



**BUILDING HEALTHY  
COMMUNITIES**  
CONSTRUYENDO COMUNIDADES SALUDABLES  
SOUTH KERN · SUR DE KERN

# **South Kern Strategic Economic Action Plan Implementation: *Recommendations***

May 31, 2013

Prepared by:





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# **SOUTH KERN STRATEGIC ECONOMIC ACTION PLAN IMPLEMENTATION: RECOMMENDATIONS**

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## **TABLE OF CONTENTS:**

INTRODUCTION..... 1

NEXT STEPS FOR STRATEGIC ACTION PLAN IMPLEMENTATION INITIATIVES ..... 4

APPENDIX A: LIST OF BHC SOUTH KERN ECONOMIC DEVELOPMENT  
WORK GROUP (Current and Proposed Members)..... 17

## I. INTRODUCTION

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This document provides recommendations for the implementation of the *South Kern Strategic Economic Action Plan*, and an organizational approach to support this implementation. The priorities for the Action Plan were identified in the *South Kern Strategic Action Plan Analysis and Initiatives*, prepared in June 2012 for the Building Healthy Communities (BHC) South Kern initiative by Applied Development Economics (ADE). Starting in the fall of 2013, several activities were initiated to begin follow up on selected priorities, with additional assistance provided by ADE to develop an implementation strategy, identify potential resources and partners, and address organizational capacity for implementation. Recommendations are based on the final aspects of ADE's scope of work, completed in the spring of 2013.

BHC South Kern is composed of local grantees, partners and community members and is managed through the Lamont Weedpatch Family Resource Center/Lamont School District which serves as the hub for the project. The BHC South Kern project area includes the communities of Arvin, Lamont, Greenfield and Weedpatch, and is a part of the greater Bakersfield regional economy. The BHC South Kern project has been underway for three years. It has four existing community Action Teams in the areas of health, education, environment and recreation.

It also has an Economic Development Work Group (Action Team) which has provided guidance for the South Kern economic strategic planning process, initiated in 2011, and participated in initial *Strategic Action Plan* implementation through partnerships, collaboration and resources. Current and prospective Work Group members and partners are listed in Appendix A.

Recommendations for 2013 economic development implementation are based upon:

- Action Plan Implementation activities that have occurred since June, 2012, for four selected priority initiatives;
- A meeting of the BHC South Kern Economic Development Work Group on February 27th, 2013 to review implementation activities to date, identify opportunities and priorities for implementation in 2013 that align with priorities initiatives, and consider an organizational approach to carry the work forward;
- A meeting with the BHC Steering Committee April 11<sup>th</sup> to review the findings of the economic analysis and initiatives;
- Consultation with the BHC South Kern Project Director, Program Manager, and Economic Development Work Group Chair, including on aspects related to organizational and community capacity, and integration with the work of the four BHC South Kern Action Teams; and,
- Consultation and collaboration with a diverse group of local, regional, state and federal partners, to identify technical assistance and organizational and projects resources, and elevate the profile of BHC South Kern for consideration in future activities.

The *Strategic Economic Action Plan* was developed as a blueprint to provide a pathway from poverty to economic prosperity, broadly shared, and support the regional economic competitiveness for the BHC South Kern area.

## Strategic Action Plan Initiatives

The biggest asset of South Kern is its residents, who also represent the current and future workforce of the region. The ongoing competitiveness of the overall region will depend upon the skills and capacities of its workforce. The foundation of the BHC South Kern economic strategy, and the strongest overall community priority, is to improve the educational and skill levels of residents. This will require sustained and significant investments in education, career awareness and skills development, and the development of educational facilities. The Affordable Health Care Act also presents new opportunities and challenges that the community and its partners will need to address. The South Kern community also strongly endorses and will work for increased health services over the long term, including development of an urgent care clinic and facility for 24 hour emergency services. (See the 2012 *Action Plan Analysis and Initiatives* report for further detail.)

Based on the BHC South Kern economic analysis, community outreach, collaboration with a wide range of organizational partners, and research on models and best practices, ADE prepared two “platforms” to focus on ready and achievable opportunities based on the transformation of the South Kern health system and the food and agricultural system. The platforms are intended to help catalyze sustained, long-term improved health outcomes for South Kern residents and communities. The platforms, included on pages 13-16, have four components:

- **An education, workforce and training pipeline** – the pipeline focuses on career awareness, mentoring, skills building and upgrading, training and entrepreneurship opportunities from K-12 through higher education and job creation, creating a continuum for youth, workers and entrepreneurs to improve individual, family and community standards of living, health and wellbeing.
- **Community, business and economic development opportunities** – across a range of areas including organizations such as local governments and schools; business creation and expansion; and community economic development and revitalization.
- **Support Systems/Issues to be addressed** – identifies the cross-cutting issues and community and business foundations that need to be improved for economic betterment. These include issues such as barrier removal, infrastructure investments and access to financing for community infrastructure, facilities and business development.
- **Potential Champions/Funders/Partners** – provides a listing of potential allies, partners and resource providers at the local, regional, state and federal levels that will be vital for the long-term success of BHC South Kern, including funders, education/workforce and skills building partners, and business support and economic development partners.

