

Innovation & Efficiency

INTRODUCTION

Long Beach is a city with ambitions. Among other things, it strives to provide its residents with a safe, healthy environment, well-maintained streets, buildings, and parks, a robust local economy, and opportunities for the fulfillment of personal needs. Like most large cities, Long Beach's ability to provide these things is constrained by its revenues. This means we must do everything we can to find new, more efficient means for delivering services. To that end, City staff, under the leadership of the Mayor and City Council, has an impressive number of initiatives underway. While these initiatives may not generate actual cost savings, they are a part of a greater strategy of future cost avoidance, improved customer service, and/or increased sustainability.

ECONOMIC DEVELOPMENT

Economic Development Blueprint

In April 2017, the Mayor and City Council approved the City's Blueprint for Economic Development (Blueprint) to guide the City's overall economic development work plan for the next ten years. In 2018, the City and community partners continued implementation of the Blueprint resulting in new programs, initiatives, and partnerships focused on creating a more vibrant, resilient, and inclusive local and regional economy. The following is a summary of initiatives and recent actions associated with the Blueprint:

- *Economic Development Commission Champion Initiative:* To accomplish the objectives identified in the Blueprint, the Economic Development Department (ED) has developed an Economic Development Commission (EDC) Champion Initiative to ensure the EDC remains engaged in the Blueprint implementation process by advising City staff, engaging community partners, identifying funding opportunities, and communicating progress on a regular ongoing basis. A staff member, or "Commission Champion," with subject matter expertise has been assigned to all Blueprint initiatives that are currently under way or under development.
- *CSULB Annual Regional Economic Forum:* In May 2018, the City partnered for the first time with California State University, Long Beach (CSULB) on their annual Regional Economic Forum, which provides an opportunity to discuss the economic and social challenges and opportunities facing the Greater Long Beach Region. ED presented the first Blueprint Annual Update, which highlighted progress made on the Blueprint, showcased exciting new programs and initiatives that are in the pipeline, and unveiled an innovative new Economic Insights Dashboard that displays key performance indicators related to the Blueprint. ED plans to continue these types of partnerships to further initiatives outlined in the Blueprint.
- *Blueprint Language Accessibility:* To ensure the Blueprint is accessible to Long Beach's and the region's diverse population, the new, redesigned Blueprint was published in English, Khmer, and Spanish.
- *Business Improvement District Audit:* In December 2017, the City Auditor, in collaboration with ED and Business Improvement District (BID) leaders, completed a BID Oversight Audit that resulted in several recommendations to ensure BIDs are assisting the City meet economic development goals. The Audit found the City needs to improve oversight of the BID Program to ensure BIDs have all the resources they are

entitled to, follow State Law and City agreements, and maximize the impact on business corridors. In 2018, ED began implementing the recommendations identified in the Audit with an emphasis on updating agreements to reflect current processes, creating guidelines for and reviewing all Annual Reports and Progress Reports, tracking and simplifying the BID payment process, and creating a handbook and training BID leaders on operations.

Opportunity Sites

In 2018, the Economic Development Department (ED) incorporated Agiloft, an online contract management system, in the daily operations of the Property Development Bureau. The system allows staff to highlight “opportunity sites” for real estate development, and better manage City-owned real estate assets. Key functionalities of this system include: email reminders/tickers of contract end dates, interactive map of City-owned sites, contract development and maintenance, flexible report generation, ample storage, and a user-friendly public-facing interface. With the implementation of this new system, the Bureau has been more responsive, cost effective and streamlined City processes.

BizMap

To make business licensing data more readily available to the public and City staff, the City partnered with ESRI, a spatial analytics software company, to launch BizMap on the City’s Open Data Portal, Data LB. BizMap makes it easy to look up and export local business license information. BizMap is used most often by BID leaders and City staff that track the number of active, pending, and delinquent licenses in their BID areas to help gauge the performance of business districts and City staff that are responsible for ensuring that businesses are licensed and operating legally within the boundaries of the City.

Business Corridor Improvement Pilot Program

On September 5, 2017, the City Council approved a one-time funding in the amount of \$450,000 for business corridor improvements, divided evenly among the Anaheim Street, Carson Street, and Pacific Avenue business corridors. The goals of this funding were to invest in projects that improve property values, increase the volume of customers, and promote economic growth along commercial corridors identified by the City Council. To implement these goals, the Economic Development Department developed a Business Corridor Improvement Pilot Program that was available to any individual property owner, group, or association of property owners located within the identified project areas on a first-come, first-served basis, as funds were available and met established program goals. Projects completed under the Program included, but were not limited to, façade and business corridor improvements, such as exterior painting, light fixture replacement, awning installation, trash can installation, and creative crosswalk installation.

