if current recruitments are not successful. The proposed revised organizational chart for the Code Enforcement and Rapid Response Team Section is attached as Exhibit C.

Cases in Naviline – Calendar year \*\*

<b>Year</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Public Complaints	5030	5139	4980
Referrals	232	155	113
Other Dept./Agency	1019	805	904
Proactive	1530	1813	1310
<b>Total</b>	<b>7811</b>	<b>7912</b>	<b>7307</b>

\*\*In 2019 RRT started and Homeless complaints are no longer in this system. RRT data is provided separately with RRT discussion. Code Enforcement Section has been short two staff members due to turnover and weak recruitments in 2020.

Lastly, it is suggested that the Development Services Department rebrand our Rapid Response Team to the Homeless Engagement or Special Projects Unit. There is confusion between the activities and responsibilities of our RRT team and that of the Recreation and Parks Department. Rebranding provides better clarity between the currently similarly-badged units, their goals, responsibilities and overall mission.

Thank you for the opportunity to provide these proposals. I have included an overall cost breakdown as an attachment to the memo. It is very-much-so hoped that these recommendations are endorsed and approved as we continue the work toward “Something Better.”

# EXHIBIT C

## PROPOSED FY2021-22 REVISED ORGANIZATIONAL CHART CODE ENFORCEMENT DIVISION

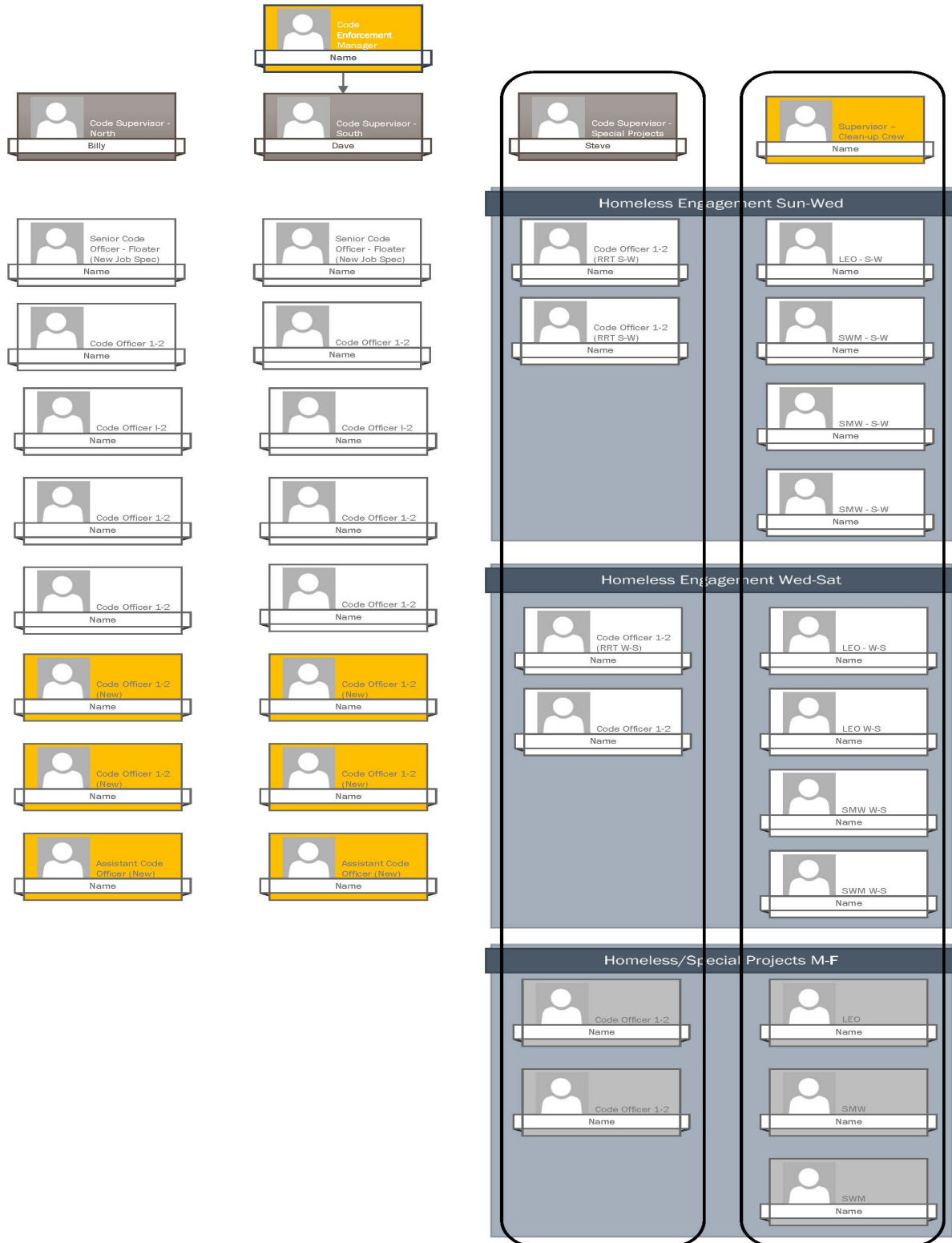


EXHIBIT D



## MEMORANDUM

**DATE:** March 5, 2021

**TO:** Christopher Boyle, Development Services Director

**FROM:** Paul Johnson, Planning Director PJ

**SUBJECT:** Development Services/Planning Division New Personnel Request

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### **New Personnel Request - Associate Planner I and Associate Planner II for Planning Division**

Professional urban planning staff provides expertise and experience in the current and proposed plans for maintaining Bakersfield's growth. To this point, the Planning Division is undertaking a comprehensive update to the *Metropolitan Bakersfield General Plan* ("MBGP"), which was last adopted in 2002. The aim of the MBGP update is to chart a course for the City's growth and change over the coming decades, tackling issues related to land use, circulation, housing, conservation, open space, noise, safety, parks, public services & facilities, etc.