The platforms are designed to show the interrelationships between the work of the four BHC South Kern Action Teams, and were used to identify the Action Plan’s initial priority initiatives and implementation activities. Consistent with the process of the BHC Action Teams, the Economic Development Strategic Action Plan Initiatives include targeted changes that are SMART (Specific, Measurable, Attainable, Relevant, Team-Based) and will lead to the changes the community said they wanted to see.

Initiatives are designed to address the current limited organizational capacity for economic development in South Kern, and to leverage the leadership and capacity of the other four Action Teams as well as community, state and federal partners. The four initiatives are:

#### **BHC South Kern Strategic Action Plan Initiatives**

- 
- 1. Support the planning process for the Kern Food Policy Council**
  - 2. Coordinate with partners on the development of a health careers pipeline**
  - 3. Coordinate with partners on pilot food and health-related micro-enterprise opportunities**
  - 4. Coordinate with partners to address economic development organizational capacity**

This document provides a summary of the current status of the four priority initiatives, and as noted above, recommended next steps for implementation of the Strategic Action Plan in 2013, including an organizational approach, based on consultation with BCH South Kern leaders, partners and resource organizations, including the results of February 27<sup>th</sup> meeting of the BHC South Kern Economic Development Work Group and April 11<sup>th</sup> meeting with the BHC Steering Committee.

## II. NEXT STEPS FOR STRATEGIC ACTION PLAN IMPLEMENTATION INITIATIVES

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This section presents a summary of the status of the Action Plan's four priority implementation initiatives, with a list of recommended next steps for each area. The conclusion of this section provides overall next steps in terms of an organizational approach and moving the Action Plan implementation forward in 2013.

### **Initiative 1. Support the Planning Process for the Kern Food Policy Council**

During the BHC South Kern strategic planning process, the Community Action Partnership of Kern (CAPK) and United Way of Kern County participated in BHC partner meetings convened in late 2011, describing the hunger and food access challenges that are pervasive throughout the community, and well as challenges to the food hub and distribution system. CAPK manages the Food Bank and other initiatives addressing these challenges. United Way had provided a two year planning grant to CAPK to conduct a planning process for the formation of a Kern County Food Policy Council, building on work that CAPK had initiated previously to conduct research and convene stakeholders on the viability and benefits of creating a food policy council. ADE, which has extensive experience in food policy council planning and food system initiatives, met with both partners and provided research and resource materials throughout the first half of 2012. This process helped to identify the Food Policy Council as a recommended BHC initiative, along with the work of Dr. Stanley Clark and other programs and areas of emerging policy interest at CSUB, School of Social Science and Education.

The BHC South Kern Program Officer from The California Endowment and ADE met with CAPK leaders in June, 2012 to discuss the status of its planning effort, and explore the possibility of the Endowment support for technical assistance and increased planning and system building capacity. The Endowment funded a scope of work to enhance CAPK's planning activities and provide technical assistance through ADE and Valley Vision, a non-profit collaborative in the Sacramento region which organized and manages the regional Food System Collaborative with the support of The Endowment.

The Endowment support is enabling CAPK to expand the Food Policy Council beyond the Bakersfield area to include South Kern and other areas in the County, and is providing increased capacity on the organizational and program development aspects of the planning process. ADE's role has been to provide CAPK with expanded linkages with the BHC *Strategic Action Plan*; informational resources on food system models, policies, assessments, and resources; and linkages and contacts with prospective partners, especially those working in the areas of economic development and food and agricultural systems, linked to improving health and food access.

CAPK convened key stakeholders and conducted a visioning process in October, 2012, working with the United Way and Valley Vision to develop a proposed governance structure for the Council as a Steering Committee, along with a process to recruit and confirm Council membership for the Committee. CAPK

has been conducting extensive outreach to community partners, documentation of food system issues, and organizational planning. The mission of the Kern Food Policy Council will be “A Comprehensive Effort to End Chronic Hunger and Food Insecurity in Kern County by 2023.”

**Update and Next Steps:** In early 2013 CAPK conducted a recruitment process which resulted in 14 members applying for the Council’s Steering Committee from a cross-section of the Community. All members have been accepted and participated in a member orientation meeting on February 28, 2013, with two additional members added subsequently. The Council will be launched in June, 2013. A calendar has been developed for 2013, including a strategic planning session in March, preparation of a food system assessment, four Steering Committee meetings, two community forums in June and October, and a hunger action trip in September to visit legislative leaders in Sacramento.

CAPK continues to reach out proactively to prospective partners and Steering Committee members. BHC South Kern participated in the Food Policy Council planning process and is a member of the Steering Committee. At its orientation meeting, Steering Committee members discussed ways to coordinate with BHC’s activities, including strategies to improve food access and enrollment in programs that will both provide increased food security and nutrition, and increase revenues and possible job creation in the community related to food hub, distribution and supply activities. Members also discussed strategies to elevate the profile of hunger and food access issues in the county, which has high distress indicators, and to build a healthy and robust food system that improves health and economic outcomes.

There are potential opportunities for CAPK and partners to work with the field office of USDA Rural Development in Kern County to identify projects and funding opportunities that may result from the work of the Council. This may include an opportunity to build the capacity of the food banks to leverage other investments and activities, such as a food-related incubator, and expanded food hub and distribution, including mobile delivery of fresh produce and other foods. CAPK has many related programs. The United Way and CAPK also are following up on a communications and outreach strategy.

