



BAKERSFIELD CITY COUNCIL AGENDA MEETING OF AUGUST 23, 2023

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

REGULAR MEETING - 3:30 PM

1. ROLL CALL

2. PUBLIC STATEMENTS

- a. Agenda Item Public Statements
- b. Non-Agenda Item Public Statements

3. REPORTS

- a. City Council Priority Initiatives - Fiscal Year 2023-24 Work Plan
Staff recommends the City Council review and discuss the Fiscal Year 2023-24 Work Plan in support of Council Priority Initiatives and provide feedback and direction. Staff recommends the Council receive and file the Fiscal Year 2023-34 Work Plan.

4. ADJOURNMENT



ADMINISTRATIVE REPORT

MEETING DATE: 8/23/2023

Public Statements 2. a.

TO: Honorable Mayor and City Council

FROM: Julie Drimakis, City Clerk

DATE:

WARD:

SUBJECT: Agenda Item Public Statements

STAFF RECOMMENDATION:

BACKGROUND:

Michael Turnipseed regarding item 3.a.



ADMINISTRATIVE REPORT

MEETING DATE: 8/23/2023

Public Statements 2. b.

TO: Honorable Mayor and City Council
FROM: Julie Drimakis, City Clerk
DATE:
WARD:
SUBJECT: Non-Agenda Item Public Statements

STAFF RECOMMENDATION:

BACKGROUND:

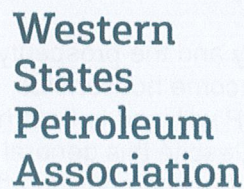
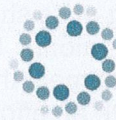
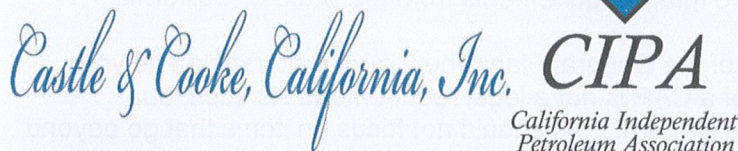
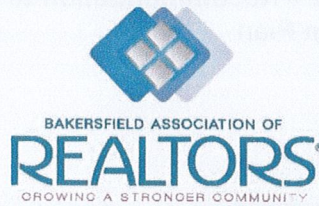
The following speakers spoke:

1. Emmet McCormick
2. Ron Nelms (written material provided)
3. Russell Johnson
4. Derek Sprague
5. Nick Hill
6. Michael Turnipseed (written material provided)

ATTACHMENTS:

Description	Type
□ Written material provided by Ron Nelms	Correspondence
□ Written material provided by Michael Turnipseed	Correspondence

Rec'd & Placed on file at City
Council Meeting of:
Date: 8/23/23
Agenda Item: non-agenda 2.b.
Submitted by: Ron Helms



August 22, 2023

Mr. Christian Clegg
City Manager's Office
City of Bakersfield
1600 Truxtun Ave., Fifth Floor
Bakersfield, CA 93301

RE: Comment Letter Climate Action Plan – Recommendation to Focus on a General Plan and Eliminate the use of a Climate Action Plan

Dear Mr. Clegg:

We collectively write to you today on behalf of a diverse coalition to express our preliminary concerns regarding the City of Bakersfield's Draft Climate Action Plan (CAP). Collectively, we represent hundreds of local employers who provide jobs for thousands of city residents. Our organizations stand united in requesting that the City of Bakersfield immediately eliminate the Climate Action Plan (CAP) and focus on delivering a General Plan that works for Bakersfield and doesn't tie our hands to speculative future requirements from the State of California.

First, a CAP is not a required element of the General Plan. The City of Bakersfield and your planning staff are aware that the use of a CAP is not a legal requirement. As such, our organizations steadfastly believe that a General Plan should not focus on items that go beyond what is legally required for the City to have a General Plan.

Along these same lines, we further argue that the City of Bakersfield should not consider the use of "Reach Goals" that go beyond State mandates. For example, the proposed "Reach Goal" to eliminate natural gas in dwelling units should not be required. Natural gas is an integral part of the State's energy grid. Just this month, the California Energy Commission extended the life of three natural gas power plants to meet the daily needs of California residents. By reducing natural gas in homes, you eliminate an affordable energy source for many in Bakersfield, specifically those residents in our disadvantaged communities.

Furthermore, we are very concerned that the implementation of a CAP will leave the City vulnerable to future lawsuits. Jurisdictions that have introduced CAPs are now experiencing lawsuits related to their adopted plans. Consider, for example, the current housing crisis which points to the impacts that CEQA-related lawsuits have had on stifling growth and needed solutions for our community. We urge the City to focus on developing its General Plan so it can facilitate growth, future development and economic prosperity. By going down the path of implementing a CAP, the future of the community is at greater risk for predatory lawsuits.

Our greatest concern is for the economic vitality of our City and the prosperity of all its residents, especially those in disadvantaged communities and low-income households. It is widely accepted that the strategies and measures in the draft CAP will lead to both higher costs of living and conducting business in the City of Bakersfield. Despite this general acknowledgment, we are unaware of any effort undertaken to quantify the impact on housing affordability, homelessness, wages, or job creation, among other items. Disadvantaged communities and low-income households, especially those at risk of experiencing homelessness, are the most vulnerable. Should the City proceed with a CAP, it is imperative that the City conduct a rigorous economic impact assessment of the draft CAP to inform local decision-making.

Lastly, as members of the local business community, we value the opportunity to participate in the development of documents and plans with wide- and long-ranging impacts on our region's economic vitality. Despite the initial public review period opening on July 10, 2023, many of our organizations did not become aware of the draft CAP's existence until early August. As we

expressed during our in-person meeting with City staff on August 16, 2023, we are frustrated by the apparent lack of transparency and limited deliberate outreach to key stakeholders.

Our coalition urges the City to eliminate the implementation of a CAP. A CAP is not required for a General Plan and will invite predatory lawsuits. The CAP contains "Reach Goals" that go beyond current laws and mandates that will have serious impacts on our disadvantaged communities. Let's work together to put Bakersfield first, not misguided policy ideals that lack practical application.

Best Regards,

ABC Central California
California Independent Petroleum Association
Castle & Cooke California, Inc.
Central Valley Business Federation
Greater Bakersfield Chamber
Home Builders Association of Kern County
Kern Citizens for Energy
Kern County Black Chamber of Commerce
Kern County Hispanic Chamber of Commerce
Kern County Tax Payers Association
Kern Economic Development Corporation
The Bakersfield Association of Realtors
Western States Petroleum Association

Cc Mayor Karen Goh
Vice Mayor Andrae Gonzalez
Councilmember Eric Arias
Councilmember Ken Weir
Councilmember Bob Smith
Councilmember Bruce Freeman
Councilmember Patty Gray
Councilmember Manpreet Kaur
Kassandra Gale, Assistant Planning Director



August 23, 2023

Members of the Bakersfield City Council:

Climate Action Plans (CAPs) are strategic documents developed by governments to outline actions and policies aimed at mitigating the impacts of climate change. These plans typically focus on reducing greenhouse gas emissions, increasing energy efficiency, promoting renewable energy adoption, and enhancing overall sustainability. There are significant concerns and considerations that homeowners and businesses have even though CAPs are well-intended efforts to address climate change and environmental challenges. The potential for unintended consequences is very significant.