The Planning Division Section ("Advance Planning") managing the MBGP update consists of a Principal Planner, Associate Planner II (pending resignation of employee on March 12, 2021), Associate Planner I (pending hiring of employee on March 29, 2021), and a Development Services Technician. The incumbents are not only tasked with the MBGP update, but also with other high priority projects for the City which include the Incidental Take Permit and Bakersfield Habitat Conservation Plan, Annexations, Zone Changes, and managing multiple consultants on Environmental Impact Reports, Climate Action Plan, Municipal Services Review/Sphere of Influence update, and the Housing Element update.

It has become increasingly important to integrate Advance Planning functions with the Economic & Community Development ("ECD") Department to ensure success in implementing City Council goals. The MBGP update will be an invaluable tool by investing in urban revitalization and downtown development, and strengthen and diversify the economic base. Additionally, Advance Planning will also be a catalyst with ECD to successfully address homelessness issues by providing options for new affordable housing projects, expanding existing homeless facilities, and ensuring a unified economic development strategy is incorporated into the updated MBGP.

Due to the workload in Advanced Planning, the Associate Planner I position is requested to coordinate, research, draft, and present advance documents for the MBGP update, and establish new goals and policies for all planning and land use activities to ensure that Bakersfield remains an economically viable, livable, and sustainable city. The Associate Planner II position is requested to manage the MBGP update, collaborate with cross-functional teams, and more importantly articulate the necessary resources to maintain cohesiveness with the ECD Department, other City departments, and numerous other stakeholders throughout the General Plan update process.

The end result of securing both Associate Planner positions will be a revised General Plan that implements Bakersfield's vision over the coming decades. Should the requested positions remain unfilled, the increasing volume of work to be done may result in delays in production, not meeting mandated timelines, and the potential loss of grant funds.

