

2014-2015 ANNUAL REPORT



**Kern Council
of Governments**

Better Planning, Better Transportation

KERN COUNCIL of GOVERNMENTS

Kern Council of Governments is a state-designated regional transportation planning agency and federally recognized metropolitan planning organization comprising elected officials and selected representatives from Kern County and the cities of Arvin, Bakersfield, California City, Delano, McFarland, Maricopa, Ridgecrest, Shafter, Taft, Tehachapi and Wasco through a joint powers agreement.

Kern COG sets transportation priorities, selects projects and distributes state and federal monies to its members to maintain, repair and support operations of local roadways, public transportation and other transportation systems. The agency works with Caltrans to plan, select and construct major highway projects.

Kern COG also offers its members various services such as computer modeling and support, data gathering and population projections, as well as assistance applying for federal and state funds. The following is a summary, by section, of the agency's major activities during fiscal year 2014-2015.



Kern Council of Governments

Better Planning. Better Transportation.

● Member Agencies & Representatives



JENNIFER WOOD

Kern COG Chairwoman
California City

Arvin	José Flores	Tehachapi	Philip A. Smith
Bakersfield	Bob Smith	Wasco	Cheryl Wegman, Vice Chair
California City	Jennifer Wood	Kern County	David Couch
Delano	Ruby Hill	Kern County	Zack Scrivner
Maricopa	John Wilke		
McFarland	Manuel Cantu	Caltrans	Gail Miller
Ridgecrest	Peggy Breen	GET	Cindy Parra
Shafter	Cathy Prout	Joint Planning	Scott Kiernan
Taft	Orchel Krier	Policy Board	

● Staff

● Administration

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Administrative Assistant

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Regional Planner

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Regional Planner

Greg Palomo
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Fasika Stowe
Administrative Assistant

Laurie Collins
Executive Secretary

Robert Phipps
Director of Administrative Services

Linda Urata
Regional Planner

Michael Heimer
Regional Planner

● Project Delivery

Raquel Pacheco
Regional Planner

Robert Snoddy
Regional Planner

Joe Stramaglia
Regional Planner

Rochelle Invina
Regional Planner

● Data Management

Peter Smith
Regional Planner

● Technical Services

Rob Ball | Planning Division Director

Ed Flickinger | Regional Planner

Troy Hightower | Regional Planner

Vincent Liu | Regional Planner

Ben Raymond | Regional Planner





2018 REGIONAL TRANSPORTATION PLAN

In preparing to update its 2014 Regional Transportation Plan (RTP) — a long-range master plan for the regional transportation network — Kern COG undertook revisions of two other major documents in 2014-15.

Also in anticipation of the 2018 RTP, Kern COG is updating its Regional Growth Forecast, which is the agency's long-range projection for countywide population. The population totals, by community, are used to develop housing, employment, school enrollment and income forecasts.

Included in Kern COG's updated Public Information Policies and Procedures are requirements for consultation with the federally recognized Tejon Tribe as well as provisions for outreach via social media platforms such as Facebook and Twitter.