Homeowners' concerns with Climate Action Plans include:

- **Cost:** Homeowners worry that implementing the measures outlined in CAPs could result in increased costs for them. This could include expenses related to upgrading energy systems, improving energy efficiency, or transitioning to renewable energy sources.
- **Regulations:** CAPs involve regulations and policies that might require homeowners to make changes to their properties or lifestyles. Most homeowners view this as interference with their personal choices and freedoms.
- **Property Values:** Homeowners are concerned that certain measures proposed in CAPs, such as stricter building codes or regulations, could impact property values or limit their ability to make changes to their homes.
- **Economic Impact:** Homeowners fear that CAPs could have negative economic impacts, particularly on industries that are closely tied to fossil fuels or other carbon-intensive activities.
- **Misinformation:** Homeowners believe that the CAPs will have negative effects on their lives or livelihoods.

It's important to have informed discussions about Climate Action Plans and their potential impacts. These concerns can only be addressed through public consultations, open dialogues, and transparent information sharing. Only thoughtful, well-designed CAPs can achieve the needed balance between environmental sustainability, economic considerations, and social equity.

Educated homeowners must be allowed to engage local governments to participate in the planning process, voice their concerns, and collaborate to find solutions that work for everyone. It's crucial to recognize that CAPs can have significant economic consequences.

Here are some reasons why business owners oppose Climate Action Plans:

- **Cost Concerns:** Business owners worry that implementing climate-friendly measures will be expensive. This includes investments in energy-efficient technologies, renewable energy sources, and changes in operational practices. These costs will initially impact profitability, especially for smaller businesses with limited resources.
- **Regulatory Burden:** Climate Action Plans come with regulations and compliance requirements. Business owners feel that these regulations add to their administrative burden and restrict their flexibility in decision-making.
- **Competitiveness:** When Climate Action Plans are more stringent in California compared to neighboring states or countries, some business owners fear that they will be at a competitive disadvantage. They argue that their costs will increase due to complying with regulations that their competitors in less regulated areas do not have to deal with.
- **Economic Impact:** Business owners worry that stringent Climate Action Plans will negatively impact the overall economy. They are concerned that measures to reduce emissions, such as transitioning away from fossil fuels, have already led to job losses in industries like fossil fuel extraction, transportation, and manufacturing.
- **Perceived Ineffectiveness:** Business owners question the effectiveness of Climate Action Plans in addressing climate change on a global scale. They argue that their local efforts won't have a significant impact if other states or countries are not equally committed to reducing emissions.
- **Innovation Challenges:** While Climate Action Plans often encourage innovation, business owners resist changes in their processes or products. They see the need to adapt as disruptive and challenging, particularly if they are in industries that traditionally rely on established methods.
- **Uncertainty:** Rapid changes driven by Climate Action Plans create uncertainty for businesses. They might have concerns about market shifts, changing consumer preferences, and the unpredictable impacts of policy changes.

Some businesses in Bakersfield may support sustainable practices and environmental initiatives, seeing them as opportunities for innovation, cost savings over the long term, and enhanced brand reputation. Others view Climate Action Plans as a way to adapt to a changing world and contribute to a healthier environment. A business owner can only oppose or support Climate Action Plans depending on unique, individual circumstances, values, and understanding of the potential impacts on the business enterprise and the environment and whether the business has been meaningfully engaged in the process by the City.

As of now, KernTax can only oppose the City's Climate Action Plan for the reasons listed above. The plan has the potential to greatly hinder the City's ability to grow and diversify its economy.

Respectfully,

Michael Turnipseed

Executive Director



ADMINISTRATIVE REPORT

MEETING DATE: 8/23/2023

Reports 3. a.

TO: Honorable Mayor and City Council
FROM: Christian Clegg
DATE: 8/17/2023
WARD:
SUBJECT: City Council Priority Initiatives - Fiscal Year 2023-24 Work Plan

STAFF RECOMMENDATION:

Staff recommends the City Council review and discuss the Fiscal Year 2023-24 Work Plan in support of Council Priority Initiatives and provide feedback and direction. Staff recommends the Council receive and file the Fiscal Year 2023-34 Work Plan.

BACKGROUND:

Staff will provide a presentation outlining the diversity of tasks and projects that will be pursued during Fiscal Year 2023-24 in support of the City Council Priority Initiatives that were identified earlier this year during a strategic planning workshop. The presentation and Work Plan are organized by the five City Council Goal categories. The Work Plan is also aligned with the City Council Vision and 5-year Strategic Plan; the City Council Priority Initiatives for the most part come from the objectives identified for each City Council Goal within the Strategic Plan. The Work Plan represents the focus for allocating staff and budget resources in the coming fiscal year.

ATTACHMENTS:

Description	Type
▣ Blue Memo	Cover Memo



BAKERSFIELD

THE SOUND OF *Something Better*

OFFICE OF THE CITY MANAGER MEMORANDUM

Date: August 21, 2023

To: HONORABLE MAYOR AND CITY COUNCIL

From: CHRISTIAN CLEGG, CITY MANAGER

Subject: REPORTS ITEM 3.A. – City Council Priority Initiatives – Fiscal Year 2023-24 Work Plan

A detailed work plan document addressing the City Council Priority Initiatives that will be discussed during this Report item is attached for Council review.

Attachments:

FY 2023-24 Workplan - Council Priority Initiatives

FY 2023-24 Work Plan - Council Priority Initiatives

Council Goal	Objective	Initiative; Task/Activity	Priority	Staff Impact	Dept/Lead	Timeline	Metrics & Deliverables	Status
1. Economic Opportunity for All	Become the most business-friendly city in California	Ease of Development Process <ul style="list-style-type: none">- Streamline development review process- Complete implementation of the electronic permitting system; hold additional training sessions for staff and system users; hold quarterly development process customer service workshops; conduct development process efficiency study under new permitting system; transition to paperless inspection process- Create a one-stop shop for building permitting- Build and enhance our Business Success team- Complete efforts to finalize a decision on the approval of the Bakersfield Habitat Conservation Plan and address the future administration of the MBHCP- Evaluate Fire plan review timeframes and fee schedule for large projects	High	High	DS - Chris Boyle ECD - Jenni Byers PW - Manny Behl FD - Shane Gardner CMO - Gary Hallen	Q2 - Avoive updates Ongoing - Electronic Permitting Q2 - One-Stop Shop Planning Pending - HCP Q3 - Fire Review	Number of Applications received Number of Permits Issued Site Plan review time Fee schedule changes	DS - Ongoing Electronic Permit Improvements and Customer Training ECD - Business Success Team Meeting with other jurisdictions for best practices
1. Economic Opportunity for All	Support and diversify our regional economy	Develop an Energy Innovation Center and Technology Park <ul style="list-style-type: none">- Apply for EDA grant- Design tech park- Apply for federal Tech Hub designation	Med	Med	ECD - Jason Cater	Q2 - Grant Q3 - Park Concept Q4 - Tech Hub	Plans adopted Funding acquired Businesses located	Work with CSUB and Livermore Lab; EDA Recompete Grant
1. Economic Opportunity for All	Support and diversify our regional economy	Design and secure funding for Advance Manufacturing Industrial Park	Med	Med	ECD - Ceceilia Griego	FY 23-24 Ongoing	Plans adopted Funding acquired	IBI design for potential site; received revised scope for asset mapping and market analysis
1. Economic Opportunity for All	Support and diversify our regional economy	Develop an inland port freight terminal <ul style="list-style-type: none">- Complete rezoning process- Achieve Megasite designation- Address utility and infrastructure needs	Med	Med	ECD - Jason Cater DS - Chris Boyle CMO - Gary Hallen	Q2-Q3 - Rezoning and Entitlements Q3-Q4 - Megasite process and Infrastructure	Complete Land Use Entitlement Process and GP effort Megasite Designation Development constraints and access analysis	Rosedale Ranch concept/work with GoBiz for megasite designation
1. Economic Opportunity for All	Support and diversify our regional economy	Support the establishment of the Direct Air Capture Hub within Kern County <ul style="list-style-type: none">- Support community engagement plan for Federal DachUB grant application	Med	Low	CMO - Scott Andrews	Q3	Acquire grant funding Complete community engagement plan	Grant funding was awarded from DOE. Consortium received notification of \$33 million to evaluate and study; as well as Community Benefit outreach
1. Economic Opportunity for All	Entrepreneurship and Small Business Development	Expand Entrepreneurship Support Ecosystem <ul style="list-style-type: none">- Provide Entrepreneurship Ecosystem Technical Assistance and distribute \$1.5 million to entrepreneurs, start-ups, and small businesses who operate and/or reside within Qualifying Census Tracts- Launch a digital literacy support program for small businesses and entrepreneurs within disadvantage- Create small business incentive and support program- Facilitate 1-2 incubators or co-work spaces	Med	Low	ECD - Ceceilia Griego	Q1, Q3 Q3 Q4 TBD	Number of entrepreneur business plans Grants awarded Apprenticeships placed Small businesses assisted Number of co-work spaces created	Ecosystem program underway; digital literacy RFP to be released by November; starting US EDA grant application for business RLF seed capital.
1. Economic Opportunity for All	Define and develop commercial areas	Redevelopment plans for commercial business districts <ul style="list-style-type: none">- Complete visual renderings for Old Town Kern and MLK Blvd redevelopment- Complete redevelopment planning efforts in targeted areas (Old Town Kern, City owned sites in SE and SW Bakersfield)- Create South Bakersfield Development Plan- Complete Planned Sewer Area to support MLK Corridor Development- Complete façade improvement project for Columbus and East Hills	High	Med	ECD - Jason Cater	Q3 - Completed renderings Q2 - Firm Hired Q3 - Plan draft and Completed FY 24-25 - South Area Q2-Adoption; Q3 Construction Q3 - Façade Program	Completed visual renderings Completed planning efforts Completed redevelopment plan Completed improvement project	
1. Economic Opportunity for All	Downtown Development	Complete parking enterprise feasibility study <ul style="list-style-type: none">- Manage comprehensive parking study of City's Downtown and Old Town Kern areas that will review existing parking conditions and ordinances- Determine future parking needs to serve the study area- Provide recommendations and implementable long term parking strategies for the area	Med	Med	ECD - Misty Eaton	Q2	Study complete Parking Enterprise established	Parking Study underway with Ardurra. Anticipated completion 09/29/2023
1. Economic Opportunity for All	Downtown Development	Complete the Cultural Resource Survey and adopt a Mills Act ordinance	Med	Low	ECD - Cecilia Griego	Q2 - Survey complete Q4 - Ordinance	Complete survey Ordinance adopted	In phase 2 of cultural resource survey project, draft Mills Act ordinance in development
1. Economic Opportunity for All	Downtown Development	Complete consolidation of downtown planning and coordinate completion of downtown element of the general plan <ul style="list-style-type: none">- Complete Downtown element of general plan- Making Downtown Bakersfield Vision Plan Implementation<ul style="list-style-type: none">- Participate in High Speed Rail Station Planning with the region- Work with High Speed Rail Authority to complete a study of public transportation leading into the station- Work with High Speed Rail Authority to complete a study of State Route 204 from F Street to Union Avenue- Work with High Speed Rail Authority to complete a design of F Street design and a study of Transit Oriented Development downtown- Complete Downtown planning visualization- Develop Chester Avenue redevelopment plan	High	High	CMO - Anthony ECD - Jason Cater and Cecelia Griego DS - Chris Boyle	FY 24-25 GP Adoption - Downtown element will occur in advance of final adoption early FY 24-25 Q2 Station Planning Q2 High Speed Rail Studies Q3 - Downtown visulations	GP Adoption Downtown Element Effort Established agreement with High Speed Rail for reimbursement for City work done on both the alignment and station area planning High Speed Rail Studies - Completed studies ECD - Downtown visualization - completed plans	Station Planning - Staff are currently working with the High Speed Rail Authority on reimbursement agreements for City staff time spent on planning for the rail alignment and the station area. Staff are also participating in meetings both directly with the Authority and with the region via Kern COG. High Speed Rail Studies - The High Speed Rail Authority has offered to do a number of major studies and planning and that would make the City competitive in applying for myriad state and federal grants.
1. Economic Opportunity for All	Downtown Development	Create guidelines for Downtown Development Fund	Med	Med	ECD - Jenni Byers	Q3	Completed Development Fund Procedures	Boundary to be determined
1. Economic Opportunity for All	Define and develop commercial areas	Adopt Development Fees/Economic Incentives tool kit <ul style="list-style-type: none">- Adopt Economic Development Ordinance	Med	High	ECD - Jenni Byers CMO - Gary Hallen	Q3	Completed Tool Kit	
1. Economic Opportunity for All	Define and develop commercial areas	Mixed-Use Demonstration Projects	Med	Med	CMO - Gary Hallen ECD - JenniByers and Jason Cater	Q2 RFP Q3 Plans complete	Redevelopment Plans will drive where the to locate project sites for demonstration mixed use projects	Drafting Solicitation
1. Economic Opportunity for All	A more talent rich region	Trades, Apprenticeships, Workforce Development: Trade School; Support the expansion of apprenticeships and internships within targeted industry clusters <ul style="list-style-type: none">- Fund the Kern Internship Connect Program - expansion of apprenticeships and internships within targeted industries- Develop City apprenticeship/fellowship for trades positions	Med	Low	ECD - Ceceilia Griego	Q2	Adopted MOUs Number of apprenticeship placements	Actively working with KCCD; CSUB; KCBCC through a variety of funding sources