The funding required for requesting the Associate Planner I position for Planning Division is:

Estimated Salary at Step 3 and Benefits:	\$ 92,680
Estimated one-time cost of equipment (cubicle/desk/chair if needed):	\$ 6,000
Funding Source	PSVS

The funding required for requesting the Associate Planner II position for Planning Division is:

Estimated Salary at Step 3 and Benefits:	\$108,792
Estimated one-time cost of equipment (cubicle/desk/chair if needed):	\$ 6,000
Funding Source	PSVS



## MEMORANDUM

**DATE:** March 8, 2021

**TO:** Christian Clegg, City Manager

**FROM:** Jacqui Kitchen, Asst. City Manager & Acting Economic & Community Development Director

**SUBJECT:** Fiscal Year 21/22 Economic & Community Development Dept. Phase III Measure N Funding

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In November of 2018, the residents of Bakersfield voted to approve “Measure N,” the Public Safety and Vital Services measure (PSVS). This sales tax measure is intended to provide reliable, locally controlled funding to maintain and enhance community priorities including public safety, retaining/attracting jobs and businesses, and other quality of life services. This memorandum provides a brief summary of the previous phases Measure N implementation and then focuses on Fiscal Year 21/22 Phase III budget requests from the Economic & Community Development Department (ECD).

### MEASURE N AND CITY COUNCIL GOALS

In Fiscal Year 19/20, PSVS appropriations restored and expanded services to serve the residents of Bakersfield, in accordance with the following Measure N Spending Priorities & City Council Goals to Address Homelessness, Strengthen and Diversify our Economic Base, Enhance Infrastructure and Invest in Urban Revitalization and Downtown Development:

5. *Keeping public areas safe and clean.*
9. *Reducing homelessness through partnerships with service providers to increase outreach, sheltering and construction of affordable housing.*
10. *Addressing the fiscal stability of the City of Bakersfield.*
11. *Creating jobs through economic development, business retention/ attraction and workforce development.*
12. *Enhancing amenities throughout the community to improve the quality of life and attract visitors.*
13. *Enhancing neighborhoods through additional code enforcement and improved park maintenance.*

In Phase I, the new Homeless Housing, Initiatives and Services, and Economic Development Programs initiated the expansion of services within the newly created Economic and Community Development Division. Phase II included the transformation of that division to a department. This transition added three positions: Accounting Clerk, Business Manager, and Homeless Services Principal; and changed the ECD Division Director position to the ECD Director (a department head position). The new department was broken into three units: Economic Development, Community Development, and Homeless Services. ECD also oversees the Conventions and Visitors Bureau and AEG Entertainment Contracts for the City owned facilities.

## ECD DEPARTMENT OVERVIEW

**Homeless Services** This Fiscal Year, the new Homeless Services unit took over of the City's participation in homeless programs, grants, and service interests while increasing the City's participation in outreach and collaboration with local homelessness interest groups. Going forward, the Homeless Services unit will continue providing invaluable support in the City's efforts to establish the "low barrier" Brundage Lane Navigation Center (BLNC), as well as other ongoing implementation strategies meant to ultimately address the issue of homelessness. The unit will also continue to identify, obtain, and implement other new and upcoming State-funding for local programs to provide homeless services and ultimately long-term housing solutions.

**Affordable Housing** Affordable housing tasks are currently divided among the three units. These programs include but are not limited to allocations from PSVS, U.S. Department of Housing and Urban Development (HUD), State programs (such as Homeless Housing Assistance and the Permanent Local Housing Allocation) and other new programs that are currently under development at the State and Federal levels. This Fiscal Year, ECD is proposing a new Affordable Housing Unit in order to develop and implement a long-term term solution for homelessness and housing insecurity. The fiscal impacts of this Unit are minor because it includes the addition of just one new position (funded via State SB2 and Federal entitlement funds) and the shifting of other existing PSVS funded position(s) into the new Housing unit.

**Economic Development** The Economic Development Unit plans and implements local economic initiatives including the Economic Opportunity Area (EOA) business incentive program, Brownfield Assessment Grant program, Transformative Climate Communities (TCC) program, Historic Preservation and new business/developer guidance. For next Fiscal Year and onward, the Economic Development unit will see the next phases of the TCC and Brownfield programs as well as completion of the City's Economic Development Strategic Plan and the B3K Regional Prosperity Project; both projects will include action items for the City to initiate and/or partner with community organizations and will increase the demands and work load of current Economic Development unit staff. There is also opportunity to leverage local dollars with Federal and State grants, like the U.S. Economic Development Administration, to help bring sustainable economic growth to the City.