CSULB Institute for Innovation & Entrepreneurship

In 2018, CSULB launched the new Institute for Innovation & Entrepreneurship (IIE), which partners closely with the Economic Development Department and business support organizations on strengthening our local entrepreneurial ecosystem. The primary objective of the IIE is to leverage the creative energy of students, faculty, staff, and entrepreneurial capital into a driving force for economic development for the greater Long Beach community. The IIE is committed to partnering with the City and community-based organizations on the

implementation of the Blueprint, and has taken a leadership role in delivering innovative business startup programming and exploring potential research opportunities focused on innovation and entrepreneurship.

Everyone In Economic Inclusion

On November 7, 2017, the City Council directed the Economic Development Commission and the Economic Development Department (ED) to conduct a deeper assessment of Economic Inclusion in Long Beach by implementing the “Everyone In” economic inclusion initiative, which included the initiatives described below.

- *Equity Profile:* To plan for more economically equitable community, staff has begun to identify and measure various equity indicators to assess how well the City is doing to ensure its diverse residents can participate in the region’s economic vitality, contribute to the readiness of the workforce, and connect to the region’s assets and opportunities.
- *Equity Summit:* On May 17, 2018, the City of Long Beach hosted the “Everyone In” Economic Equity Summit, a culminating event that showcased the progress made with the “Everyone In” economic inclusion initiative since its launch by the City Council in November 2017. The Summit also explored innovative approaches to building a more inclusive economy as a part of the City’s Blueprint.
- *Kiva:* The City of Long Beach recently launched Kiva, an innovative micro lending program for local small businesses. Kiva is an online crowdfunding platform that enables entrepreneurs to access 0 percent, no fee small business loans up to \$10,000. The program is intended to reach low-income entrepreneurs and small business owners who do not have access to traditional sources of capital.
- *Listening Tour:* The Listening Tour focused on completing more outreach into the focus area of economic inclusion to ensure that segments of the Long Beach community that are traditionally underrepresented, can provide valuable input and recommendations about economic development. The Economic Development Department and the Economic Development Commission took a “deeper dive” into economic inclusion by conducting further outreach to small businesses, aspiring entrepreneurs, home owners, and others through a series of conversations and focus groups.
- *Youth Banking and Financial Literacy:* This initiative, which is being led by the City’s Pacific Gateway Workforce Innovation Network (Pacific Gateway), focuses on providing access to free checking and savings accounts, and conducting financial literacy education to all youth participants in Long Beach workforce development programs. Through a partnership with Lemando, a social enterprise with a focus in providing affordable financial services to underbanked individuals through free mobile banking, local youth will receive tools needed to navigate a complex financial system, and receive adequate support to begin investing in their future.

Office of Economic Research

The Economic Development Department (ED) provides regular reports of economic indicators to the Economic Development Commission and the Economic Development and Finance Committee of the City Council. Additionally, ED staff receives daily requests from City Council Offices, local media, business owners, and investors about the economic performance of the

City. The following is a summary of recent initiatives and actions associated with the Office of Economic Research:

- *CoStar*: CoStar, a commercial real estate intelligence platform, allows ED to provide a diverse set of entrepreneurs and investors with free, customized market information, such as demographic trend reports, consumer spending reports, traffic count reports, and daytime employment reports. These reports empowered clients to make more informed business decisions related to their specific business ventures in Long Beach.
- *Hotel Incentive Program Study*: In early 2017, the City engaged BAE Urban Economics, along with Maurice Robinson & Associates, to prepare a Hotel Incentive Program Study (Study). The Study includes an overview of the hotel development environment, a financial feasibility analysis of hotel types proposed for Long Beach, a review of hotel incentive programs adopted in California since 2008, and a set of policy recommendations to stimulate new hotel construction in Long Beach. The Study will be used as the framework for the development of an incentive program for economic development and investment in Long Beach.
- *Economic Profile of the Latino Community*: A partnership between California State University, Long Beach, Centro CHA, the Economic Development Department, and several other community-based organizations will result in an Economic Profile of the Latino Community. The focus is to raise awareness of economic challenges and opportunities facing Latinos in Long Beach using data-driven analysis.
- *Immigrant and Refugee Demographic and Economic Impact Study*: The City of Long Beach received a Research Award as a part of the Gateways for Growth Challenge. The Research Award resulted in a customized report that highlights the economic and demographic impacts of immigrants and refugees locally, including their tax contributions and spending power, roles in the labor force, and demographic trends. Research generated by this effort provides a baseline understanding for the City, policy makers, and community-based organizations to build from to better support and include the individuals and families who immigrate to Long Beach.
- *mySidewalk*: In April 2018, the City launched the mySidewalk Economic Insights Dashboard (Dashboard), an interactive resource for understanding the key metrics related to driving economic opportunity in Long Beach. mySidewalk is a city intelligence tool that helps track, analyze, drive action, and communicate progress on citywide goals. The Dashboard meets one of the implementations steps in the Blueprint that focuses on developing an online platform for tracking and reporting performance for the key objectives for economic development. The Dashboard currently includes data for the following issue areas: Population, Economy, Housing, Transportation, and Health. The Dashboard will continue to evolve overtime with the goal of staying aligned with the focus areas identified in the Blueprint.