Specific next steps include:

- ✓ Expand membership of the Food Policy Council to fill gaps such as food production, retail and distribution, including representation of emerging and minority farmers (underway).
- ✓ Coordinate with BHC South Kern and partners to increase enrollment of eligible partners in food and nutrition programs.
- ✓ Identify ways to support the work of the Center for Race, Poverty and the Environment (including technical support), which is assisting Arvin and Greenfield with the development of community gardens, and help identify resources, planning and capacity support for development of the gardens, including technical support.
- ✓ Work with the USDA Rural Development Bakersfield field office to identify potential funding opportunities and other resources, research and examples of diverse models.

## Initiative 2. Coordinate with Partners on the Development of a Health Careers Pipeline

The development of educational opportunities/assets and skills building for career pipelines (pathways) is a high priority for and need in the BHC community, as well as the regional economy. Several activities have occurred to advance the development of a health careers pipeline. This initiative now resides as part of the work of the BHC Health Action Team, which has standing meetings on the second Friday of every month. A representative of Clinica Sierra Vista - who participated in the BHC economic development planning process and is a major community employer and partner – is now the Co-Chair of the Action Team.

The lead for the Arvin High Health Career Academy has joined the Action Team, bringing a critical educational partner into the process. Arvin High is a member of the California Health Professions Consortium. It receives assistance at a distance from a program with UCSF doctors, but the Academy is now getting job shadowing opportunities from Clinica Sierra Vista and the County Public Health Department, strong BHC partners. The Endowment is making an investment in the Career Academy. The development of this health careers pipeline will provide a template for development of other important career pipelines for South Kern, including in food and agriculture, green building trades, renewable energies and other green jobs.

This effort will involve working with the Health Career Academy and BHC partners to develop the process and requirements for creating a health career pipeline, and submitting a proposal to The Endowment to build the effort. The Health and Wellness industry cluster is a growth industry in Kern County and across the San Joaquin Valley, with many existing skills gaps, and increasing demand for skilled and prepared workers. This demand will be accelerated by the implementation of the Affordable Care Act. The BHC Action Team can connect with local and regional education, training and economic development initiatives that are focused on the cluster.

As one example, many BHC partners co-convened and participated in a health and wellness industry cluster forum in June 2012 in Bakersfield. The meeting was organized by CSU Fresno on behalf of the California Partnership for the San Joaquin Valley, to foster the development of career pipelines in health and other industry clusters throughout the Valley. This is a continuing opportunity for the Health Career Pipeline initiative to engage prospective economic development and workforce partners in health sector workforce strategies.

**Update and Next Steps:** The work of the BHC Health Action Team is underway for developing the health career pipeline. Specific occupational areas of need were discussed by the Economic Development Work Group, including a possible focus on health careers related to areas such as aging, wellness and prevention, and pediatric medicine. One gap they identified is the lack of facilities and infrastructure for additional medical facilities to provide offices for service providers.

The Kern Community College District worked with Supervisor Perez's office and other economic development, education and training partners to convene a workforce leadership summit on May 23rd, 2013. An analysis was prepared by ADE to identify workforce and industry cluster employment trends, and projected demand in high growth occupations, including in the health careers. A panel of employers validated the data and identified additional growth occupations as well as needs and a response panel of education and training providers discussed how they could create a more coordinated system of service delivery and partnerships with employers. These could include mentorships, internships, job shadowing, career counseling and other activities. One priority was to address areas such as South Kern that have high unemployment, residents with low job skills, but unfilled jobs, leading to a jobs-skills mismatch and available jobs going people outside of South Kern. There was consensus to form an ongoing Education/Workforce Council to continue working on these issues.

Next Steps:

- ✓ Continue to work with Arvin High to build the health careers pipeline with nearby high schools, Bakersfield College, Taft College, and CSUB.
- ✓ Work with Kern Community College District, education and training partners, and the Kern Economic Development Corporation on the follow up from the Kern Workforce Summit process (which is planned to occur annually), to help connect South Kern youth to opportunities for career pathways in the health professions. Use the information of occupational demand to help inform the career pipeline. Expand collaboration with the partners to better define and understand areas of occupational demand and opportunity; promote the BHC health careers pipeline, facilitate the transition of students from the Health Career Academy to additional education and training; and continue to develop employer-based partnerships.
- ✓ Work with CSU Bakersfield, employers and other partners to better define what sciences are needed for both the health and ag-related professions.
- ✓ The results of these activities should be coordinated with the BHC Health Action Team.
- ✓ The experience in developing the health career pipeline should be explored for developing a career pipeline in the food and ag-related system platform, which would support Initiative 3 following.

### **Initiative 3. Coordinate with Partners on Pilot Food and Health-Related Micro-Enterprises**

Part of ADE's work for BHC economic development planning process was to provide information on potential micro-enterprise business models related to food and health, complementing the work of the partners which are exploring models and examples within and outside of Kern County. These include models for production of organic, locally sourced, and/or ethnic foods; new food hub and distribution opportunities; opportunities to become farmers; other food-related businesses; small business support models such as incubators; and funding resources. In the summer of 2012, ADE met with staff from the Kern County CAO's Office who have participated in the BHC Strategic Economic planning process, and who provided information on possible new County efforts to develop a program to assist minority and

economically disadvantaged persons on business assistance and financing, including compliance with health and environmental requirements.