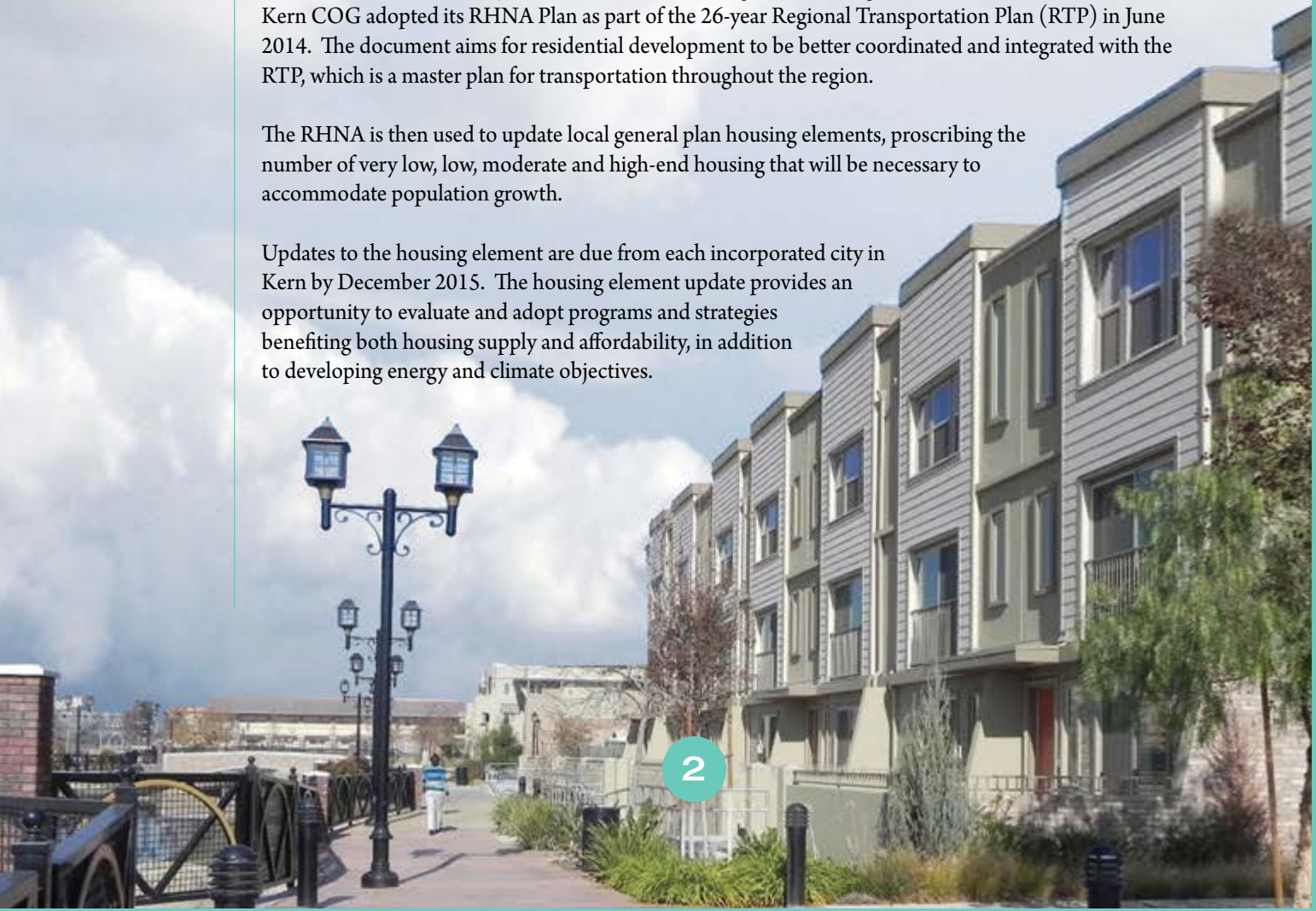
The forecast is used for local transportation and air quality planning as well as by municipalities and County of Kern officials for a variety of long-range planning activities. The forecast revision will serve as the growth assumption for the 2018 Regional Transportation Plan/Sustainable Communities Strategy.

REGIONAL HOUSING NEEDS ALLOCATION PLAN

The Kern region is expected to add nearly 68,000 more households by 2023, a 29 percent increase in homes. Providing for a greater mix of housing types throughout the region while increasing total housing stock is one of the three objectives for Kern COG's Regional Housing Needs Allocation (RHNA) Plan. Kern COG adopted its RHNA Plan as part of the 26-year Regional Transportation Plan (RTP) in June 2014. The document aims for residential development to be better coordinated and integrated with the RTP, which is a master plan for transportation throughout the region.