2. Safety and Resilience	Achieve staffing increases in public safety to provide additional capacity and deploy new service delivery models	Get to full police staffing; staff up for DOJ stipulated judgment compliance - Redistribution of sworn personnel to work through stipulated agreement requirements by hiring professional staff for positions traditionally held by sworn personnel - Complete two police academies per fiscal year	High	Med	PD - Greg Terry HR - Christi Tenter	Q3	Monitor Report Academy Completion Filled professional staff positions	FY 23-24 PD sworn and non-sworn staff allocations
2. Safety and Resilience	Achieve staffing increases in public safety to provide additional capacity and deploy new service delivery models	Create 3rd Police Impact team in support of Chronic Crime Issues/Quality of Life Create an Organized Retail Theft Unit and seek state funding from Organized Retail Theft Prevention Grant Program	Med	Med	PD - Brent Stratton	Q1	Creation of new units Grant Application completion	
2. Safety and Resilience	Continue to implement and develop police and fire best practices	BPD Response Time Reduction Strategy; reduce Priority 1,2,3 response times and telephone reporting queues - Meet the challenge of rising calls for emergency service through innovative service delivery models - Increase mental health clinician staffing in the Communications Center - Deploy private security in support of retail and quality of life crimes - Acquire staffing and technology resources to reduce response times and telephone reporting queue times	High	High	PD - Greg Terry	FY 23-24 ongoing	Response Time % reduction	
2. Safety and Resilience	Continue to implement and develop police and fire best practices	Deploy Regional Public Safety Communications Network (radios) - Detailed Subsystem Design Review - RF Site Assessment and Details - Fleet Mapping and Subscriber Deployment on Existing Conventional Channels - Site Remediation and System Installation - System and Coverage Testing - Subscriber Reprogramming / Cutover to New System	High	Med	TS - Greg Pronovost	Q1 - DDR Q3 - Site Asset Q1 - Fleet Q1 (FY 25/26) - Remediation Q2 (FY 25/26) - Testing Q3 (FY25/26) - Cutover	Project Completion Validated Coverage Ratios Proejct Cost	Official project Kick-Off August 16, 2023
2. Safety and Resilience	Continue to implement and develop police and fire best practices	Chronic offenders' accountability - dedicated jail beds - Develop a regional diversion program	High	High	CMO - Christian Clegg PD - Greg Terry	Q4	Number of additional beds	
2. Safety and Resilience	Continue to implement and develop police and fire best practices	Legislative advocacy for a joint public safety training facility - Identify a major funding source for the \$200 million project	Low	Med	CMO - Anthony Valdez PD - Mike Hale	Q1	Application submitted for major funding	
2. Safety and Resilience	Continue to implement and develop police and fire best practices	Increase Police Community Engagement and Trust Building Efforts - Reinforce positive engagement between law enforcement and the community to continue to build trust - Conduct Zone listening sessions - Community Police Academy - Transparency portal and delivery of original educational content - Community Relations Unit programs - Junior Police Academies	Med	Med	PD - Greg Terry	Q2	Public Sentiment Rating, # of Zone listening sessions, New Webpage	
2. Safety and Resilience	Continue to implement and develop police and fire best practices	Complete DOJ Stipulated Judgment Year 2 workplan - Begin policy presentations to Community Advisory Panel – Stipulated Judgment - Acquire resources for implementation of improvements - Community Advisory Panel begins meeting monthly - Support policy development, training and implementation of DOJ stipulated judgment (should this be under row 217)	Med	Med	PD - Greg Terry CMO - Christian Clegg HR - Christi Tenter	Q2	Monitor Report DOJ Y1-2 Full Effective Compliance (FEC)	
2. Safety and Resilience	Foster a culture of innovation and continuous improvement	Decrease the number of arsons and repeat structure fires - Onboard Accelerant Canine - Continue to evaluate differential response models - Partner with the American Red Cross to host a smoke detector installation campaign in October - Onboard two(2) Fire Inspector I/II personnel; increase quantity and quality of state-mandated inspections; reduce fires	Med	Med	FD - Bryce Patterson FD - Kevin Albertson FD - Shane Gardner	Q1 Q3 Q2 Q2	Presentation to Council Host installation campaign Nubmer of fires	Canine Training is Complete
2. Safety and Resilience	Develop crime prevention and intervention partnerships and programs that support community transformation efforts	Fund CalVIP gun violence intervention program after grant funds are expended - Allocate ARPA funds set aside for CalVIP to continue community outreach and case management functions - Identify funds for additional mediation and intervention work	Med	Low	CMO - Crystal Rubio	Q2	Establishment of community outreach and case management contract services	
2. Safety and Resilience	Develop crime prevention and intervention partnerships and programs that support community transformation efforts	Deploy prevention program funding for at-risk youth in disadvantaged neighborhoods - Deploy PSVS funds set aside for community prevention programs	Med	Med	CMO - Crystal Rubio	Q3	Establishment of contracted community prevention programs	Pending Request for Proposals
2. Safety and Resilience	Develop crime prevention and intervention partnerships and programs that support community transformation efforts	ARPA Security Grant Program - Deploy \$500,000 ARPA funds through Security Grant Program - Phase 1 Security Improvements - Phase 2 Site Hardening - Phase 3 Security Services	Med	Med	CMO - Crystal Rubio ECD - Cecelia Griego	Q1 Q2 Q2	Phase 1 Security Improvements: # of applicants funded Phase 2 Site Hardening: # of applicants funded Phase 3 Security Services: # of applicants funded	Applications for Phase 1 Security Grant being accepted; Phase 2 to be released by beginning of September
2. Safety and Resilience	Revise City policies that result in changes to the built environment that reduce the severity of automobile crashes, as well as pedestrian and bicycle failures	City's Complete Streets Resolution, Transportation Development Standards, Neighborhood Traffic Calming Program, Comp Plan Circulation Element - Begin update to the Comprehensive Plan's Circulation Element, with particular focus on updating Level of Service standards and emphasizing multimodal transportation and safety - Implement changes to Public Works Transportation Development Standards, emphasizing safe and effective multimodal facilities and traffic calming - Implement projects through Neighborhood Traffic Calming Program; construct three neighborhood traffic calming projects that modify street geometry - Update the City's Complete Streets Resolution - Adopt a Complete Streets Ordinance	High	Med	PW - Ryan Starbuck PW - Manny Behl	Q3 - Circulation Ele. Q1 - Complete Sts. Reso: Q2 - Complete Sts Ord; FY 23-24 - Ongoing PW Dev. Stds:	City Council Approval of Items Planning Commission Approval of Cir. Ele. PW Dept. Approval of Updated Dev. Standards	Complete Streets Reso was adopted 7/12/23; 6-Individual PW Development Standards were Approved in June 2023; Staff has begun to research Circulation Element Data related to Level of Service