Start It Up

Start It Up is a mobile and in-person mentoring program that gives business owners and entrepreneurs the tools they need to succeed. In December 2017, a pilot program launched in Long Beach with an inaugural cohort of local business owners and entrepreneurs. The City's partnership with Start It Up began through an innovative open procurement process that focused on seeking ways to better educate budding entrepreneurs about how to start and grow

a business. The Economic Development Department was able to invest money up front to develop this business support tool alongside Start It Up as they are testing their product with plans to launch the program and related services nationally.

Shaun Lumachi Innovation Center

A partnership agreement approved by the City Council on December 5, 2017 will create a new downtown learning and working center for business owners and entrepreneurs. The lease agreement formalizes a partnership between the City, Long Beach City College, and BlankSpaces to revitalize 309 Pine Avenue into a shared working environment and entrepreneurial innovation center. In July 2016, the City called for proposals to leverage public-private partnerships and maximize City-owned assets to increase the number of businesses in Long Beach. The Innovation Center is anticipated to be fully operational by Spring 2019.

LIMITLESS Campaign

In early 2018, the Economic Development Department (ED), in collaboration with the City's communications teams, launched the LIMITLESS Long Beach (LIMITLESS) campaign to entice investors and developers to the City of Long Beach. This campaign was innovative due to its use of traditional print media, online banners, a new dedicated LIMITLESS web page, and eNewsletters. This campaign has renewed and strengthened the City's relationship with stakeholders, such as the Long Beach Area Convention and Visitor's Bureau, the Port of Long Beach, and the Downtown Long Beach Alliance, who provided key input into the development of its message and call to action. In addition to traditional print media, LIMITLESS is also being featured digitally, on such websites as The Real Deal, Globe Street, and the Urban Land Institute. These articles spoke to the unprecedented development in the City. ED also collaborated with external contractors to create pitches for major newspapers, with enormous success, as the City has now been featured in the Los Angeles Times and New York Times.

New Harbor Gateway Worksource and Career Transitional Centers

The America's Job Center of California (AJCC) is a collaboration of local, state, private, and public entities that provide comprehensive and innovative employment services and resources to meet the needs of the California workforce. In Fall 2017, Pacific Gateway opened its Harbor Gateway WorkSource Center in San Pedro, and, in Summer 2018, opened its Career Transitional Center near the Long Beach Airport. Both centers are the full embodiment of Pacific Gateway's cutting edge workforce practices and design, and will serve as a model AJCC for local areas. Some of these practices and designs include:

- A variety of flexible work spaces so that residents can work on their resumes, search jobs, and build their skills in shared spaces, small study areas, or digitally connected classrooms;
- A video room, just off the lobby, that will play curated short films about overcoming obstacles, and locally-developed content that inspires those looking to make a career change;
- An "innovation room" equipped for creative problem solving and service delivery design;
- A resume bar area for individuals to work with a professional and make use of resume templates and support; and,

- An online platform that brings together the resources of the Center online, and connects residents to many other resources.

Long Beach Promise Fellowship Program

In 2018, the Economic Development Department partnered with California State University, Long Beach to advance its Long Beach Promise Fellowship program. The program aims to connect a cohort of local college students with work experience in their chosen fields, at a local business. The program benefits both students and businesses by providing a structured bridge opportunity that results in:

- Meaningful employment opportunity for the Fellows at or near graduation;
- Work-ready employees in occupations with industry-specific requirements that have been hard to fill and promise long-term advancement;
- Long-term health of the local workforce, with more graduates applying their learning locally and businesses able to source local talent; and,
- Stronger connections among employers, colleges, and City institutions.

FUSE Corps

The City continues to partner with FUSE Corps to assist departments with unique projects and initiatives that focus on challenges affecting the City. FUSE partners with civic leaders to identify pressing strategic challenges and then recruits entrepreneurial, mid-career professionals to serve in executive-level fellowships across local government. FUSE Corps Fellowships are supported by funding from various local and regional private philanthropic sponsors. Past sponsors include the Omidyar Network, the James Irvine Foundation, Senior Care Action Network (SCAN), and the California Community Foundation (CCF).

In FY18, the City engaged a FUSE Executive Fellow to develop a plan to establish systems for an Age-Friendly City of Long Beach and establish an Office of Aging. Since October, the FUSE Fellow has engaged with over 60 stakeholders, completed a thorough data analysis of senior services across multiple City departments, delivered a Gap analysis of senior services throughout the city, and completed an evaluation of four closed-loop online referral systems. On May 1, 2018, the City co-hosted the Aging Reimagined conference, where the FUSE Fellow presented the Gap Analysis, and also opened the Long Beach Healthy Aging Center. Next, the FUSE Fellow is working with the newly-hired Aging Services Program Manager and City Management team to develop a sustainable funding plan and conduct model benchmarking for the Long Beach Healthy Aging Center.