ADE coordinates with USDA Rural Development California to obtain information and toolkits on new financing opportunities to support home-grown businesses and micro-enterprises in rural areas, including in farming, food processing, distribution and retail. USDA facilitated the California Financing Opportunities Roundtable (a statewide network of non-profits, lenders, business assistance providers, and state and federal agencies) to prepare an Access to Capital toolkit. (See the following link for the report <http://www.rurdev.usda.gov/Reports/CA-CalFOR.pdf>.)

ADE also coordinates with the San Joaquin Valley Rural Development Center and other partners to track and identify emerging opportunities that could be a resource for the BHC, including a newly formed Small Business Task Force being organized by the Federal Reserve Bank of San Francisco, Community Development program, as well as a new Healthy Communities Initiative created by this office to connect health and community development.

**Update and Next Steps:** There are several activities and opportunities on which BHC can focus in 2013. Some of them relate to the activities of the Food Policy Council and what may evolve out of its work in the coming year. Another area of focus should be to build upon the experience of developing the Health Career Pipeline to develop other pipelines related to food and health, including the potential to work with the Arvin High Horticultural Academy.

The CSUB Small Business Development Center has been working with the Kern County Administrative Office on the implementation of new legislation related to food cottage industries (AB 1616, California Cottage Food Law), and is very interested in working with BHC South Kern to provide small business resource workshops in Spanish to women-owned and other businesses. The Federal Reserve Bank's Community Development liaison has been assisting ADE with outreach to small business partners such as the SBA field office for the San Joaquin Valley and the Fresno Community Development Financial Institution (<http://newsite.fresnocdfi.com/>). These institutions are all interested in working with BHC South Kern as a possible convenor and facilitator to provide services for South Kern's business community. The Business and Entrepreneurship Center hosted by the Kern Community College District and the Kern Economic Development Corporation (EDC) are additional partners for this effort. The office of District 5 Supervisor Leticia Perez has been assisting in this effort.

In February 28, 2013 USDA Rural Development California Director Dr. Glenda Humiston hosted a meeting with the USDA Bakersfield Field Office staff and Kern Community College District, the Center for Race Poverty and the Environment, and ADE, to review programs and resources and encourage the BHC to work with the Field Office as a resource and partner. USDA Rural Development has a wide variety of programs for business and community development that may offer a potential for future BHC initiatives and partner organizations.

An additional resource is the California Freshworks Fund, intended to provide financial resources for investors looking to address food dessert challenges in communities underserved in terms of access to

fresh and healthy foods, through development and expansion of grocery stores, other retail outlets, and food hubs (see <http://www.cafreshworks.com/>). The California Endowment is a major supporter of this effort.

Next Steps:

- ✓ Coordinate with the Kern Food Policy Council, the County, the SBDC and other partners on activities related to developing food and ag-related micro-enterprises.
- ✓ Work with small business technical assistance providers, lenders, government partners, the South Kern area chambers of commerce, non-profits and others to increase awareness of and access to business assistance and financing resources for local businesses. Help to sponsor business workshops.
- ✓ Explore the potential to develop a food and ag careers pipeline, building upon the Arvin High Environmental Horticulture Career Academy, and working with the Kern EDC which has a focus on the value-added agriculture cluster, employers in the food and ag industry which is so dominant in the South Kern regional economy, and education and training partners such as Kern Community College District, CSUB and Employers Training Resource.
- ✓ Coordinate with the Office of Kern County Board of Supervisor Perez District 5 for assistance in facilitating access to business services resources.

#### **4. Coordinate with Partners to Address Economic Development Organizational Capacity**

As noted, there is limited formal organizational capacity for economic development implementation in South Kern, so this economic strategy necessitates collaboration with economic and education and workforce development partners in the broader region, and a longer term strategy to build capacity. This issue was discussed at the February 27<sup>th</sup> meeting of the BHC Economic Development Work Group, which is chaired by Dr. Stanley Clark of CSU Bakersfield, also a member of the BHC South Kern Steering Committee. This was the first meeting of the Work Group since May 2012. There have been some changes to the group since that time. A list of current and proposed members for the Group is included in Appendix A.

Work Group participants discussed the BHC implementation activities to date, and next steps for implementation, including how the Work Group should be organized; how it will integrate with the four BHC Action Teams to build their capacity and connections and further the platforms; and how to leverage the BHC projects to also meet community economic development implementation goals and priorities. The following partners participated in the meeting:

- Gustavo Aguirre, Center for Race, Poverty and the Environment
- Kelly Bearden, CSUB Small Business Development Center
- Dr. Stanley Clark, CSU Bakersfield
- Trish Kelly, Applied Development Economics

- Anna Laven, Ed.D., Office of Supervisor Leticia Perez, Fifth District, Kern County
- John Means, Kern Community College District
- Ralph Martinez, Community Action Partnership of Kern
- Angelica Munoz, BHC South Kern Hub Manager
- Tomeka Powell, Community Action Partnership of Kern, Kern Food Policy Council
- Annalisa Robles, The California Endowment

While acknowledging BHC’s current limited capacity, it will be important to have a strategy to accomplish basic economic development functions in the short term and build institutional capacity over the longer term, in order to meet the community’s needs and aspirations, take advantage of emerging opportunities, and raise the visibility of South Kern so that it is considered in regional initiatives and resource allocations.