2. Safety and Resilience	Revise City policies that result in changes to the built environment that reduce the severity of automobile crashes, as well as pedestrian and bicycle failures	Multi-modal Demonstration Projects and CIP Safety Projects - Implement an intersection control evaluation that considers alternative intersection designs such as a modern-day roundabout - Review the existing sidewalk maintenance and repair requirements and consider alternatives, inclusive of funding, that achieve a higher level of public safety and service - Install new streetlights and streetlight systems to improve neighborhood safety and security - In 2023, install additional streetlights in the following neighborhoods: - Neighborhood bounded by E. Casa Loma to Brook and Madison to MLK - P Street; 4th Street; Easton Drive - Niles Street; Monterey Street; Bernard Street - Complete 30% construction on the Friant-Kern Canal Multiuse Pathway - Using the designated ARPA CIP, construct safety and connectivity improvements in and around parks and schools - Construct two miles of new/improved sidewalks where missing links currently exist - Install five miles of new buffered bicycle lanes - Install six new flashing light systems to improvement pedestrian crossings - Install ten new radar feedback sign devices to calm traffic speeds - Convert 100 existing crosswalks to meet the new enhanced standard - Install decorative pedestrian crosswalk panels in the downtown area and create a process for the community to apply	High	High	PW - Ryan Starbuck PW - Manny Behl PW - Ravi Pudipeddi PW - Kevin Peoples PW - Paul Archer	Q2 - Intersections Q1-Q3 - Sidewalks Q4 - Street Lights Q4 - Friant-Kern NEPA by end of 2024 FY 23-24 Ongoing - ARPA Safe Routes	Post intersection control evaluation Policy on web Street Lights: # of new light fixtures or # of projects completed Friant: NEPA completion ARPA: \$ spent compared to type, quantity and length of project	
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Redesign city teams' response structure for addressing encampments - Create service request call center; consolidate all inputs and outputs into one central command - Pilot co-response teams - Enhance Impact, Flood and clean-up responses during evening hours - Identify high acuity individuals that receive disproportionate dedication of City services - Develop differential response models for behavioral health and homelessness - Complete the construction of a multi-use, river-accessible facility to serve as a base for the RRT river teams as well as a resource for Parks Department staff at property located in proximity to Beach Park	High	High	CMO - Christian Clegg PD - Matt Gregory	Q2 - Call Center Q2 - Co-response pilot Q2 - Response hours Q3 Q3 Q3	Functional call center operational List of individuals contacted Deployment of software tracking system Number of encampments addressed Time to removal of encampment Number of clean ups Number of encampments reported	
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Adopt new alley closure program	Med	Med	PW- Manny Behl CMO - Crystal Rubio	Q2	Applications Filed	A solid, streamlined process is in place, waiting for first application. Potential applicants having trouble funding or getting private utility company approval. Manny Behl
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Complete a regional homeless action plan - Lead and complete action planning process through BKRHC	High*	Med	CMO - Anthony Valdez	Q3	Completion of final draft of regional action plan	The City has led and funded the regional action planning process at the BKRHC. The Steering Committee has completed a list of eight goals and their implementation strategies. We are now in the process of going goal by goal to add metrics and deliverables to the plan.
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Improve the economic security, health and stability of homeless and at-risk individuals - Support Kern Medical Center with planning for the region's first Psychiatric Emergency Room - Develop a plan for opiod settlement dollars that supports Mental Health and Substance Abuse beds - Provide funding and support fair housing activities - Homeless prevention programs - Assess policy options for air conditioning requirements for all rental units	Med	Low	CMO - Anthony Valdez Key Partners: BHRS KMC	Q1 - Psych ER Q2 - Behavioral Health Beds Q1 - Homeless Prevention	Psych ER - Completion of planning study Behavioral Health Beds - Final plan for spending settlement dollars Homeless Prevention - Complete distribution of \$700,000 in Emergency Solutions Grant - CV dollars	Psych ER - In August 2023, Kern Medical Center completed their study of a Psych ER standalone tower on their campus. The project was determined to cost \$90 million; KMC is now determining funding feasibility Behavioral Health Beds - Exploring funding options including State funds and opiod settlement funds Homeless Prevention - Council approved agreement with Open Door Network in May 2023 for the implementation of homeless prevention and rental assistance
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Make affordable housing affordable: create City policies and programs - Affordable Housing Fee Deferral Program - Create an Affordable Housing Prospectus - Complete study of development impact fees - Complete residential zoning code update	High	High	ECD - Jenni Byers PW - Manny Behl & Kevin Peoples DS - Chris Boyle RP - Rick Anthony	Q4 - Nexus Study Finalized Q2 - Residential Zoning Update	Nexus report complete Zoning update	Discussing with Kern County and COG
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Increase the affordable housing inventory for homeless individuals and families - Implement Affordable Housing Strategy - Create and fund a Community Development Corporation - Secure financing to complete the Bakersfield Senior Center Mixed-Use Housing Project - Begin construction on the Renaissance at Baker project - Support a development entity to redevelop the Kerntown Motel - Complete a Downtown Housing Study to determine capacity and future growth based on City Council goal of 10,000 residents - Award projects under the Community Development Block Grant and HOME Investment Partnership programs - ARPA funded Home Rehabilitation program to provide up to \$15,000 grants to assist existing eligible homeowners	High	High	ECD - Misty Eaton CMO - Scott Andrews	FY 23-24 Ongoing Q3-Q4 Q2-Q3 Q2 Q2 Q2 Q3 FY 23-24 Ongoing	Number of units in planning, production and completed Funding acquired and awarded Policies updated	
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Launch Accessory Dwelling Unit Incentive Program	Med	Low	ECD - Jenni Byers	Q2	Number of applications received Number of incentives awarded Number of units developed	
2. Safety and Resilience	Pursue Action Plan for ending homelessness	ARPA Blighted Property/ Infill Housing Property Purchase Program - Identify, secure, and purchase chronic nuisance/infill housing lots for redevelopment - Contract with a firm to assist with the infill housing program	High	Med	ECD - Jenni Byers CMO - Gary Hallen	Property acquisition ongoing Q2 - solicitation of firm Q3 - Firm hired and program launched	Properties acquired Firm to be hired to assist in infill housing program Rehab or new construction on infill lots to occur	Actively pursuing property
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Additional emergency shelter or diversion options - Advocacy for SB 326 and AB 531 which will add new housing for individuals with behavioral health challenges	Med	High	CMO - Anthony Valdez	Q3	Initiative on the March 2024 ballot	Big City Mayors and the City of Bakersfield have taken a support position on SB 326 and AB 531 which are working their way through the legislature
2. Safety and Resilience	Pursue Action Plan for ending homelessness	Develop a Master EIR for higher density mixed-use projects	Low	Med	DS - Chris Boyle	FY 24-25	The General Plan EIR will provide for environmental coverage for higher-density mixed-use projects within new zoning; a separate Master/Programmatic EIR will not be a necessity	

3. Reliable Infrastructure	Effective movement of people and commerce	Open Bakersfield Freeway Connector and Centennial Mainline; begin construction on the 7th movement; acquire funding for the 8th movement - Open the Bakersfield Freeway Connector and Centennial Mainline phases of TRIP - Begin construction on the 7th movement at the interchange - Coordinate KernCOG and Caltrans, as lead agency, on the 8th movement	High	Med	PW - Ravi Pudipeddi	Q2 - Opening Q4 - 7th Movement Construction Q4 - 8th Movement Planning	Ribbon Cutting, Ground breaking Progress towards ROW Design and Funding	Planning Ribbon Cutting now, 100% design complete for 7th movement, Caltrans is securing funding
3. Reliable Infrastructure	Effective movement of people and commerce	Implement alternative (low-cost) pavement resurfacing methods such as micro surfacing, cape sealing, thin mill/overlay, to increase the City's Pavement Condition Index - Resurface 125 lane miles of pavement	Med	Low	PW - Ryan Starbuck	Q2-Q4	Pavement Index to 70 by 2027 (this is a measurement taken every 5-years) Square-footage resurfaced Pavement Index to 70	
3. Reliable Infrastructure	Implement large CIP Projects	Acquire grant funding to complete Hageman Flyover - Apply for STIP funds - Apply for INFRA funds	High	Low	PW - Luis Topete and Ravi Pudipeddi	FY 23-24 ongoing	Applications Submitted	
3. Reliable Infrastructure	Implement large CIP Projects	Acquire grant funding to complete Chester and H Street Streetscape Improvements	Med	Med	PW - Paul Archer	Q3 - Q4	Grant funding received	Acquired \$10 million RAISE grant for Chester Acquired \$3 million ATP funds for H Street Project is fully funded
3. Reliable Infrastructure	Implement large CIP Projects	Complete MLK/Cottonwood, H Street, Niles/Monterey and Monitor design Initiate planning for design of California and Union and F Street	Med	Low	PW - Paul Archer	Q2 - Niles/Monterey Design Q4 - Niles/Monterey Construction Q2 - MLK/Cottonwood Design Q4 - MLK/Cottonwood Construction Q3 - H Street Design Q4 - Monitor Design Q4 - Initiate California Q4 - Initiate Union Q4 - Initiate F Street	Design complete Construction complete	MLK Design included in TCC grant application; \$5 million earmark in process for MLK construction
3. Reliable Infrastructure	Implement large CIP Projects	Complete Manor Street Improvements	Med	Med	PW - Navdip Grewal and Roy Campos	Q3 - Q4	Issue Certificate of Completion of Construction	Resurfacing and Restriping; Contract awarded and construction to occur Sept - December 2023
3. Reliable Infrastructure	Implement large CIP Projects	Allocate funding to bring more projects to design completion to make them shovel ready - Allocate unspent grant-match funds to fund environmental and design work	High	Med	PW - Paul Archer	FY 23-24 ongoing	Nubmer of designs that are shovel ready	Current shovel ready projects: Chester Ave., Hageman MUP, Friant-Kern, 58/99 Beautification
3. Reliable Infrastructure	Invest in existing facilities and infrastructure; address deferred maintenance	Facility Condition Assessment to evaluate the long-term efficacy and space needs for city facilities	Med	Med	CMO - Gary Hallen; Juan Heredia	Q1 - Team conducting due diligence review Q1 - Team conduct a Department Head Survey Q2 - Site Assessment Q2 - Team Finalizes Report and a baseline study Q2 - Presented to P&D committee	Space and Facility Assessment Study	Team conducted due diligence review, conducting a survey and planning site survey
3. Reliable Infrastructure	Invest in existing facilities and infrastructure; address deferred maintenance	Complete the Solid Waste Facilities Master Plan - Develop 10-year strategic plan that delivers the highest levels of service for collections, recycling (Materials Recovery Facility), composting (Organics Facility), and landfill disposal, while maintaining one of the lowest costs in the State of California	Med	Med	PW - Luda Fishman	Q2 - Deliver MRF Plan Q4 - Deliver Organics Plan	MRF Plan Organics Facility Plan	Soliciting for MRF Consultant
3. Reliable Infrastructure	Improve community connectivity and accessibility	Begin the first phase of SiFi installation (High-speed Broadband Service)	Low	Low	PW - Kevin Truelson	Q3	Issue Encroachment Permit	
3. Reliable Infrastructure	Energy Independence	Conduct Community Choice Aggregator Feasibility Study	Med	Med	CMO - Gary Hallen	Q1 - RFP Released Q1 - Vendor Selected Q1 - Contract Entered Q2 - Conducting the Study Q3 - Presentation to City Co	CCA Feasibility Study Complete	Awaiting final signatures on the contract
3. Reliable Infrastructure	Energy Independence	Solar Infrastructure Plan for City Facilities: Continue to install solar energy systems and battery storage facilities on City properties where the resulting energy production and reliability can justify installation costs - Start construction of solar and battery storage systems at: Mechanics Bank Arena, Bakersfield Organics Processing Facility, Wastewater Plant #3, and Valley Children's Ice Center - Install backup generators and battery backup systems traffic signals at critical City buildings, sanitary lift stations, traffic signal cabinets, remote streetlight locations; 20-traffic signals in 2023; develop a 10-year Plan for expansion to all signalized intersections - Complete installation of the City Hall North Generator - Apply for grant funding - Initiate planning for next phase of City facilities for installation	Low	Low	PW - Luda Fisham and Kevin Peoples; Evette Roldan and Ryan Starbuck	FY 23-24 Ongoing	Deliver Forefront projects # of backup systems installed at traffic signals Completion of the CHN generator project # of grant applications submitted	Forefront is designing the solar systems; CHN generator is holding up project due to supply issues (6-more months)
3. Reliable Infrastructure	Energy Independence	Work with GET and Kern County to identify strategic locations for siting fueling stations for CNG, electric, hydrogen, other - Identify five specific locations for new electric vehicle charging stations in the City and secure grant funding for their construction - Coordinate with GET on their new alternative fuels facility at Highway 58 and Mt. Vernon	Low	Med	PW - Paul Archer and Mike Vogel	FY 23-24 Ongoing	Create a map of 5-locations for EV charging Develop a balanced written approach to alternative fuels in coordination with GET	Consider mobile EV stations
3. Reliable Infrastructure	Energy Independence	Renewable energy and drought-friendly landscape for City facilities	Low	Med	PW - Paul Archer, Mike Vogel and Sean Cacal RP - Darrin Budak	FY 23-24 Ongoing	# of LED lights and solar lights installed; reduced volume of irrigation water	