The RHNA is then used to update local general plan housing elements, proscribing the number of very low, low, moderate and high-end housing that will be necessary to accommodate population growth.

Updates to the housing element are due from each incorporated city in Kern by December 2015. The housing element update provides an opportunity to evaluate and adopt programs and strategies benefiting both housing supply and affordability, in addition to developing energy and climate objectives.



2015 COMMUNITY SURVEY



Kern County residents continue to have a generally favorable opinion of their communities, with 83 percent saying they are satisfied or very satisfied, according to Kern COG's ninth annual quality-of-life survey. Looking ahead to the next 20 years, 68 percent of residents think the quality of life in their city or town will be better or stay about the same.

The 1,200-person random telephone survey examined attitudes about community growth, transportation habits, housing, bike and pedestrian matters and other quality-of-life issues throughout Kern County. The demographics included 600 San Joaquin Valley residents from Arvin, Bakersfield, Shafter, Wasco, McFarland and Delano; and 200 responses each from residents in western Kern (Maricopa, Taft, McKittrick), eastern Kern (Mojave, California City, Ridgecrest) and the mountain communities of

Tehachapi, Frazier Park and the Kern River Valley.

The 2015 survey assessed 22 issues for improving quality of life in Kern County, including: economic vitality and equitable services; community assets and infrastructure; transportation choices; conserving undeveloped land and natural resources; providing a variety of housing choices and; services and public safety.

Godbe Research of San Mateo conducted the community survey over 11 days between March 13 and March 23 in both English and Spanish. Roughly 48 percent of respondents identified themselves as Hispanic/Latino; 39 percent Caucasian; 5 percent African-American; 4 percent Asian and 4 percent other. About 16 percent of respondents fell into the 18 to 24 age bracket, 20 percent in the 25-34 age bracket, with 18 percent aged 35-44; 17 percent 45-54; 7 percent 55-59 and 21 percent over 60.

The complete survey, including appendices, is available by going to the following link: http://www.kerncog.org/images/docs/community_survey/community_survey_2015.pdf



THOMAS ROADS IMPROVEMENT PROGRAM

In 2014-15, three new projects funded through the Thomas Roads Improvement Program (TRIP) opened to traffic in Bakersfield, while eight others are already either under construction or design.

The final phase of the Westside Parkway and the State Route 58 Gap Closure Project—widening the highway from Cottonwood Road to State Route 99—were recently completed and are open to traffic. The State Route 178/Morning Drive Interchange will open in August 2015.

In the year ahead, motorists will see construction continue throughout the city as progress continues on the State Route 99/Hosking Avenue Interchange; Rosedale Highway Widening Project; Beltway Operational Improvements (in and around State Routes 58 and 99) and; the State Route 178 Widening Project. Two of these projects—the State Route 99/Hosking Avenue Interchange and Rosedale Highway Widening Project—will open to traffic in the coming year, while construction is set to begin on the improvements for the southbound State Route 99/

Rosedale Highway off-ramp.

The Hageman Flyover (connecting to State Route 204), Truxtun Avenue/Oak Street Intersection Operational Improvements and the 24th Street Improvement Project (widening) will need to complete the final design process prior to moving into construction. Meanwhile, the Centennial Corridor Project connecting State Route 58 with the new Westside Parkway, will complete its environmental process in the coming year and move into final design.

While the Centennial Corridor's Final Environmental Impact Report is expected in fall 2015, City officials are already acquiring the right-of-way properties necessary to build the project. Early acquisition

allows affected property owners to voluntarily sell their homes prior to the completion of the final environmental impact report. To date, more than half of the single-family residences and several commercial properties have been acquired.





ACTIVE TRANSPORTATION PROGRAM

The County of Kern along with the cities of Arvin, Bakersfield, Delano, Tehachapi and Wasco will collectively receive more than \$8.1 million through a new state transportation grant program targeting pedestrian, bicycle, and public transportation projects.