Basic economic development functions include the following:

- Information dissemination and marketing about the BHC, the economic analysis and report findings, and potential collaboration opportunities
- Networking and participation in meetings and events to learn about resources, promote partnerships and raise awareness of the BHC and South Kern
- Facilitation to provide resources and information in the community, including partnership engagement and co-convening of events like small business resource forums with a range of partners who are eager to work with South Kern
- Collaboration to generate resources to develop economic development capacity in the community (i.e., through participation in grant applications; partners such as Kern Community College District and the Kern EDC Foundation have grant writing capacity)
- Outreach to local business and potential start ups to identify needs and opportunities and connect them with resources

Some of these functions in the short term can be accomplished by the members of the BHC Economic Development Work Group. The California Endowment is exploring options with partner organizations to see if they could provide some implementation support to the BHC and the Economic Development Work Group in the short term – a development partner. The BHC might consider a joint venture with a few of its partners. See the Health and Food and Agriculture System Platforms for a listing of potential champions, partners and resource providers across the range of implementation activities that can be engaged over time.

A good deal of the economic development strategy for South Kern focuses on building the education and skills levels of residents to improve their opportunities to gain a sustainable living wage and higher quality of life. The career pipelines focus primarily on youth and young adults. To support skills development for both employed and unemployed adults, the BHC can sponsor a project to develop a human resources data bank focused on identifying these adults whose and availability for work, which can be organized and maintained by interns and made available to all the partners and public agencies for employment and volunteer work.

There are three additional levels of focus for economic development in South Kern to foster job creation and improve organizational implementation capacity, which will in turn generate additional resources and promote overall business and community economic well-being:

- Providing assistance and resources for local businesses to start up, grow and thrive or be attracted to South Kern to fill the economic investment opportunities identified in the Economic Analysis;
- Building the capacity of existing partner organizations serving South Kern to develop economic development implementation expertise or expand their services more directly to benefit South Kern; this would include the Chambers of Commerce, non-profits and community-based organizations and education and training partners. It could also include collaboration with partners such as the Kern EDC on leveraging the city of Arvin’s Enterprise Zone which is an underutilized asset;
- Creating new organizational capacity for community economic development over the longer-term; this capacity will address the basic economic development functions described above and foster the ability to generate resources and partnerships to deal with business and community support foundations such as infrastructure – including high speed Internet (broadband); water and wastewater, sidewalks, etc.; housing; parks; community facilities and community-based economic development such as business assistance programs, incubators, and business facilities. It could also provide for access to additional financing tools such as revolving loan funds and micro-enterprise programs.

The chart below illustrates a pathway for the focus and timing of economic development efforts in South Kern, as described above.

| INVESTMENT OPPORTUNITIES FOR SOUTH KERN   |   |  |
|---|---|--|
| SHORT-TERM  | MID-TERM  | LONG-TERM  |
| <b>BUSINESS DEVELOPMENT/ASSISTANCE</b>  | <b>PARTNER ORGANIZATIONAL DEVELOPMENT</b>   | <b>COMMUNITY DEVELOPMENT</b>   |
| Facilitate and leverage information and resources including technical assistance and funding opportunities for local businesses and organizations, through partnerships with existing local & regional organizations. | Develop capacity of BHC partners organizations to increase their ability to implement economic development activities for South Kern. | Create sustainable institutional capacity for program planning and implementation, including development of projects and funding resources. Option could be a community development corporation. |

In the longer term, there are models of organizational capacity to consider, one of which is a community development corporation. The California Community Economic Development Association (CCEDA) is a statewide membership comprised of organizations actively engaged in revitalizing California communities and neighborhoods, including local governments, resident-driven community development corporations, community action agencies and faith-based institutions. Community building strategies include real estate development, business assistance and lending, job training and creation, and social services. CCEDA is a clearinghouse for information and provides training and technical assistance for community economic development (see [www.cceda.com](http://www.cceda.com)).

One CDC that is effective in working with rural communities is El Pajaro CDC in the Monterey Bay Area. The Executive Director is a leader in the California Microenterprise Association (CAMEO) and has expressed a willingness to visit South Kern and provide information about the CDC's work and impact (<http://www.elpajarocdc.org/>).

#### Next Steps:

- ✓ Confirm status of the existing Economic Development Work Group members, recruit new members, set up a schedule for regular meetings, and refine list of implementation priorities for 2013. Focus on development of leadership capacity of members.
- ✓ Identify short-term implementation capacity support, including a possible joint venture with partners.
- ✓ Disseminate the information from the 2012 Strategic Economic Action Plan Analysis and Initiatives to raise awareness of the report's findings, and South Kern conditions, challenges and opportunities.
- ✓ Coordinate with Office of Supervisor Perez for assistance in efforts to engage regional (San Joaquin Valley), state and federal economic and community development partners and resource providers to explore opportunities to assist the South Kern community and businesses, in coordination with local partners including the Kern Community College District, the Kern EDC, the SBDC, and others.
- ✓ Schedule a small business forum in South Kern in the fall of 2013 working with the Lamont Chamber of Commerce and other partners.
- ✓ Sponsor the South Kern Human Resources Data Bank (described above)

#### Over the longer-term:

- ✓ Support development of the Economic Development Work Group into a Council, Alliance or Collaborative – a more formalized approach that would also include community residents.
- ✓ Determine a viable model for sustainable community economic development implementation capacity, such as through a community development corporation.