The second FUSE Corps project focused on analyzing the City's hiring and onboarding process, including its policies related to talent management for both civil service and non-civil service positions. The goal was to identify areas for improvement in the City's current hiring and onboarding processes, provide metrics for success, and create recommendations for improvements. So far, the FUSE Fellow has successfully engaged with staff from all departments to understand the City's hiring and retention processes, and has collaborated with the Civil Service and Human Resources Departments to gather advanced analytics. The Fellow's recommendations for improvement, including Human Capital Management, have enhanced the efficiency of internal Civil Service processes and systems. As resulting of the

Fellow's findings, the City expects to explore three pilot programs aimed at improving transparency, accountability, and communications with the hiring process.

Office of Civic Innovation

The City of Long Beach is a national leader in government innovation. The Innovation Team has delivered successful Economic Development and Public Safety Initiatives since 2015 that have tackled large local government challenges with innovation solutions. The City is grateful for the \$3 million three-year Bloomberg Philanthropies Innovation Team Grant received in 2015. Although the grant is coming to an end, the Innovation Team is creating an evolution of the work through the Office of Civic Innovation.

With funding from departments and foundations, the Office of Civic Innovation will serve as in-house consultants to City departments and together co-create effective approaches that address the most pressing issues.

The Office, comprised of a director, data scientist, designer, project managers, and graduate interns, will deploy a six-pronged approach to problems:

1. Rigorous research to understand the problem and find best practices both nationally and internationally.
2. Analyze quantitative and qualitative data to understand trends and enhance productivity.
3. Conduct in-depth interviews and focus groups with customers and employees to have a deeper understanding of the problem.
4. Co-create goals, objectives and timelines with City departments that outline measurable and attainable metrics for success.
5. Prototype solutions with a quick turnaround based on the research, data and customer and employee interviews. Building upon successful prototypes and eliminating unsuccessful ones to help mitigate financial risk.
6. Develop and execute long term implementation strategies of the successful prototypes jointly with departments.

During FY 19, the Office of Civic Innovation has lined up several exciting projects with support from departments which include:

- Prototyping Solutions with Clean Long Beach
- Communication Design and Customer Experience with Development Services Department
- Digital Inclusion in Collaboration with Technology and Innovation Department
- Enhancing Long Beach Police Recruitment
- Nuisance Motels Pilot Program
- Customer Experience during the Airport Phase II Improvements
- Smart Cities Pilot with Public Works and Economic Development
- African American Cultural Center Development

Bloomberg Philanthropies continues to invest in the City's innovation practices through the following initiatives.

- *Bloomberg Harvard City Leadership Initiative:* The Bloomberg Harvard City Leadership Initiative is the most ambitious executive education program ever designed for mayors and city leaders. Each year, hundreds of mayors and their senior staff enroll, free of charge, in a program that blends the best of Harvard Kennedy School's public sector innovation expertise with Harvard Business School's management expertise. Mayor Robert Garcia and Assistant City Manager Tom Modica are currently participating in the initiative.
- *What Works Cities:* Cities have access to more data and evidence than ever but need better tools and approaches to engage citizens and increase government's effectiveness. The What Works Cities initiative is a three-year, \$42 million effort to support mayors and local leaders in 100 mid-sized U.S. cities with technical assistance, access to expertise, and peer-to-peer learning opportunities. The City of Long Beach is an active member of What Works Cities and has formed a Data Committee and a Data Learning Community to enhance the use of data in developing policies and programs.
- *Cities of Service:* The Cities of Service coalition is a vibrant and growing network of municipal governments that leverage citizen service as a tool to drive public sector innovation and achieve measurable impact on pressing local challenges. Member cities harness the power of volunteers to solve problems and make real change for their communities. Cities of Service is providing support to Public Works and the Innovation Team to engage community residents in developing solutions to reduce illegal dumping and blight in neighborhoods.

TECHNOLOGY

High Tech Infrastructure Master Plan

Over the past year, the Technology and Innovation Department (TID) initiated a multi-year effort to evaluate, improve, and rebuild the City's technology infrastructure to ensure the City has a strong foundation in place to support current and anticipated service demands. Technology programs initiated to modernize outdated equipment, establish citywide fiber connectivity, and improve city operations and services were designed and prioritized to support the development of a high-tech government, business, and community environment. This will allow residents to improve civic engagement and access to government services.

In the Fiber Network Infrastructure Program, TID and City departments assessed the City's fiber network infrastructure and its high-speed data communication needs and developed a recommendation to implement a citywide fiber network to interconnect City buildings to meet advanced connectivity requirements. This fiber network will provide savings on current and future communication costs and will create a foundation to support digital inclusion services and applications. Further, this program positions the City to pursue public-private partnerships to close the "digital divide" for those living and working in Long Beach.