4. Community Character & Quality of Life	Neighborhood Vitality	Complete the Climate Action Plan, Municipal Service Review, Habitat Conservation Plan, Housing Element, Residential zoning ordinance and keep General Plan Update on track - Complete efforts to finalize a decision on the approval of the Bakersfield Habitat Conservation Plan and address the future administration of the MBHCP - Complete the adoption of a comprehensive update of the residential zoning ordinance sufficient to provide full compliance with state law - Complete the adoption of the 6th Cycle Housing Element, the certification of CEQA environment documentation, and the completion of the associated Zone Change and General Plan Amendment in support of the Regional Housing Needs Assessment and the Vacant Sites Inventory	High	High	DS - Chris Boyle	Q2 - Climate Action Plan FY 24-25 - New MSR Q2 - Housing Element Q2 - Implementation Residential Zoning FY 24-25 - General Plan Pending - HCP	Adopted plans	
4. Community Character & Quality of Life	Neighborhood Vitality	Clean City Initiative - Incorporate Dumpster Security Program into the Economic Opportunity Area program - Establish an Illegal Dumping Enforcement program including modifications to the Bakersfield Municipal Code to provide additional tools - Continue to enhance RRT operations and utilization of clean city teams to provide a better urban environment and quality of life - Establish systematic proactive Code Enforcement program to address our high visibility corridors to further our Clean City efforts	Med	Low	PW - Luda Fishman ECD - Cecelia Griego DS - Phil Burns	Q1 - Dumpster program Q2	Grants Awarded Number of Solid Waste complaints Illegal dumping sites remediated Number of illegal cumping complaints	Staffing nearing completion - Supervisor in recruitment process. Cameras are beginning to arrive -will be incorporated with completion of staffing. Dumpster Program ordinance is being drafted. Contract for outside citation services (Datatix) finalized by end of CY 23.
4. Community Character & Quality of Life	Neighborhood Vitality	Implement Chronic Nuisance Property Purchase Program; Rehabilitate first phase of property acquisitions into affordable housing units - Make all hires for the chronic nuisance special projects team - Purchase 10 blighted properties - Complete abatements/demolitions for 30 properties - Establish vendor pool for property rehabilitation contractors - Parter with housing provider to manage created inventory	High	High	DS - Phil Burns CMO - Gary Hallen ECD - Jason Cater	Q2 - Hires Ongoing - Property Purchases Ongoing - Abate/Demolish Q2 - Q3 - Vendor Pool Ongoing - Partnerships	Properties Acquired - 10 in FY 23-24 Properties Demo' d - 50 in FY 23-24 Firm to be hired to assist in infill housing program	Staffing nearing completion - Supervisor in recruitment process. Assessing properties continually with an internal committee of DS, Sp. Team for CNP, CMO ECD and CAO. Over 90 properties are on the active CNP listing, with more than 20 properties on the Prop. Acquisition watch list. Over a dozen properties are in some level of negotiations, appraisal or Prop. Owner engagement. 33 properties have been demo' d in the current year with 26 more properties in the Demo pipeline projected to be completed by the end of the year.
4. Community Character & Quality of Life	Neighborhood Vitality	Adopt Recreation and Parks Master Plan - Address neighborhood park deferred maintenance - Enhance neighborhood parks with modern amenities - Complete regional park projects - Implement Blue Zones Summit recommendations	High	Med	RP - Rick Anthony	Q2 - Plan adoption FY 23/24 Ongoing FY 23/24 Ongoing FY 23/24 Ongoing	TBD	Draft of Master Plan targeted for Nov 2023. Several projects to address deferred maintenance and enhance park amenities are in various stages of progress. This is inclusive of regional and BZ recommendations.
4. Community Character & Quality of Life	Neighborhood Vitality	Expand recreation opportunities in underserved communities - Complete Construction of Linnell Brahma Park - Complete Phase 4 of Kaiser Permanente Sports Village	Med	Med	RP - Fidel Gonzalez	Q4 Q2	Project Completion Project timeline and costs to actual	L&B Park bid received 08/3/23 awaiting contract award KPSV Phase 4 ribbon cutting scheduled for September 2023
4. Community Character & Quality of Life	Neighborhood Vitality	Continue the "island" annexation strategy with completion of four more annexations, complete four additional large annexations - Complete four island annexations encompassing 133 acres - Complete four additional annexations in support of the Vacant Sites Inventory of the Housing Element Update, adding 1600 additional acres of land into the City - Adopt 5-year annexation strategy	High	Med	DS - Chris Boyle CMO - Gary Hallen	Q3 - Larger annexations 1600 Acres Q4 - Small islands Q2 & FY 24-25 - Initiated annexation strategy(s) and to be modified and informed by the General Plan	PC Approval City Council Approval LAFCO Approval	Planning Commission Approved Aug. 2023 Going to City Council in Q2
4. Community Character & Quality of Life	Neighborhood Vitality	Animal Shelter Operation and Capital Improvements	Med	Med	CMO - Crystal RRubio PD - Brent Stratton	Q1 - Phase 1 Design Q2 - Phase 1 Construction	Number of Projects Completed	Wall, fencing and gate improvements in design
4. Community Character & Quality of Life	Create an improved sense of place	Acquire grant funding for highway corridor beautification projects - Hosking/ S.R. 99 - Westside Parkway Phase I - SR 58 and SR 99	Low	Med	PW - Ravi Pudipeddi	Pending WS Pkwy Q3-Q4 58/99 HWY	Grant Applications and Caltrans Cooperative Agreements Submitted; Grants Acquired	
4. Community Character & Quality of Life	Create an improved sense of place in target locations throughout the City	Complete gateway improvement projects that have been designed - Update the Bakersfield Welcome Signs on SR 99 and install two new signs along the east/west route - Automall placemaking signage - Hosking Interchange and overpass	High	Med	PW - Kevin Truelson and Paul Archer CMO - Gary Hallen	Q3-Q4 - Welcome Signs Q1 - Automall 100% Design Q4 - Autmoall Construction Q2 Hosking Overpass	Welcome Signs-Lamar Contract Executed Automall Final Design Bid Award Construction Completion Hosking-Caltrans Approval Final Design Bid Award Construction Completion	
4. Community Character & Quality of Life	Create an improved sense of place in target locations throughout the City	Design new gateway and placemaking monuments in development target areas of the City - Stockdale Ranch gateway - Integrate art pieces and decorative infrastructure into complete street designs to incentivize redevelopment and magnify community spirit - Create location spaces along all streetscape corridors under design. - Coordinate with the CMO in developing a process by which art proposals are solicited and considered	Low	Med	PW - Navdip Grewal and Paul Archer CMO - Gary Hallen ECD - Jason Cater	Q2 - Stockdale Ranch FY 23-23 Ongoing - Include art Q3 - Process	Stockdale-Agreement with Bolthouse Construction Completion; Art - number of art pieces installed Process - written program by which art is solicited Agreements for approval by Council in 2023	Stockdale Ranch Landscaping - agreement in draft with Bolthouse Billboard Agreement - Several Welcome Gateway signs have been proposed, final locations and planning approvals moving forward to come to Council I in 2023 PW - add Chester Downtown Signage improvements
4. Community Character & Quality of Life	Create an improved sense of place in target locations throughout the City	Acquire underutilized properties within targeted areas for redevelopment - Acquire 1-2 Chester Avenue properties - Acquire 6-8 Old Town Kern properties - Acquire 4-6 MLK/Lakeview properties	High	Med	CMO - Gary Hallen ECD - Jason Cater	Property acquisition ongoing	Number of properties acquired	Negotiations underway