Kern Council of Governments recently adopted eight biking and walking projects throughout the county through its regional share of the 2014 Active Transportation Program (ATP). These projects are in addition to those awarded in August when the California Transpor-

tation Commission (CTC) funded 148 projects statewide, collectively valued at more than \$430 million, making it the nation's largest such program.

From bicycle safety programs to sidewalk improvements near schools, 14 regional projects received winning scores from a network of volunteer grant evaluators representing local and state transportation agencies as well as non-profit organizations and advocacy groups. A full list of all Kern projects appears below.

KERN COG-AWARDED

AGENCY	PROJECT	COST
Wasco	Clemens and Jefferson School Bike and Ped. Improvements	\$305,827
Kern County	Walter Stiern Middle School Pedestrian Improvements	\$125,000
Arvin	Sidewalk Improvements at Various Locations	\$680,000
Wasco	Highway 43 Pedestrian Lighting	\$593,565
Wasco	Prueitt Elementary School Bike and Pedestrian Improvements	\$473,136
Bakersfield	Bike Lane and Route Projects Group B (West)	\$270,000
Bakersfield	Safe Routes to School Improvements-Frank West School	\$311,850
Tehachapi	Safe Routes to School Gap Closure Project	\$884,622
Total		\$3,643,000

STATE-AWARDED

AGENCY	PROJECT	COST
Delano	Safety and Education for an Active Delano School Community	\$392,463
Wasco	Palm Avenue Elementary School Ped. Infrastructure Improvements	\$458,181
Wasco	Burke Elementary School Bike and Ped. Infrastructure Improvements	\$1,794,594
Kern County	Horace Mann Pedestrian Improvements	\$310,000
Kern County	Highland Elementary Pedestrian Improvements	\$275,000
Tehachapi	Valley Boulevard Bikeways Facilities Project Phase II	\$1,292,000
Total		\$4,522,238
Grand total		\$8,165,238

“Wasco has a consistent backlog of good projects just looking for funding,” said Wasco City Councilwoman and Kern COG Board member Cheryl Wegman. “Finally, some of those have been noticed by the right people, especially those projects that will make it safer for kids to get to school.”

The new program replaced a patchwork of small federal and state grant programs with a centralized, more comprehensive one. Evaluators focused on projects that would help satisfy the state's goals of reducing greenhouse gas emissions while providing viable links from neighborhoods to work or school.

“If you look at the full list, Kern County is very well represented. This is great news for the entire region,” said Bike Bakersfield founder and Bakersfield City Councilman Bob Smith. “Collectively, we submitted some outstanding projects that were recognized for their potential to move people without getting in a car.”

In addition to those projects the CTC awarded, regions throughout the state received a portion of funds based on population formulas. Kern COG expects to award an additional \$3.6 million in ATP projects in September.





PROJECT DELIVERY OVERVIEW | 2014-15

Kern COG programmed nearly \$342 million for transportation projects during 2014-2015, including \$126 million for the State Route 58 Gap Closure project, which anticipates construction of the Centennial Corridor in Bakersfield, a two-and-a-half mile freeway project to connect existing State Route 58 east of State Route 99 to the now completed Westside Parkway.

Remaining projects of regional significance include several Thomas Road Improvement Program projects. These projects account for \$314 million, or 32

percent, of the \$994 million identified in Kern COG's 2015 Federal Transportation Improvement Program (FTIP), a short-range programming document that anticipates up to five years of transportation projects using federal, state and local funds. About \$358 million comes from federal fuel taxes returned to the region; \$217 million from state fuel taxes and; the remaining \$420 million in local matching shares.