**COVID-19 Economic Recovery** In FY 21/22, ECD will continue to implement State and Federal funds and programs to assist with COVID related impacts to infrastructure and services. These grants continue to cover categories such as Public Services, Business Assistance, Homeless Services, Infrastructure Improvements, Rental Assistance, and Emergency Supplies totaling over 20 million dollars.

## FISCAL YEAR 21/22 PSVS PHASE III BUDGET REQUESTS

**Economic Development** Next Fiscal Year, the Economic Development unit will continue to provide expanded services intended to stimulate local economic development and implement the City's Economic Development Strategic Plan. Trained technical staff are necessary to implement these important initiatives and to accomplish the PSVS spending priorities and City Council goals. ECD anticipates a growing amount of work and complexity as well as continued reporting and monitoring to demonstrate the return on investment. ECD is also requesting budget allocations for Community Revitalization, business assistance, initial initiatives and action items for the first phase of Economic Development Strategic Plan/B3K Implementation, a new agreement with the Kern Economic Development Corporation (KernEDC) for targeting new business growth, and workforce development programs within the Bitwise Innovation Center.

In addition, under Urban Revitalization (City Council Goal 8.1), ECD staff has completed the preliminary research for creation of a Mills Act program. The Mills Act is an economic incentive program created for the restoration and preservation of qualified historic buildings by private property owners. It can help foster the preservation of residential neighborhoods and the revitalization of downtown commercial districts. In order to have the baseline information needed on potential historic properties for a Mill Act program, the City needs to update Cultural Resource Surveys, originally completed in the 1980s.



ECD Major Programs – FY 21/22					
Redevelopment		Business Assistance & Workforce Development	Developer/New Business Growth & Marketing		Neighborhood Revitalization
Planner II	Planner I	Planner II <sup>1</sup>	Planner II <sup>2</sup>	Planner I <sup>1</sup>	Planner II <sup>2</sup>
PSVS Redevelopment		Business Revolving Loan Fund	RFI Response		TCC Coordinator
Historic Preservation		Business Ambassador	Resource Guides		TCC Community Outreach
Mills Act		EOA Program	PickBakersfield Admin		Neighborhood Outreach/Planning
Brownfield Grant		Innovation Center	Marketing		Downtown SAP Implementation & Monitoring
RDA Commercial Sites			Assist KernEDC		STEP Grant Partnership
<sup>1</sup> New Staff request at start of FY 21/22; will also help with business assistance and urban revitalization.					
<sup>2</sup> New staff request anticipated at FY 21/22 Mid-Year					

**Homeless Services** Additional funds are requested (\$265,447) for Brundage Lane Navigation Center Operational costs that were not anticipated until after the Mercy House contract was in place and several months of actual operational cost could be evaluated. Funds are anticipated to be used for activities such as: animal care, utilities, janitorial services, and food costs at a 150 person capacity.

<b>Economic &amp; Community Development Operating Budget</b>	<b>PSVS Phase III</b>
Cultural Resource Surveys	\$ 100,000
Business Assistance	\$ 1,000,000
Economic Development Strategic Plan/B3K Implementation	\$ 1,778,000
Economic Development Services	\$ 150,000
Bitwise Innovation Center/Workforce Development	\$ 500,000
Brundage Lane Navigation Center Operations Mercy House Assistance	\$ 265,447
Community Revitalization Projects	\$ 3,000,000
<b>Program Total</b>	<b>\$ 6,793,447</b>

ECD is requesting two additional staff planners (ECD Planners I/II) and new operating funds to implement both current and new programs within the Economic Development unit. As noted below, the ECD Department also requests to add two additional ECD Planner positions as a part of the FY 21/22 Mid-Year Budget process.