4. Community Character & Quality of Life	Community Revitalization	Implement first Prosperity Neighborhood Work Plan – Niles/Monterey - Support community working groups - Implement infrastructure projects identified by community - Neighborhood traffic calming - Niles/Monterey complete streets project	Med	Med	ECD - Jason Cater CMO - Christian Clegg	Q2 - Community Engagement Q2 - First traffic calming project Q4 - Design for complete streets	Number of community engagements Number of residents participating Funding allocated Number of projects completed	
4. Community Character & Quality of Life	Community Revitalization	Martin Luther King Regional Park redevelopment - Complete Design for MLK Park renovation	High	High	RP - Rick Anthony	Q2 - Contract Award Q4 - Design complete	Design complete Funding awards received	Conceptual phase nearly completed. Moving to 30% design phase in Sep 2023
4. Community Character & Quality of Life	Community Revitalization	Submit Transformative Climate Communities Round 5 grant application	Med	Med	ECD - Jason Cater	Q1	Submitted Application Application Award	DONE; awaiting site visits and result
4. Community Character & Quality of Life	Community Revitalization	Community Events & Special Event Permits - Develop a new community event policy - Create framework for deferring event fees and/or supporting large community events from budgeted resources - Develop a City of Bakersfield Governance Handbook for the public	Low	Med	RP - Rick Anthony CMO - Crystal Rubio	Q2	Adopted Policy Number of events sponsored Number of permits completed	The department has developed a new policy for sponsoring special events in the parks. Working on Citywide processes with Finance and CMO
4. Community Character & Quality of Life	Community Revitalization	Community Engagement for Budget Process - Schedule off-site budget town halls in each Council Ward	Low	Med	CMO - Mario Orosco	Q3-Q4	Nubmer of townhall meetings Number of citizen comments received	
4. Community Character & Quality of Life	Water Resources	Develop a Water Master Plan to prioritize the City's water supplies for municipal use to meet current and future water demands of its residents - Continue implementation of the Sustainable Groundwater Management Act (SGMA) by managing the City's Kern River water rights to help provide a clean, reliable, and sustainable source of drinking water for the residents of Bakersfield - Increase recharge and groundwater banking for subsequent recovery and use – conjunctive use - Maintain sustainable groundwater levels; improve groundwater quality - Protect and maintain the City's Kern River Levee System for flood protection throughout the City of Bakersfield	Med	Med	WR - Daniel Maldonado	FY 24-25 Ongoing - Water Master Plan FY 23-24 Ongoing - SGMA and Conjunctive Use Project - Ongoing	Complete the Water Master Plan Study Continue to operate the Conjunctive Use Project to maximize water sustainability	Water Master Plan - Ongoing Effort. Providing Consultant with all documents to begin drafting the Water Master Plan SGMA - GSP has been ruled 'Inadequate', Staff working to address deficiencies.
4. Community Character & Quality of Life	Water Resources	Utilize the City's Kern River supplies to maximize water deliveries in the City's recharge facilities and in the Kern River for the citizens of Bakersfield	Med	Med	WR - Daniel Maldonado	FY 23-24 Ongoing	Acre-feet of water recharged within the Kern River and City-Owned Facilities	Ongoing - For CY 2023, the City has recharged 155,017 acre-feet through June 2023. Will continue to maximize water in the City's facilities and Kern River.
4. Community Character & Quality of Life	Water Resources	Water conservation and enforcement - Implement drought tolerant plantings in City medians, City facilities and City public spaces - Complete the Stockdale Storage Tank Project to enhance drinking water supplies for the surrounding communities, both current and future planned - Maintain the 2800 Acres Recharge Facility and storm drainage basins throughout the City of Bakersfield to maximize retention of stormwater and increase the City's groundwater balance - Complete 50% of projects identified in Water Conservation Turf Replacement Program	Med	Med	WR - Daniel Maldonado RP - Darrin Budak	FY 23-24 Ongoing - Park Implement Drought Tolerant Plantings Q3 - Stockdale Storage Tank Project Q2 - 2800 Acres Recharge Facility Ongoing - Water Resource Conservation Turf Replacement	Number of rebates issued to residents within the City's Domestic Service Area Constructing the Stockdale Storage Tank Project	Phase I & II completed 85,00 sq ft of turf removed. Three phase proposed to Cal Water Drought Tolerant/Rebates - City staff working on increasing rebates to adopt drought tolerant landscaping. Has coordinated with Parks and Recreation on numerous Projects and look for other areas that can benefit from this program. Stockdale Storage Tank Project - Working on receiving 95% plans, once 100% received, will go to bid.