In the Network Camera Program, TID, and the Police Department assessed the camera systems infrastructure and the LBPD needs for performance, reliability and security. This Network Camera Program is building and migrating the camera system infrastructure to a new technology foundation that will support cameras for the new Civic Center and will support future

consolidation of closed circuit camera systems, support expansion of citywide cameras, and support future partnership with operators of independent camera systems in the City, such as the LA Metro, LB Transit, LB City College, and California State University, Long Beach.

Updating the City's Technology Infrastructure

Other infrastructure projects include a plan for improving the performance, reliability and flexibility of the City's core infrastructure systems to ensure they can meet current and future demands. Over the last year, the Technology and Innovation Department (TID) engaged multiple City departments to assess the current infrastructure and determine future needs. In December 2017, TID presented to City Council an overview of the critical technology infrastructure needs which aims to address foundational infrastructure that is at its end-of-life and incapable of supporting the new Civic Center and the City's business needs.

The Critical Technology Infrastructure Program will build a strong technology foundation that supports both the new City Hall, new Main Library, new public spaces, as well as citywide operations in over 150 locations. The infrastructure includes a new data center, enhanced network communications, wireless infrastructure, audio video, and security systems that will enable the City to provide better services to staff, residents, and businesses.

Some key initiatives in FY 19 and beyond include:

- Update the telecommunications and data center infrastructure to support key projects including the Employee Resource Planning (ERP) system, the new Civic Center, document management, camera, and WiFi systems. All of these key projects are dependent on an efficient and effective infrastructure foundation.
- Migrate the existing City Hall Data Center into the new City Hall Data Center. This new data center will reliably support the core IT infrastructure that delivers technology services to the City's departments, public safety, businesses and residents.
- Working together with the Public Works, Water, and Energy Resources Departments on partnership opportunities as part of a dig once initiative. Some of these projects include running fiber on 2nd Street in Belmont Shore, running fiber on Broadway in Downtown, and coordinating fiber along the Blue Line. These fiber projects improve the City's connectivity to diverse facilities including public safety buildings and improve the City's capability to support critical operations (e.g., body worn cameras, network cameras, traffic signals, radio systems, WiFi and internet services).

Go Long Beach Improvements/Customer Relationship Management System

The City is in the process of pursuing a Customer Relationship Management (CRM) solution to manage interactions and relationships with residents. The CRM application will help the City address the following:

- Reduce call waiting times and increase efficiency and effectiveness of current call intake operations;
- Provide residents easy access to City services;
- Provide tracking and monitoring capabilities to help improve City service delivery;
- Improve residents' engagement;

- Improve openness, transparency, and accountability;
- Improve alignment of resources with service demands;
- Implement a resident service delivery platform that integrates people, processes and technology, and;
- Reduce the cost of operating technology over the long run.

Currently, the City is reviewing proposals and will be coming to City Council in the fall with a recommended CRM solution and timeline for CRM implementation.

The City continues to use Go Long Beach, which is a service request application (app) designed to provide residents, businesses, and visitors the ability to submit requests conveniently. Go Long Beach allows service requests such as potholes, graffiti, etc. to be submitted directly to the City of Long Beach, where it will be routed to the appropriate department. Service requests can be submitted via the web portal or through a mobile device. The popularity of the app has grown exponentially since its inception. Go Long Beach has been improved with recent integration to some City work order systems. However, a decision will be made as part of the CRM project whether to continue Go Long Beach in its current structure or to use the mobile app from the selected CRM solution.

Enterprise Resource Planning System (LB COAST)

A cross departmental effort, comprised of three dozen staffers, is dedicated to replacing the City's antiquated Financial Management and Human Resources systems with a new, and much-needed Enterprise Resource Planning (ERP) system. Migrating our critical Financial and HR systems away from the City's mainframe computer and 1970's technology represents a multi-generational leap that will benefit every department, and will bring a wealth of citywide improvements, including major advances in efficiency, transparency, and controls. It will also significantly improve information for decisions by management and elected officials.

The systems being replaced include:

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| • Accounting | • Budget Preparation | • Human Resources |
| • Accounts Payable | • Cash Management | • Payroll |
| • Accounts Receivable | • Contract Management | • Position Control |
| • Benefits | • Fixed Assets | • Project Accounting |
| • Budget Analysis & Control | • Grant Accounting | • Purchasing |

Financial Systems Improvements

Significant staff time on the new LB COAST system previously mentioned has been dedicated to ensuring the system design will make a difference in the ability of the City to provide financially-transparent information and to provide more efficient processing of financial and personnel related information, while at the same time protecting the City from the potential major failure of an outdated and no longer supported financial system.