<b>Economic &amp; Community Development Staff</b>	<b>PSVS Phase III</b>	
ECONOMIC & COMMUNITY DEVELOPMENT PLANNER I	1	\$ 95,850
ECONOMIC & COMMUNITY DEVELOPMENT PLANNER II	1*	\$ 118,150
One-time Start-Up Costs (Desks, Computers, Phones etc.)	2*	\$ 8,000
Salary + Benefits Total	2*	\$ 222,000
<i>ECD Program Total</i>		\$ 6,793,447
<b><i>Full PSVS Phase III Proposal Total</i></b>		<b><i>\$ 7,015,447</i></b>

\* This number reflects initial onboarding and operating costs for two new ECD staff. As reflected above, multiple new ECD programs will continue to come online throughout the 2021 Calendar Year as a result of the Economic Development Strategy and new State and Federally funded programs. Therefore, the ECD Department also anticipates requesting two additional planner positions as a part of the FY 21/22 mid-year budget process.

**CC:** Nina Carter, Homeless Principal Planner,  
Cecelia Griego, Economic Development Principal Planner,  
Misty Eaton, Community Development Principal Planner  
Cassandra Cotera, Business Manager



# BAKERSFIELD

THE SOUND OF *Something Better*

## MEMORANDUM

**DATE:** March 8, 2021

**TO:** Christian Clegg, City Manager

**FROM:** Christi Tenter, Human Resources Director *CT*

**SUBJECT:** PSVS Phase III Proposal – Human Resources Department

### BACKGROUND -

One function of the Human Resources (HR) Department is to administer all citywide recruitment efforts and activities. Expansion of citywide programs, services and staffing models requires continuous assessment of recruitment and retention methodologies. HR endeavors, in each recruitment, to attract a qualified applicant pool and provide efficient and timely recruitment services. Ultimately, our goal is to understand department/division recruitment needs, source the right candidates and appoint positions in an expeditious manner so agency goals may be achieved!

Understanding the background and in consideration of established Council Goals, the Human Resources Department is proposing the following additions for FY 21-22:

### Council Goal #1 – Quality Public Safety Services

Requests	Proposal	Performance Metrics	Proposed Cost(s)
<b>One (1) Staff Addition - Human Resources Analyst II</b>	Historically, the Bakersfield Police Department (BPD) held one Police Academy per year, or even every-other-year, hiring only a few individuals to meet staffing needs. Over the past 3 years, the goal has been to hold 2 academies each year in support of hiring 100 new Police Officers, with a goal to have 40+ incumbents. Human Resources (HR) staff administers all hiring aspects for BPD recruitments. Recruitments are highly regulated with multiple steps, often taking upwards of 6 months to complete, from initial planning to start date. HR headcount today, is equal to approved	<ul style="list-style-type: none"><li>• Complete recruitment cycle for 2 Police Academy sessions</li><li>• Implement Continuous Testing Model</li><li>• Increase Police Trainee applicant flow by 10%</li><li>• Identify 3 new recruitment sources/outreach for diversity hiring</li></ul>	\$117,021.80

	staffing levels from 2008. Recruitments today look very different from 2008, not only in volume but also in technology, marketing and candidate sourcing. The proposed position would be a dedicated resource allocated solely for law enforcement recruitments. This will provide meaningful and skilled oversight to recruitment trends, results and timelines. Costs of the new position include office and technology costs of \$4,900 and total compensation of \$112,121.80.	<ul style="list-style-type: none"> <li>• Conduct outreach to 3 comparable agencies for lateral recruitments opportunities</li> <li>• Attend or conduct 3 virtual or remote job fairs</li> <li>• Create benchmark tracking of 5-year recruitment statistic data for trainee</li> <li>• Develop, implement and monitor police incentive plans</li> </ul>	
<b>Pre-Employment Examinations, Supplies and Advertising Costs</b>	Request provides funding for recruitment activities related to newly added FY 21-22 PSVS positions; pre-employment examination costs, supplies, and position advertising costs.	<ul style="list-style-type: none"> <li>• Complete all approved recruitments within approved budget allocation</li> </ul>	\$21,245.00
<b>Police Officer &amp; Academy Training Sessions</b>	In order to fully recognize the value of hiring 100 new Police Officers, retention of existing staff is critical. In 2020, the California Legislature passed Senate Bill 542, which added a presumption for first responders who have developed post-traumatic stress disorder (PTSD), also known as post-traumatic stress injury (PTSI), as a result of their jobs. Those supporting the new SB cited an increase in officer suicide and trauma. In addition, multiple media outlets are now reporting significant spikes in resignations within law enforcement agencies when compared with data 3 - 4 years ago. Some claim this may be correlated back to stressors of the job and lack of training. In order to build resiliency within the ranks, HR and Risk Management have begun a series of	<ul style="list-style-type: none"> <li>• Conduct monthly training sessions focused on sustainability and resilience</li> <li>• Implement Police Academy training sessions for the 2<sup>nd</sup> academy in FY 21-22</li> <li>• Create benchmark tracking of 5-year turnover of full-time and trainee staff</li> </ul>	\$60,000.00