5. Innovative & Efficient Government	Well managed finances that position the City into the future	Set aside additional reserves and contingent capital projects for FY23-24 Budget - Build up cash reserves, facility reserves and pension trust fund reserves	High*	Low	FIN - Randy McKeegan	Q1 Q3	Reserve funds allocated	
5. Innovative & Efficient Government	Well managed finances that position the City into the future	Identify opportunities for new revenue generation in support of strategic priorities - Evaluate fire service fees for cost-recovery - Evaluate revenue recovery for short-term rentals	Med	Med	FIN - Randy McKeegan FD - Kevin Albertson DS - Chris Boyle	Q2 - Fire Q2 - STR	New revenues received	
5. Innovative & Efficient Government	Efficient, effective, best practice model of excellence	Complete Enterprise Resource Planning project – Core financial and personnel software system implementation - Fall go-live for financial system - Spring 2024 go-live for HR system	High*	High	CMO - Christian Clegg FIN - Randy McKeegan HR - Christi Tenter TS -Greg Pronovost	Q2 - Financial Q4 - Personnel	ERP Launch Project timeline and budget to actual	
5. Innovative & Efficient Government	Efficient, effective, best practice model of excellence	Charter Review - Identify framework for prioritizing potential review topics - Provide Council compensation analysis	Med	Med	CMO - Christian Clegg	Q2 - Framework Q3 - Recommendations to Council	Submitted Ballot Measure	
5. Innovative & Efficient Government	Efficient, effective, best practice model of excellence	Complete initial phase of Performance Audit Program Complete 6-8 performance and internal control projects each year in response to risk assessment - Technology Services Assessment and Policy Development - CIP Audit Report & Book - Procurement Process and Policies - Grants Management Performance Assessment - Space Needs Assessment - KPI Audit & Development - Policy and Procedure Ongoing Support	Med	Med	CMO - Juan Heredia	Q3 - TS Assessment Q2 - TS Policies Q2 - CIP Audit and Book Q3 - CIP Book Q4 - Best Practices and Recommendations Report Q4 - Grants Management Performance Assessment Q4 - Space Needs Assessment KPI Audit & Development: a. Phase 1 Q4 b. Phase 2: TBD Ongoing Policy and Procedure Development	TS Assessment and Policy Dev - Report complete; policies updated CIP Audit & Book - audit report; updated CIP book Procurement Process and Policies - best practice report; policies updated Grants Management Performance Assessment - audit report Space Needs Assessment - report complete; space needs plan KPI Audit & Development - KPIs selected; KPI dashboard Policy & Procedure Ongoing Support - number of policies updated; peer policies report; procurement authority report; inventory management systems report;	TS Assessment and Policies - Assessment Complete; Policies In Progress CIP Audit Report & Book - <i>CIP Audit</i> Complete; <i>CIP Book</i> : In Progress Procurement Process and Policies - <i>Best Practices Report</i> a waiting internal review of draft report Grants Management Performance Assessment - Not started Space Needs Assessment - In Progress KPI Audit & Development - KPI selection in progress; dashboard not started Finance Policies and Procedures - Review of Best Practices by Policy in progress
5. Innovative & Efficient Government	Recruitment, retention, succession planning and talent management	Fill citywide vacancies and continue staff development - Complete NEOGOV software development and fully launch Perform and Learn modules - Complete 2 police academies; reach full authorized complement with January 2024 academy - Fill professional staff vacancies in BPD that directly impact efficient/effective operations - Launch Fire recruit academy; achieve full authorized complement across all ranks by the April 2024 Graduation - Host Public Safety Day - a fire safety education and community outreach/recruitment event - Expand the Fire paramedic service - Prioritize recent additions to priority initiatives in permitting and nuisance properties Enhance employee wellness - Open BPD Employee Wellness Center - Increase mental health clinician staffing in the Communications Center - Complete Police Training obstacle course at Yokuts Park - Install wellness equipment installations at all fire stations	High*	High	HR - Christi PD - Greg Terry FD - Kevin Albertson FD - Tim Ortiz FD - Kevin Albertson FD - Kevin Albertson	Q2 Q3 Q4 Q3 Q2	Achieve full police complement Host community event Expand ALS services Complete courses Reduce vacancies to 15% of full staffing; reach PD full compliment	
5. Innovative & Efficient Government	Recruitment, retention, succession planning and talent management	Complete Classification and Compensation Study - Adopt compensation philosophy - Build on labor/ management relationships - Make targeted equity adjustments for most impacted classifications	High*	Med	HR CMO	Q1 - Study complete Q4 - Meet and confer complete	Proposed changes fully adopted and effective Employee Retention Rates	
5. Innovative & Efficient Government	Foster a culture of innovation and continuous improvement	Complete Key Performance Indicators for citywide metrics and department metrics - Develop KPIs for each department and Council Goal - Deploy data dashboard for City Council goals - Establish Development Services dashboards to provide the public a better understanding of our workload and completed work, providing quantified data on the division's efforts	Med	Med	CMO - Crystal Rubio	Q4	Launch dashboard Launch of Citywide KPIs/Council Goals Dashboard	
5. Innovative & Efficient Government	Foster a culture of innovation and continuous improvement	Contract expansion of Technology Services - Expand our use of privatized services where there is strategic advantage - Create a technology governance model to prioritize and foster business improvements Fire Department Report Management Improvements - Invest in a more robust Fire report management system (Image Trend) - Deploy data dashboard on FD website highlighting FD incidents and call types by fire districts	Med	Med	TS - Greg Pronovost FD - Paul Briones	Q4 - Privatization Q3 - Governance Q3 Q4	Implement system Increase projects being worked on simultaneously Reduce project time to completion by 20% Project time to completion average year/year	Negotiating annual contracts for standard services and specific projects Working with Moss Adams on Governance Model and Policies
5. Innovative & Efficient Government	Foster a culture of innovation and continuous improvement	Digital transformation of the organization and community Build data analytics and performance management capacity Deploy LEAN and CARES training to all City employees Create process improvement team and annual efficiencies projects Equip staff in Streets, General Services, Solid Waste, and Wastewater with Geographic Information Systems (GIS) equipment to locate infrastructure and record critical data on the assets			CMO	TBD	Pending	
5. Innovative & Efficient Government	Foster a culture of innovation and continuous improvement	Implement alternative project delivery methods (i.e., design-build and construction management at risk) to accelerate completion of complex projects - Continue to expand the use of the Library of Professional Consulting firms to streamline support services	Med	Med	PW - Gregg Strakaluse FIN- Randy McKeegan RP - Rick Anthony CMO - Gary Hallen	FY 23-24 ongoing	# of code sections changed	Moss Adams assisting with due diligence
5. Innovative & Efficient Government	Elevate presence in Sacramento & DC	Increase delegation visits to Sacramento - Organize quarterly representation in Sacramento - Increase State official visits to Bakersfield	Med	Low	CMO - Anthony Valdez	FY 23/24 Ongoing	Number of times staff and/or Bakersfield elected officials are in Sacramento for events or visits each year Number of state officials that visit the City of Bakersfield each year	Staff and councilmembers plan to be in Sacramento for the Annual CalCities Conference and expo in September 2023 Seeing increase in state elected official visits. Mayor recently invited Governor for a discussion on the oil industry
5. Innovative & Efficient Government	Elevate presence in Sacramento & DC	Pursue a federal lobbyist contract	Med	Low	CMO - Anthony Valdez	Q2	Agreement signed with a new federal legislative and funding advocate	An RFP for a federal legislative and funding advocate was issued on July 31, 2023. Proposals are due August 25, 2023 Staff plan to bring an agreement to Council at the September 27th meeting
5. Innovative & Efficient Government	Elevate presence in Sacramento & DC	Create grant monitoring and application system	Med	Med	CMO - Anthony Valdez	Q2	Implementation of a grants monitoring system with the new ERP	Staff have developed a robust city-wide grant monitoring system Grant Liaison Team formed with representatives from each department
5. Innovative & Efficient Government	Elevate presence in Sacramento & DC	Push at the State level for tort reform related to municipal liabilities	Low	Med	CMO - Anthony Valdez	FY 23/24 Ongoing	Bills passed by the California State Legislature that provide relief	Staff have included this priority in the 2023 State Legislative Platform and will continue to include the item moving forward so the City can take position on bills on this subject