In conjunction with the Fire Department and the Technology and Innovation Department, an Electronic Patient Care Reporting (ePCR) System was implemented to replace the current manual paper process used to document emergency medical responses and services. The

new ePCR electronically transfers information to the Financial Management Department's Ambulance Billing System, which then enables staff to bill for ambulance services. This new system provides a much cleaner, more efficient and faster billing process. It eliminates the need for paper reports, reduces errors that may arise from illegible handwriting, and eliminates much of the data entry previously performed. This frees the billing staff to tend to other tasks such as following up on claims and correspondence to improve the turnaround time of claims processing and expedite cost recovery.

The functionality of the RescueNet system, which is used for ambulance service billing, was expanded to perform internal ambulance collection activities and to interface with the City's third-party collection agency. Utilizing one system from beginning to end will provide a complete history and access to all documentation on an account and better reporting and collections capabilities.

Open Data (TI)

The City developed a new crime incident mapping application that has made up-to-date crime activity information, occurring within the City, readily available for residents. This is just one application available on DataLB, which is the City's public geographic and open data portal for exploring, visualizing, and downloading data that has been made publicly available.

The new application provides the public with easy-to-use search tools to query crimes within their neighborhoods, including an interactive map that allows users to zoom-in/out throughout various areas of the city to identify crime incidents. The source is the last six months of data obtained from the Police Department's Records Management System (RMS), which is updated weekly to provide the public with accurate and timely information. Additionally, there are built-in visual enhancements, such as charts, that users can view as they navigate through the data. For further analysis, users can create customized reports of selected areas as well as download raw data. All data available through the application is preliminary based on reported incidents. Actual crime statistics are determined after a multi-level review process.

The City is also in the process of developing an interactive Public Art mapping portal that will show residents and visitors in Long Beach the location of publicly accessible art locations in Long Beach, along with images and information on the art. As more locations are uncovered or created, this story map will grow over time with new art locations and additional map features to reflect the vibrant and thriving communities in Long Beach.

Cyber Risk Division

In May 2017, the Technology and Innovation Department (TID) established a Cyber Risk Division (CRD) to strengthen its cyber security posture. The division is responsible for overseeing all aspects of cyber security. In its first year, the CRD worked closely with multiple departments to coordinate Health Insurance Portability and Accountability Act (HIPAA) and Payment Card Industry (PCI) Data Security Standard compliance assessments, organized a cyber security educational event, implemented an employee Security Awareness Campaign, and initiated updates on multiple city policies and procedures that would improve the resilience, confidentiality, integrity, and availability of the City's information and the security of its networks. In 2018 and beyond, TID will continue to improve cyber security, conduct enhanced security audits of HIPAA and PCI, remediate audit findings, and improve the City's cyber security environment.

Electronic Document Management

In FY 18, the City will begin the implementation of an Enterprise Document Management System (EDMS) project. The goal of the project is to enhance operational efficiencies by automating business processes and greatly reducing paper files and storage. The City has 65 million hardcopy documents/records. This project is a two-year process, and will involve automating business processes for every city department to reduce the amount of paper being produced going forward.

Public Records Act (PRA) Requests

In November 2017, the City implemented a public records request management system, replacing the outdated spreadsheet method of tracking public records requests pursuant to the California Public Records Act (CPRA). The system, called GovQA, assists staff in fulfilling the over 3,500 public records requests received each year in an organized and efficient manner. The system is designed to streamline the processes involved in submitting requests, assigning, tracking and responding to public records requests, as well as provide detailed analytic reporting metrics. Through May 2018, the City has received a total of 1,726 public records requests, of which 96 percent have been closed. More than 1,300 customer accounts have been created, with over 200 customers having submitted two or more requests. The online customer portal has been viewed over 16,000 times, averaging 339 page views per day. Since GovQA went online, the average time in which requests remain open has steadily decreased.

Network Cameras

During the past year, the Technology and Innovation Department (TID) launched a two-year effort to modernize the City's network camera systems. This initiative is a partnership between TID, the Long Beach Police Department (LBPD), and the Public Works (PW) Department. TID has upgraded camera components at Rainbow Harbor, City Hall, Convention Center, Pine Avenue Entertainment District, Promenade, Vets Park, Orizaba Park, Craftsman Park, and Seaside Park, as well as completing significant upgrades to the camera system back end servers, storage, and system software to improve performance, reliability, and security. TID has also added cameras at several priority intersections and several city facilities and parking structures. This network camera modernization project enhances the City's current technology foundation while enabling growth and providing the ability to meet changing conditions.

IT Service Management

In 2018, the Technology and Innovation Department (TID) will go-live with a new IT Service Management platform called "TID Service Management," which will further the Department's transition toward a customer-centric service model. This new platform will serve as the backbone for TI's operations and will create a robust customer experience where City employees can receive real-time service request updates, search knowledge bases to resolve issues quickly, and has self-service tools that will help automate time-consuming tasks, such as submitting technology service requests/ordering new technology equipment.