	training sessions aimed at supporting wellness. Sessions will be implemented in the academy setting to build competencies and provide support from time of appointment. This initiative will support recruitment, training and retention of staff and is intended to translate to long-term improvements in worker's compensation claim numbers.		
<b>TOTAL</b>			<b>\$198,266.80</b>

CC: Shayla Collins, HR Supervisor  
Mari Blowers, HR Supervisor



## Department of Recreation and Parks

**Date:** March 8, 2021  
**TO:** Christian Clegg, City Manager  
**From:** *DB*  
Darin Budak, Acting Director of Recreation & Parks  
**Subject:** **FY 2021-22 PSVS CIP REQUESTS**

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	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Facility Needs Assessment for MLK &amp; Silver Creek</b> Project # P2C047	\$500,000	1 & 6	PSVS

Description of Project: Completion of facilities needs assessment for MLK Community Center and the Silver Creek Community Center.

Justification: The purpose of this project is to attain a consultant who through community outreach, would gather information from each of the two locations and develop a facility needs assessment. Each of the facility locations provide unique services to their respective areas of the community. Over the years, Staff was unable to program several activities due to the lack of accommodations and the constraints of the facility's layout. The results of the assessment would identify the community's needs for types of services requested and provide comprehensive information on designs and associated capital improvements cost needed to update these facilities.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Jastro Park Improvements Project.</b> Project # P2C048	\$475,000	2	PSVS

Description of Project: Basketball court rehabilitation and amphitheater repairs and improvement. Dedicated to the City In 1927 by the Jastro family, the outdoor amphitheater's project would provide necessary repairs and improvements to the existing park amenities.

Justification: The purpose of this project is to perform much needed repairs and accessibility to the existing facility while maintaining the structural aesthetics of the original design. This project will also encompass rehabilitation of the existing basketball courts.

***We enhance the quality of life through a variety of programs, parks, and partnerships.***

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>McMurtrey Concrete Pool Deck Replacement Project</b> Project # P9C049	\$150,000	2	PSVS

Description of project: The project consists of the replacement of the existing concrete deck.

Justification: Built in 2004. The year-round use facility has experienced wear and tear on the original concrete decking surrounding the facility's competition and activity pools. Overtime, the chemically treated water has eroded the finish of the concrete. This resulted in a very rough, uneven finish with cracks and patches throughout that has become an overall safety concern. Staff performed temporary patches to areas of rough surface to smooth it out in hopes of extending life of the concrete. The temporary patches are no longer feasible and replacement is necessary at this time.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>City Park Splash Pad Surface Coating Project Phase 1</b> Project # P2C050	\$120,000	1, 2, 3 & 5	PSVS

Description of project: Phase 1 of the project consists of the installation of non-skid surface coatings to four of the existing splash pad locations, Siemon Park, Jastro Park, MLK Park, & Greystone Park.

Justification: The City's various splash pad facilities are a very popular amenity with the surrounding community during the summer season. With any aquatic feature, there is always a concern with slip & falls among the public users. The installation of a rubberized non-skid surface coating will allow for decrease in possible slip-fall injuries while providing a more attractive, highly durable, and impact-resistant element to the facility.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Campus Park North Fitness Equipment Renovations</b> Project # P2C051	\$100,000	5	PSVS

Description of project: Replace the fitness equipment stations at Campus Park North.

Justification: Original to the park construction in 1986. The existing fitness equipment was constructed of wood and metal products. Over the years, several of the fitness stations were removed due to natural deterioration from exposure to the elements. Modernized equipment meeting current standards would be installed to address the communities rising health fitness needs.