Several regional projects were under construction or completed in the 2014-15 fiscal year. They include:

WESTSIDE PARKWAY	NEW FREEWAY IN BAKERSFIELD - PHASE 6	COMPLETED IN 2015
STATE ROUTE 58	WIDENING IN BAKERSFIELD FROM COTTONWOOD ROADS TO SR 99	COMPLETED IN 2015
STATE ROUTE 58	ROSEDALE WIDENING	UNDER CONSTRUCTION
STATE ROUTE 99	SOUTHERN WIDENING FROM WILSON ROAD TO ROUTE 119	COMPLETED IN 2014
STATE ROUTE 99	NORTHERN WIDENING FROM OLIVE DRIVE TO BEARDSLEY CANAL	COMPLETED IN 2014
STATE ROUTE 178	CONSTRUCT NEW INTERCHANGE AT MORNING DRIVE	UNDER CONSTRUCTION
WEST RIDGECREST BOULEVARD	RECONSTRUCTION IN RIDGECREST	COMPLETED IN 2014
CHALLENGER DRIVE	EXTENSION IN TEHACHAPI	COMPLETED IN 2014

OTHER COUNTYWIDE TRANSPORTATION EXPENDITURES

In 2014-15, approximately \$10 million in federal aid was dedicated to local streets and roads rehabilitation.

Nearly \$77 million is programmed for maintenance on the state highway system. In addition, the FTIP included:

\$9.9 MILLION	6 AIR QUALITY-RELATED / TRANSIT PROJECTS
\$10.3 MILLION	6 LOCAL STREET AND ROADS REHABILITATION PROJECTS
\$1.38 MILLION	5 PEDESTRIAN AND BICYCLE RELATED PROJECTS AND
\$77 MILLION	34 STATE HIGHWAY-RELATED SAFETY AND MAINTENANCE PROJECTS

Project details for projects of regional significance and other local projects may be found at: http://www.kerncog.org/images/docs/progress_report_201507.pdf; <http://www.kerncog.org/federal-transportation-improvement-program>; and <http://www.bakersfieldfreeways.us/ConstructionActivity.htm>.





COMMUTEKERN | RIDESHARE 2014-2015

Kern Council of Governments encourages commuters through its CommuteKern ridesharing program to try alternative modes of transportation instead of driving alone every day.

CommuteKern offers a free, web-based, ridematching service at commutekern.org to help link people going in the same direction each day. Businesses throughout the county are doing their part by promoting ridesharing as an alternative to battling traffic and parking frustrations that commuters face as the region continues to grow.

CommuteKern's database grew more than 20 percent over the past year, with one-third of the businesses registered using the commute calendar to measure and encourage those employees who choose to rideshare to work or school.

During the first week of October 2014, CommuteKern encouraged commuters to try sustainable transpor-

tation such as carpooling, vanpooling, riding the bus, bicycling, walking and telecommuting just one day that first week for an opportunity to win some fun prizes. Staff worked with local media and businesses to help promote Rideshare Week activities and to let commuters know about the prizes they could win.



More than 1,050 participants pledged to rideshare at least one day during the week to help save money, reduce traffic headaches and clean the air — a 30 percent increase in pledges from the previous year. Approximately half of all participants continue to rideshare after their pledge has ended.

CommuteKern staff attended more than 32 outreach events throughout the county, talking to local businesses and community organizations about the importance of sharing alternative commute strategies.

Staff has also met with more than 50 of the region's largest employers (100 employees or more) and hosted quarterly "Lunch-and-Learn" events to assist with employee trip reduction requirements from the San Joaquin Valley Air Pollution Control District.

SEE AND BE SEEN Bike and Pedestrian Safety Campaign

With one bicyclist and eight pedestrian fatalities in Bakersfield alone in 2015, a new Kern COG public service campaign aims to help reduce the number of roadway collisions by asking everyone to be more aware.

Billboards, bus wraps and movie ads at Maya Cinema this summer all implore the public to "See and Be Seen" while walking, riding or driving on the road.

More than 1,200 collisions between cars and bicyclists or pedestrians occurred in 2013, one major reason why so



many people who live within three miles of their work choose not to ride bikes or walk, according to CommuteKern Rideshare Coordinator Susanne Campbell.