Police Department IT Strategic Plan

In 2018, the Police Department will kick-off the development of a Technology Strategic Plan. With the assistance of the Technology and Innovation Department and a consultant firm, this Technology Strategic Plan will provide a five-year roadmap to proactively address the Police Department's current and future technology needs.

Phone System Upgrade

In 2018, the Technology and Innovation Department (TID) initiated a project to upgrade the City's outdated telephone system. The new telephone system will improve reliability, will enable better integration, and will support new workflows to provide better services to staff, residents and businesses. The core telephone system includes the call manager, the unified messaging and voicemail system and the contact center that supports over 8,000 handsets and voicemail accounts at over 150+ buildings throughout the City. While the current phone system has limited integration with the City's email and language access systems, the new system will support enhanced integration with email, desktops, and teleconferencing systems. The new system will also provide improved citywide emergency responder information to improve public safety and will support development of a citywide "one number" system to improve civic engagement and access to government services. The "one number" will feature a voice recognition system and menus to enable access to multiple city departments without having to know the direct number to each of the city departments.

Radio Dispatch System Upgrade

In 2018, the City completed a two-year process to replace the City's aging radio dispatch infrastructure. The new radio dispatch system improved radio dispatch sound quality, delivered new public safety communications functionality, enables greater interoperability with Los Angeles County agencies, and provides the City a modernized and supportable radio dispatch platform. In 2019 and beyond, the City will continue working on modernizing the radio infrastructure, portable and mobile radio devices that support the City's public safety staff.

Access Control System Upgrade and Integration

In 2018, the Technology and Innovation Department initiated a project to upgrade the City's outdated access control system that manages employee or visitor access at 20+ city buildings, multiple parking lots, and the City's fuel management systems. In 2019 and beyond, the new access control system will be integrated with the new Civic Center buildings, improve overall security controls, will enable better security technology integration, and will improve staff onboarding and off boarding procedures.

Wireless Telecommunications Facilities in the Public Right-of-Way

The Public Works Department's Private Development Program is implementing a new small cellular program for the permitting of wireless telecommunications equipment that are placed in the public Right-of-Way. As approved by City Council on April 17, 2018, wireless telecommunication companies will be able to receive permits to install their devices on the City's existing equipment such as street light-poles. This new permitting process will streamline the review and approval process and improve the aesthetics of equipment placed in the public right-of-way. It also will help standardize the types of equipment placed in the right-of-way. This will provide for greater communications capacity in areas of existing macro coverage and accommodate the significant increases in data consumption over wireless networks.

Library High-Speed Internet

In 2018, the City's libraries were again awarded funding from the federal Schools and Libraries Division of the Universal Service Fund, commonly known as "E-rate," to continue upgrading the network in the branch libraries and install network infrastructure and equipment for the new Main Library. These network enhancements allow the library to offer faster internet speeds on

public computers, as well as through personal devices connected to the wireless network. It also allows the library to offer richer content such as streaming media for education, training and quality of life purposes to the residents of Long Beach. Four branch libraries were upgraded in 2017, and six more will be upgraded in 2018.

New Library Technology

The City's libraries have several technology projects in the works this year. They include:

- The library website will be redesigned and move to the City's hosted platform. The new website will improve the user experience with a fresh, modern interface that can be viewed on a computer, tablet, or mobile device. Along with redesigning the library website, the Library is also redesigning the Long Beach History Collection database. The database contains City directories, yearbooks and historical images of Long Beach. This new database is more cost efficient and offers additional features, such as full text searching.
- The Library has also expanded its electronic resource offerings including e-books, e-audiobooks and streaming videos for adults and children. For adults, e-books and e-audiobooks on the Libby app from Overdrive and the CloudLibrary app from Bibliotheca are available. For children, e-books on the library's Axis 360 app from Baker & Taylor is available. Additionally, patrons of all ages can enjoy videos that are educational, entertaining and enriching through the library's Kanopy subscription.
- The Library is also researching a point of sale (POS) system allowing patrons to pay fines and fees with a credit card either online or in person at any of its 12 locations. This will also increase reconciliation efficiency between the cash drawers and Sierra, the Library's integrated library system. The phased POS implementation is anticipated to start in 2018.

Automated Meter Reading

In 2018, Energy Resources Department (ER) completed its "Advanced Metering Infrastructure" (AMI) Program under which all 154,000 natural gas meters were converted to "smart gas meters" for customers in Long Beach and Signal Hill. AMI is the industry standard, as all major gas and electric utilities statewide, including Southern California Edison, Southern California Gas Company, San Diego Gas and Electric, and Pacific Gas and Electric, have already replaced or are in the process of replacing their manually read meters with smart meter systems. ER customers will soon see many benefits including improved metering accuracy, improved customer information with full usage detail, reduced operational costs, as well as increased privacy and environmental benefits due to a significant reduction in truck traffic.