***We enhance the quality of life through a variety of programs, parks, and partnerships.***

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Park Trash Enclosure (Various Locations) Project Ph. 2</b>	\$275,000	1, 2 & 6	PSVS
Project # P2C052			

Description of project: The proposal consists of constructing trash enclosures within the Lowell Park, Wayside Park, Beach Park, Quailwood Park, Saunders Park, Yokuts Park, Patriots Park, and Grissom Park locations.

Justification: Due to an increase of illegal dumping within several of City's community parks. The addition of these enclosures will provide the ability to control the issue while providing a good aesthetic value within these community parks. The proposed trash enclosures will be constructed of concrete masonry units and will be appreciated by the surrounding community.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>San Miguel Grove Parking Lot Improvements Project</b>	\$50,000	3	PSVS
Project # P2C053			

Description of project: This project is located off Manor Street and Denise Avenue, which consists the addition of metal guard posts and railing improvements for the San Miguel Grove Parking Lot.

Justification: The current parking lot condition at this location lacks proper perimeter traffic control measures to adequately secure vehicles within the area. The addition of a perimeter metal guardrail system will prevent ongoing problematic issues with vehicles trespassing beyond the parking lot areas.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Campus Park South Tennis Court Rehabilitation Project</b>	\$225,000	5	PSVS
Project # P2C054			

Description of project: Built in 1986 and located in the Campus Park South community, the proposal consists of rehabilitating of two existing tennis courts into two permanent pickleball courts and one tennis court.

Justification: The Campus Park Tennis Courts are very popular with the surrounding community and appreciated. The asphalt court surfacing has progressively deteriorated over the years, developing several open cracks upon the surface areas and in need of replacement including fence repairs. The courts were resurfaced approximately 10-12 years ago. This project consists of removing the existing asphalt surface and replacing with new reinforced concrete materials, new hardware, acrylic court color surfacing, and 2" play lines.

#### Funding

***We enhance the quality of life through a variety of programs, parks, and partnerships.***

	<u>Amount</u>	<u>Ward</u>	<u>Source</u>
<b>Patriot Park Playground Rehabilitation Project</b>	\$325,000	6	PSVS
Project # P2C055	\$48,750 (Contingency)		

Description of project: This project is located at 1600 New Stine Road and consists of the removal and replacement of the existing playground equipment for Patriots Park.

Justification: The existing playground equipment is twenty-five (25) years old and is past its useful life. It has little play value as compared to modern playground equipment. The new playground will include rubberized surfacing, ADA accessibility, and inclusionary play.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Windermere Park Playground Rehabilitation Project</b>	\$300,000	5	PSVS
Project # P2C056	\$45,000 (Contingency)		

Description of project: This project is located at 3101 Bromley Way and consists of the removal and replacement of the existing playground equipment for Windermere Park.

Justification: The existing playground equipment is nineteen (19) years old and is past its useful life. It has little play value as compared to modern playground equipment. The new playground will include rubberized surfacing, ADA accessibility, and inclusionary play.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Quailwood Park Playground Rehabilitation Project</b>	\$300,000	2	PSVS
Project # P2C057	\$45,000 (Contingency)		

Description of project: This project is located at 7400 Quailwood Drive and consists of the removal and replacement of the existing playground equipment for Quailwood Park.

Justification: The existing playground equipment is sixteen (16) years old and is past its useful life. It has little play value as compared to modern playground equipment. The new playground will include rubberized surfacing, ADA accessibility, and inclusionary play.

	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>River Oaks Park Playground Rehabilitation Project</b>	\$300,000	4	PSVS
Project # P2C058	\$45,000 (Contingency)		

Description of project: This project is located at 12608 Monterey Beach Drive and consists of the removal and replacement of the existing playground equipment for River Oaks Park.

Justification: The existing playground equipment is sixteen (16) years old and is past its useful life. It has little play value as compared to modern playground equipment. The new playground will include rubberized surfacing, ADA accessibility, and inclusionary play.