The campaign reminds drivers, bicyclists and pedestrians about the importance of sharing the road and following the safety laws through easy-to-read visual cues.

Kern COG is also working with the Bike and Pedestrian Coalition and Eye Street Productions to complete a safety video that can be used by schools and businesses alike.





KERN ENERGY WATCH PARTNERSHIP

KERN energy watch

Kern Council of Governments ended its administrative role with the regional Energy Watch program with a bang in 2014-15, providing a variety of outreach services and strategic planning on projects for municipal facilities for Pacific Gas and Electric Company (PG&E), Southern California Edison and the Southern California Gas Company.

Marketing and outreach efforts this past year were extensive. All 12 partners participated in celebrating October 2014 as Energy Awareness Month, as billboards, television and newspaper ads offered energy-efficiency tips throughout the County. The **Take 5 for Energy Efficiency!** campaign took place in Arvin, California City, Delano, McFarland, McKittrick, Tehachapi and Wasco via door-to-door visits and at community events.

Strategic Plan efforts involved updating the Energy Action Plan template. The City of Bakersfield began work on an Energy Action Plan, and Natural Gas Energy Efficiency Strategies were added as a cost-benefit tool for the local government partners. Work was carried out in more than half of the member

agencies to “benchmark” approximately 250 of their facilities.

Benchmarking is the process of comparing one’s business processes and performance metrics to industry bests or best practices from other companies. With this information, city and County personnel can identify where potential exists for energy efficiency improvements.

The County of Kern and the cities of California City, Delano, McFarland, Ridgecrest and Tehachapi participated in a Southern California Edison program which provided funding to complete an analysis of energy efficiency measures implemented in the one year following the development of their Energy Action Plans in 2012 and 2013.

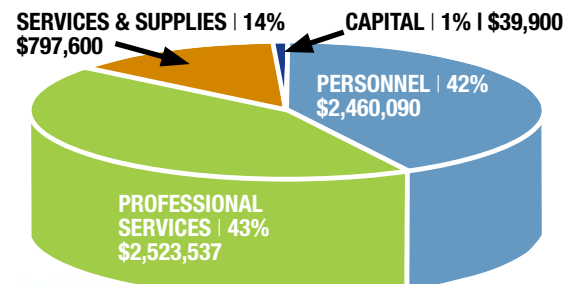
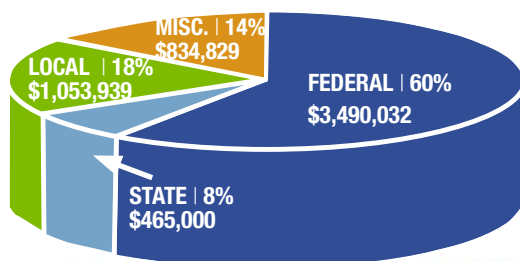
This program is funded by California utility customers and administered by PG&E, Southern California Edison and Southern California Gas Company under the auspices of the California Public Utilities Commission. Program services and benefits are offered on a first-come, first served basis until December 15, 2015, or until program funds are spent—whichever comes first. For more information, please visit www.kernenergywatch.com.



BUDGETED REVENUES & EXPENDITURES

REVENUES		
DESCRIPTION	AMOUNT	% OF TOTAL
FEDERAL	\$3,490,032	60%
STATE	\$465,000	8%
LOCAL	\$1,053,939	18%
MISC	\$834,829	14%
TOTAL	\$5,843,800	100%

EXPENDITURES		
DESCRIPTION	AMOUNT	% OF TOTAL
PERSONNEL	\$2,460,090	42%
PROFESSIONAL SERVICES	\$2,523,537	43%
SERVICES & SUPPLIES	\$797,600	14%
CAPITAL	\$39,900	1%
TOTAL	\$5,821,127	100%





WHAT MATTERS MOST

Sixth-grade teachers throughout Kern County are taking advantage of Kern COG's science lessons to teach students about the challenges the San Joaquin Valley faces in its fight for cleaner air.