## Platform for Health System Transformation

| EDUCATION, WORKFORCE & TRAINING PIPELINE  |  |   |  |
|---|--|---|--|
| K-8   | High Schools   | Bakersfield College/ CSU  | Training/Entrepreneurship  |
| <ul style="list-style-type: none"> <li>• Edible School Yard/Edible Classroom</li> <li>• Curriculum on Science, Nutrition, Healthy Lifestyles</li> <li>• Fitness and exercise</li> </ul>   | <ul style="list-style-type: none"> <li>• Health Career Academies</li> <li>• Curriculum on:               <ul style="list-style-type: none"> <li>➢ Science</li> <li>➢ Health</li> <li>➢ Information Technologies</li> <li>➢ Fitness and Healthy Lifestyles</li> <li>➢ Nutrition</li> </ul> </li> <li>• Vocational Tech</li> <li>• Career Awareness</li> <li>• Internships, Mentoring with Clinica Sierra Vista and Other Health Providers</li> <li>• Other School to Career Partnerships</li> <li>• UC Coop Extension</li> <li>• ESL</li> </ul> | <ul style="list-style-type: none"> <li>• Curriculum on:               <ul style="list-style-type: none"> <li>➢ Health &amp; Wellness Careers (Aides, Technicians, Therapists, Counselors, Nurses, Physicians’ Assistants, Physicians, Dentists, etc.)</li> <li>➢ Nutrition</li> <li>➢ Early Childhood Development</li> <li>➢ Health Information Technologies</li> <li>➢ Fitness, Exercise</li> <li>➢ Business Administration</li> </ul> </li> <li>• Internships, Mentoring with Clinica Sierra Vista, Other Health Care and Community Providers and Kern EDC</li> </ul> | <ul style="list-style-type: none"> <li>• Promotoras</li> <li>• Health and Wellness Micro-Enterprises</li> <li>• Community-Based Organizations (service delivery)</li> <li>• Small Farms, Community Gardens for Healthy Foods Access</li> <li>• Culinary/Dietary training for healthy and culturally appropriate foods</li> <li>• Healthy Foods Micro-Enterprises/Incubators</li> <li>• Contract Education and OJT with Health Care Providers (skills upgrading for incumbent workers)</li> <li>• UC Coop Extension</li> <li>• ESL</li> </ul> |
| COMMUNITY/BUSINESS/ECONOMIC DEVELOPMENT OPPORTUNITIES   |  |   |  |
| <ul style="list-style-type: none"> <li>• Parks &amp; Recreation Facilities</li> <li>• Community Gardens, Local Food Sourcing</li> <li>• Healthy Living/Lifestyles including Recreation and Exercise (walking, biking, conditioning and so forth)</li> </ul>   |  | <ul style="list-style-type: none"> <li>• Medical and Dental Services, Testing Labs</li> <li>• Urgent Care Clinic</li> <li>• Food &amp; Nutrition Counseling &amp; Services including Health Food Stores</li> <li>• Catering/Food Services for Healthy Foods (Culturally Appropriate)</li> </ul>   |  |
| SUPPORT SYSTEMS/ISSUES TO BE ADDRESSED  |  |   |  |
| <ul style="list-style-type: none"> <li>• Regulatory issues (for gardens, food sales, microenterprises)</li> <li>• Land Use including: Parks and Recreation Facilities; Biking, Walking and Hiking Trails; Safe Routes to School</li> <li>• Business and Community Development/Infrastructure Financing</li> </ul> |  | <ul style="list-style-type: none"> <li>• Lack of Health Care Services in the Community Including Urgent Care</li> <li>• Poor Air Quality and Water Quality, pollution, lack of infrastructure</li> <li>• Models for Capacity Building</li> <li>• U.S. Health Reform Bill</li> </ul>   |  |