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	<u>Amount</u>	<u>Ward</u>	<u>Funding Source</u>
<b>Solera Gardens Park Playground Rehabilitation Project</b>	\$300,000	3	PSVS
Project # P2C059	\$45,000 (Contingency)		

Description of project: This project is located at 6010 Miramonte Drive and consists of the removal and replacement of the existing playground equipment for Solera Gardens Park.

Justification: The existing playground equipment is sixteen (16) years old and is past its useful life. It has little play value as compared to modern playground equipment. The new playground will include rubberized surfacing, ADA accessibility, and inclusionary play.

	<u>Amount</u>	<u>Funding Ward</u>	<u>Source</u>
<b>Neighborhood Park Re-Invention Rehabilitation Project</b>	\$1,000,000	Various	PSVS
Project # P2C068			

Description of project: This project will evaluate existing two neighborhood parks and make enhancements based on community feedback.

Justification: The purpose of this project will be to significantly enhance two neighborhood parks based on feedback through community outreach within the surrounding neighborhood. The project will add or upgrade amenities that are more in line with the recommendations of the residents.

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# BAKERSFIELD

THE SOUND OF *Something Better*

## Department of Recreation and Parks

**DATE:** March 8, 2021

**TO:** Christian Clegg, City Manager

**FROM:** *DB*  
Darin Budak, Acting Director of Recreations & Parks

**SUBJECT:** **New Personnel Request for Public Safety and Vital Services (PSVS) FY 2021-22**

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Per the Fiscal Year 2021-22 Budget Instructions, the Department is requesting the following positions under the Public Safety and Vital Services (PSVS) measure. The proposed positions will complement the existing Rapid Response Teams (RRT) implemented in past two fiscal years. Each request has been carefully analyzed and is critical in the operation of the Recreation and Parks RRT. The requests below total \$574,094 salaries including benefits, start-up costs, and vehicles.

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In FY 2020-21 Public Safety and Vital Services measure (PSVS), the Recreation and Parks Department implemented Phase 2 of the Rapid Response Team (RRT) to address keeping public areas safe and clean. The RRT was initiated to perform the following priorities:

- A. "Keeping public areas safe and clean"** by providing citywide, 7 days a week; 10 hours a day coverage
  - a. Trash and litter cleanup in parks and streetscapes,
  - b. Response and repair of vandalism at playgrounds, restrooms and other park amenities
  - c. Cleanup of illegal dumpsites on public land
  
- B. "Enhancing neighborhoods through additional code enforcement and improved park maintenance"**
  - a. Work with Code Enforcement on illegal campsite cleanup
  - b. Improved response time to CitySource app requests from citizens

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c. 7 days a week irrigation monitoring and repairs

Phase III request for personnel and equipment is listed below. The new personnel will complete the two RRT's allowing for a continuous 10 hours a day, seven days a week operation. The new personnel listed below will allow priority response to CitySource requests, perform seven days a week illegal encampment enforcement in parks, prioritize CMO and Council referrals, immediate response to public property vandalism, cleanup of public easements and undeveloped parklands, address overgrown trees and shrubs in streetscapes (non-mass trimming) and routine playground equipment replacements.

Recreation and Parks Department is requesting four positions as listed below for operational needs. The new personnel will partially complete the two Rapid Response Teams with estimated total including benefits of \$323,094. There will be a future request to complete the two RRT's in its entirety.

- **Light Equipment Operator (LEO): \$48,222 / \$89,694**
- **Three Service Maintenance Worker (SMW): \$41,827 / \$77,800 (\$233,400)**

The above positions will require new equipment from the Fleet Division with an estimate total cost of \$251,000.

- **Two 1 ½ Ton Utility Body Truck (\$56,000/\$112,000)**
- **One 1 Ton Crew Cab Truck (\$40,000)**
- **One 20' X 7' Hydraulic Dump Trailer (\$25,000)**
- **One 16' X 7' Hydraulic Dump Trailer (\$20,000)**
- **Three New Attachments for Existing Bobcat (\$13,000/\$39,000)**
- **Misc. Small Equipment (\$15,000)**

Each position and equipment request was reviewed carefully for operational needs.

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