"What Matters Most" is a standards-based curriculum designed to help students understand air pollutants along with possible causes and cures. In November, Kern COG staff delivered 61 "What Matters Most" kits around the county to introduce sixth-graders to the different sources of particulate matter air pollution, how they affect human and environmental health and how Kern County's topography plays into the problem.

Each "What Matters Most" experiment kit includes 3" x 3" paper squares, string, petroleum jelly, permanent markers, packing tape, a hole punch, magnifying glasses, safety compasses and instructions.

Students place the string through a paper square and



add petroleum jelly to one side of the paper. The experiment calls for them to identify places around campus or their yards where they can tie the paper square to collect particulate matter. After four days of observation, the squares are returned to the classroom, where students use magnifying glasses to measure the particulate matter collected.

Air pollutants harmful to human health are measured by particulate matter and ozone levels. One group of easily visible pollutants in the air is the tiny particles of solid matter or droplets of liquid. Natural sources include volcanic ash, pollen, and wind-blown dust. Man-made sources include burning of fuels, such as coal (barbecues and power plants), oil and diesel fuel (burned by industry and vehicles). Burning wood and plant material (wildfires and in fireplaces) are also a source of particulate matter.

LITTER REMOVAL AND ENFORCEMENT

Through \$300,000 in grants provided by the Kern Motorist Aid Authority (KMAA) in 2014-15, the City of Bakersfield and the Kern County Sheriff's Department have been working to clean up state highways and freeways throughout the region with some startling results.

With \$150,000 in financial support, workers with the City of Bakersfield and the Bakersfield Homeless Center have picked up more than 19,000 bags of trash as well as 445 truckloads of debris and brush off of local freeways. Sal Moretti with the City of Bakersfield Solid Waste Division told the Kern COG Board that his department has four crews of more than 50 people working in the program.

Sergeant Dixie Walters of the Kern County Sheriff's Department said, through another KMAA contract, the Sheriff Department's inmate crew has been to 190 different job sites and used 7,500 hours of inmate labor and 1,500 detention deputy hours supervising trash pick-up from the state highways and freeways in Kern County. Target areas during the past year included: Delano, Bakersfield, Lost Hills, McFarland, Shafter, Wasco, Taft, Arvin and Ridgecrest.

A third contract focused on vehicle litter violations has resulted in 523 people cited for untarped loads and

another 200 motorists issued warnings.

As state transportation funding has diminished over the past decade, traditional litter removal programs in Kern County that rely on state or county inmate labor have also been severely curtailed. The City of Bakersfield, Caltrans and the Kern County Sheriff's Department have been working together to help fund litter removal in all of Kern County.

Kern Council of Governments also serves as the KMAA, providing a motorist communication system of call boxes to areas of the county not heavily patrolled and where traditional communication services do not exist. The call box program has been in operation since 1992. KMAA also funds the 511 traveler information service and, since 2013, litter removal efforts.





TRANSPORTATION DEVELOPMENT ACT

Kern Council of Governments in early 2014-15 programmed \$727,000 for new, non-motorized transportation projects, including new bicycle lanes, sidewalks and safety programs.

The City of Bakersfield received \$203,000 to buy and install pedestrian countdown timers at 50 intersections across the city. The timers let pedestrians know how much time is left before the light changes to red. Bakersfield was also allocated money to build several short bike lane segments on Snow Road between Allen and Norris Road; on Haggin Oaks between Camino Media and Ming; and on Stockdale Highway between Renfro and Allen Road.

In the City of Tehachapi, \$363,000 will go toward designing and building a Class I bicycle lane (separate travel way) on the north side of Tehachapi Boulevard from Hayes Street to east of Stuber Avenue.

Funding is also continuing on the citywide bicycle lane project that was awarded last year.