| POTENTIAL CHAMPIONS/FUNDERS/PARTNERS   |  |   |  |
|--|--|---|--|
| Champions/Funders  | Health Partners  | Education/Workforce, Skills Building Partners   | Business Support & Economic Development Partners   |
| <ul style="list-style-type: none"> <li>• The California Endowment</li> <li>• Kern County</li> <li>• Banks, Credit Unions (Wells Fargo, Rabobank, etc.)</li> <li>• Kern Community Foundation</li> <li>• United Way</li> <li>• USDA Rural Development</li> <li>• Federal Reserve Bank of SF</li> <li>• Health Care Providers</li> <li>• Other Foundations</li> <li>• Ca. Department of Health and Human Services</li> <li>• Cal EPA and U.S. EPA</li> <li>• U.C. Davis Center for Regional Change</li> <li>• Strategic Growth Council</li> </ul> | <ul style="list-style-type: none"> <li>• Kern County Dept. of Public Health, Environmental Health Services Division, Administrative Office</li> <li>• Community-Based Organizations</li> <li>• School Districts</li> <li>• Clinica Sierra Vista</li> <li>• Other Health Care Providers</li> <li>• Community Action Partnership of Kern (CAPK/Food Banks)</li> <li>• Farmers Markets</li> <li>• Churches</li> <li>• Kern County Food Policy Council (CAPK/United Way of Kern County)</li> <li>• Restaurants</li> <li>• UC Coop Extension</li> </ul> | <ul style="list-style-type: none"> <li>• High School/Career Academies</li> <li>• Bakersfield College</li> <li>• CSU Bakersfield</li> <li>• Employers Training Resource</li> <li>• Center for Entrepreneurship</li> <li>• Health Care Providers</li> <li>• Promotoras Network</li> </ul> | <ul style="list-style-type: none"> <li>• Business and Entrepreneurship Center (Kern CCD)</li> <li>• Kern EDC</li> <li>• Center for Race, Poverty, &amp; The Environment</li> <li>• Small Business Development Center</li> <li>• Chambers of Commerce (Inc. Hispanic)</li> <li>• Dolores Huerta Foundation</li> <li>• SCORE</li> <li>• CDFI Fresno</li> <li>• Models for Capacity Building</li> </ul> |

## Platform for Food and Agriculture System Transformation

| EDUCATION, WORKFORCE & TRAINING PIPELINE   |   |   |  |
|--|---|---|--|
| Edible School Yard/Edible Classroom  | High Schools  | Bakersfield College/ CSU  | Training/Entrepreneurship  |
| <ul style="list-style-type: none"> <li>• Curriculum               <ul style="list-style-type: none"> <li>➤ Math</li> <li>➤ Science</li> <li>➤ Health</li> </ul> </li> <li>• School Garden               <ul style="list-style-type: none"> <li>➤ Cafeteria</li> <li>➤ Sales</li> </ul> </li> <li>• School Kitchen (also for community use)</li> <li>• Recycling/Compost</li> <li>• Water &amp; Soil Management</li> <li>• Food Purchasing by School District/Local Sourcing</li> </ul> | <ul style="list-style-type: none"> <li>• Career Academies               <ul style="list-style-type: none"> <li>➤ Food</li> <li>➤ Ag Tech/Science Tech</li> <li>➤ Health &amp; Nutrition</li> <li>➤ Culinary Arts</li> </ul> </li> <li>• Entrepreneurship</li> <li>• Vocational Tech</li> <li>• Career Awareness</li> <li>• Farm/Agri-Business Internships/Mentoring</li> <li>• ESL</li> </ul> | <ul style="list-style-type: none"> <li>• Curriculum               <ul style="list-style-type: none"> <li>➤ Ag Tech/Ag Science</li> <li>➤ Vocational Tech</li> <li>➤ Ag business</li> <li>➤ Health &amp; Nutrition</li> <li>➤ Early Childhood Education</li> <li>➤ Culinary</li> <li>➤ Food Safety</li> <li>➤ Water Technology</li> <li>➤ Food Policy</li> <li>➤ Pest Control Advisor</li> <li>➤ Sustainable Resources Management</li> <li>➤ Logistics</li> </ul> </li> <li>• Internships/Mentoring</li> </ul> | <ul style="list-style-type: none"> <li>• New Farmer Training (including Vets)</li> <li>• Farm Incubators</li> <li>• Entrepreneurship (ALBA, Center for Land-Based Learning, Soil Born, Buttonwillow)</li> <li>• Micro Enterprise Funds</li> <li>• Value-added Food Businesses (Commercial Kitchen, etc.)</li> <li>• Farming/Ag Business Company Contract Education (Incumbent Skills Training) and OJT</li> <li>• ESL</li> </ul> |
| COMMUNITY/BUSINESS/ECONOMIC DEVELOPMENT OPPORTUNITIES  |   |   |  |
| <ul style="list-style-type: none"> <li>• Community College Facility</li> <li>• Community Gardens/Food Bank Distribution Hub</li> <li>• Coops (Production, Purchasing, Supplies)</li> <li>• Recycling/Compost/Biofuels (Including Restaurants)</li> <li>• Commercial Kitchens and Incubators (Including at Schools)</li> <li>• New Small Farms (Organic, Specialty, Ethnic)</li> </ul>  |   | <ul style="list-style-type: none"> <li>• Farmers Markets/CSAs</li> <li>• New/Expanded Grocery Stores (Healthy Food Access, FreshWorks)</li> <li>• Value-Added Food Processing/Cottage Industries (Specialty Products, Ethnic Foods, etc.)</li> <li>• Support/Supplier Businesses</li> <li>• Local Food Sourcing for Restaurants and Schools; Shop Local/Buy Local</li> <li>• Drought Tolerant Landscaping</li> </ul>  |  |
| SUPPORT SYSTEMS/ISSUES TO BE ADDRESSED   |   |   |  |
| <ul style="list-style-type: none"> <li>• Regulatory issues (Permits, Public Health, etc.)</li> <li>• Infrastructure issues (Land Cost/Availability/Quality, Water Cost/Availability/Quality)</li> <li>• Financing for Community Infrastructure and Facilities, and Business</li> </ul>   |   | <ul style="list-style-type: none"> <li>• Supplies (Seeds, Fertilizer, etc.) Equipment (Irrigation, Tractors, etc.)</li> <li>• Transportation/Distribution/Food Hubs</li> <li>• Models for Capacity Building</li> <li>• Systemic and Supportive Food Policies</li> <li>• U.S. Farm Bill</li> </ul>   |  |

| <b>POTENTIAL CHAMPIONS/FUNDERS/PARTNERS</b>  |  |   |  |
|--|--|---|--|
| <b>Champions/Funders</b>   | <b>Food and Ag Partners</b>  | <b>Education/Workforce, Skills Building Partners</b>  | <b>Business Support &amp; Economic Development Partners</b>  |
| <ul style="list-style-type: none"> <li>• Kern County</li> <li>• Banks, Credit Unions (Wells Fargo, Rabobank, etc.)</li> <li>• Kern Community Foundation</li> <li>• United Way</li> <li>• USDA Rural Development</li> <li>• Federal Reserve Bank of SF</li> <li>• Other Foundations (e.g., Grimm, Paramount)</li> <li>• Ag Companies</li> <li>• Ca. Dept. of Food &amp; Ag</li> <li>• Vallarta Foods</li> <li>• Strategic Growth Council</li> </ul> | <ul style="list-style-type: none"> <li>• Kern County Dept. of Public Health, Environmental Health Services Division, Administrative Office</li> <li>• Community Action Partnership of Kern (CAPK/Food Banks)</li> <li>• U.C. Coop Extension</li> <li>• Community-Based Organizations</li> <li>• School Districts</li> <li>• Clinica Sierra Vista</li> <li>• Farmers Markets</li> <li>• Churches</li> <li>• Slow Food</li> <li>• Kern County Ag Commissioner</li> <li>• Kern County Farm Bureau</li> <li>• Growers, Ag Businesses</li> <li>• Kern County Food Policy Council (CAPK/United Way of Kern County)</li> <li>• Restaurants/Chefs</li> </ul> | <ul style="list-style-type: none"> <li>• High Schools/Career Academies</li> <li>• Bakersfield College</li> <li>• CSU Bakersfield</li> <li>• Employers Training Resource</li> <li>• Business and Entrepreneurship Center(Kern CCD)</li> <li>• UFW Foundation</li> <li>• Labor</li> <li>• Ag Companies</li> <li>• Center for Land-Based Learning</li> </ul> | <ul style="list-style-type: none"> <li>• Business and Entrepreneurship Center (Kern CCD)</li> <li>• Kern Economic Development</li> <li>• Kern EDC</li> <li>• Center for Race, Poverty, &amp; The Environment</li> <li>• Small Business Development Center</li> <li>• Chambers of Commerce (Inc. Hispanic)</li> <li>• Dolores Huerta Foundation</li> <li>• SCORE</li> <li>• SBA</li> <li>• CDFI Fresno</li> <li>• Models for Capacity Building</li> </ul> |

## APPENDIX A: LIST OF BHC SOUTH KERN ECONOMIC DEVELOPMENT WORK GROUP (CURRENT AND PROPOSED MEMBERS)

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| Name                        | Organization   |
|-----------------------------|--|
| Gustavo Aguirre             | Center on Race, Poverty and the Environment                    |
| Javier Arreola              | BHC South Kern Translator/Interpreter                          |
| Kelly Bearden               | CSUB Small Business Development Center                         |
| Stephanie Brooks- Pickering | Communications, BHC South Kern                                 |
| Camilla Chavez              | Dolores Huerta Foundation                                      |
| Dr. Stanley Clark           | CSU Bakersfield, School of Social Sciences and Education       |
| Jill Eglund                 | United Way of Kern County                                      |
| Candy Gettman               | Employers Training Resource/Career Services Center             |
| Dr. Aaron Hegde             | CSU Bakersfield, School of Business and Public Administration  |
| Teresa Hitchcock            | Kern County Administrator's Office                             |
| Dolores Huerta              | Dolores Huerta Foundation                                      |
| Dan Johnson                 | USDA Rural Development   |
| Michael Lane                | Self Help Enterprises  |
| Anna Laven, Ed.D.           | Office of Supervisor Leticia Perez, Fifth District             |
| Juan Lopez                  | Faith in Action Kern County                                    |
| Ralph Martinez              | Community Action Partnership of Kern                           |
| John Means                  | Kern Community College District                                |
| Avtar Nijjer-Sidhu          | Kern County Environmental Health Services Division             |
| Raul Pickett                | Community credit finance/economic development                  |
| Tomeka Powell               | Community Action Partnership of Kern, Kern Food Policy Council |
| Veronica Recendiz           | Kern County Housing Authority                                  |
| Annalisa Robles             | BHC South Kern Program Manager, The California Endowment       |
| Miguel Sanchez              | Lamont Business Owner  |
| Cheryl Scott                | Kern County Economic Development Corporation                   |
| Joett Stoner                | Arvin Chamber of Commerce                                      |
| Jay Tamsi                   | Kern County Hispanic Chamber of Commerce                       |
| Esther Torres               | Lamont Chamber of Commerce                                     |
| Ambar Tovar                 | UFW Foundation   |
| Jennifer Wood-Slayton       | Lamont Weedpatch Family Resource Center, Hub Manager           |
|                             | City of Arvin  |
|                             |  |