McFarland officials will construct a bike lane on Mast Avenue from the city limits to Garzoli Avenue. McFarland was also awarded funding to buy and install bicycle racks and host a bicycle safety workshop for elementary and junior high school students. The City of Wasco will also host a bicycle safety workshop for students.

In Arvin, pedestrian improvements are planned in and around DiGiorgio Park. The project will be funded over three years, costing more than \$132,000. Funding for the projects comes from California's Transportation Development Act Article 3 Program, which uses a fraction of state sales tax dollars to pay for bicycle- and pedestrian-related improvements.



AERIAL IMAGERY

Through a partnership with the United States Geological Survey, Kern COG has acquired more than 9,000 square miles of new color aerial imagery covering the entire Kern County area.

The new imagery was collected in April 2014, corresponding to the same time of year for the previous 2010 imagery. The imagery is free for all public and private use and is available through multiple sources.

Raster or digital aerial imagery is delivered on portable hard drives and allows users with appropriate software to zoom, pan and print the areas of interest. Kern COG uses aerial imagery in numerous ways:

- Environmental documents for future road projects;
- Identifying population and employment data locations for the regional transportation model;
- Verifying the location and number of lanes of the transportation network in the transportation model;
- Draping imagery of 3-D terrain models to provide perspective views of future road projects;
- Save staff time required to make site visits;
- Identify urban area boundaries and
- Provide visual confirmation of newly completed projects





TRANSPORTATION MODEL

Kern COG uses computerized transportation modeling to more accurately predict traffic volumes during morning, mid-day, and evening rush hours, as well as off-peak times of day.

Kern COG staff uses multiple traffic and public transit scenarios of the Kern COG Regional Travel Demand Model for its Air Quality Conformity process, which is required by the federal government to ensure planned transportation projects will not make air pollution worse.

The predicted traffic volumes are used to determine potential air pollution, including oxides of carbon, ozone and particulate matter.

KERN DATA MANAGEMENT

The state-designated Census Data Center for Kern County, Kern Council of Governments answered more than 1,000 information requests in 2014-2015, and distributed social and economic data to other government agencies, private businesses and the general public.

Staff uses a variety of data sources to garner demographic information, including the Bureau of Labor Statistics, California State Department of Finance, Employment Development Department and the U.S. Census. Kern COG uses the demographic data in producing population forecasts, which are the basis for transportation planning.

Staff typically answers requests for information from simple community or neighborhood population counts to multilayered questions involving deeper analysis. Examples have included determining the population of existing and proposed library branches; projecting revenue from proposed sales tax increases to help pay for transportation funding; and helping schools and universities predict future enrollment by researching the birth rates in school areas.

Kern COG also serves as the federally designated Home Mortgage Disclosure Repository for the region. In this capacity, the agency maintains records of mortgage customers' social characteristics to ensure lenders don't refuse loans or "redline" entire neighborhoods because of racial or income considerations.

Much of the agency's information resources are available through www.kerncog.org, including links to other information sources.

GEOGRAPHIC INFORMATION SYSTEMS

Since 1990, Kern COG has been working to integrate Geographic Information System tools into the region's transportation, land use and air quality planning efforts.

Beginning in 1994, Kern COG has administered the Kern Geographic Information Network (Kern GEON-ET). This organization coordinates local government GIS efforts to reduce duplication of effort among agencies through data sharing and coordinated data development. Recent projects include online GIS mapping websites at the City of Bakersfield, Kern County and Kern COG.

Kern COG fosters local government use of geospatial technology through a GIS incubator program, the latest of which is Delano, the second largest of Kern's cities.

The incubator program provides technical expertise and data to smaller agencies that may lose experienced personnel. Kern COG steps in to provide maintenance and training until the local agency is ready to again take over these technical responsibilities.

GIS assistance has been provided to Delano, Ridgecrest, Shafter, Maricopa, Kern County, Bakersfield, the Kern County Water Agency and the Indian Wells Valley Resource Conservation District.





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