In 2017, the Long Beach Water Department began the process to deploy AMI. All 90,000+ water customers across Long Beach will be transitioned smart meters by 2020. Like the AMI gas meters, the transition to AMI will eliminate the need to manually read meters each month, reducing operational costs and vehicle emissions. AMI will also ultimately provide customers with access to more timely and detailed information regarding their water use, including leak alerts to help customers avoid high bills caused by leaks that would have previously gone undetected.

PUBLIC SAFETY

Body Worn Camera Program

After a small Body Worn Camera (BWC) pilot program that began in late 2016, the Police Department will proceed with an expanded BWC testing and trial program beginning in FY 18 and continuing into FY 19. The Department will operate a “no cost” trial of 200 body worn cameras, accessories, supporting software, and data storage. Approximately 100 cameras will be deployed to all South Division patrol officers, corporals, and sergeants in the summer of 2018. The second phase of the program will deploy 100 additional cameras to patrol personnel in North Division. The expanded BWC testing program is not possible without partnership with many City departments including the Technology and Innovation Department to address aging technological infrastructure. As part of the trial program to expand the deployment of body cameras, the Department will also benefit from innovative technological infrastructure investment that will better accommodate the growing use, reliance, and maintenance of digital data in police operations.

Visual Communication Collaboration with the ArtCenter College of Design

In February 2018, the National Endowment of the Arts (NEA) awarded a \$30,000 grant to fund an art project aiming to build trust and cooperation between the Police Department and Long Beach residents. The ArtCenter College of Design, located in Pasadena, will partner with the Police Department on a project entitled “Building Trust, Bridging Divides: Visual Communication for Diverse Communities and Their Police”. This innovative partnership with a highly-respected organization from the arts community is a tremendous opportunity to enhance communications with the residents of the City. The graphic design strategies and social media tools developed from this project is intended to demonstrate the human side of police services and to promote trust within the community.

Records Management System Upgrade

The Police Department’s Records Management System (RMS) is its core and main data repository, which houses all critical law enforcement information including police reports, arrest and inmate documents, evidence tracking, and crime statistics. The U.S. Department of Justice (DOJ) crime reporting standards have changed and agencies across the country are transitioning RMS platforms to comply with new federal standards. The Department received a DOJ grant to assist with the development of a request for proposal (RFP) for the new RMS system and will initiate the RFP process in early 2019. The Department sees this transition period as an opportunity to implement new technology that reduces staff time to perform data entry, streamlines report writing, and enhances data searches to more quickly extract information critical to preparing crime statistics and performing investigations. The Department is confident that implementation of a new and modernized RMS platform will optimize many work flow processes and yield efficiencies.

Learning Management System

The Fire Department implemented an online learning management system to more efficiently track employee credentials, licenses, certifications, and continuing education requirements. The system includes a robust library of training courses and also allows the Department’s Training Division to develop and deliver customized video-based training and after-action reports to employees at the fire stations, thereby reducing the amount of time that resources

are out of service. The system also efficiently delivers training and tracks compliance with mandated safety and emergency medical services training.

Mental Health First Aid for Public Safety Training

The Fire Department partnered with the non-profit Mental Health First Aid USA to deliver in-depth mental health training for first responders, becoming the first fire department to implement this training on the West Coast. The 8-hour class, entitled “Mental Health First Aid for Fire and EMS,” highlights the Fire Department’s commitment to educating all Firefighters in recognizing and addressing the needs of individuals experiencing a mental health or substance use-related crisis. The class teaches a five-step action plan that discusses, in depth, the skills, resources and knowledge necessary to help an individual who is in crisis connect with the appropriate professional, peer and self-help care.

Controlled Access Pharmacy

The Fire Department purchased and installed a Controlled Access Pharmacy (CAP) to stock and dispense controlled drugs for emergency medical service (EMS) responses. The CAP is a secure system that allows the Department to control access, track inventory, and dispense controlled drugs consistent with federal Food and Drug Administration and Drug Enforcement Administration guidelines for pharmaceutical management. Paramedics access the system, using a combination of identity verification tools, to replenish their stock of specific medications. The system monitors access and tracks inventory in compliance with audit requirements.

Justice Lab

In January 2018, the City launched a first-of-its kind Justice Lab to provide new tools to first responders to divert residents in need out of the criminal justice system and toward much-needed resources like treatment and care. The Justice Lab was developed through a partnership between the Long Beach Public Safety Continuum and the City’s Innovation Team. The Continuum consists of Police, Fire, Health, and Development Services Departments; the City Prosecutor’s Office; neighborhood associations; nonprofits; and residents who work collaboratively to make Long Beach a safer place.

After analyzing over 100,000 offenses in Long Beach during a five-year period, the i-team determined that 85 percent of repeat offenses are not serious crimes, but rather low-level misdemeanors. First responders like police officers and firefighters until now have had few tools to help individuals in need, who often wind up in a deepening cycle of arrest and incarceration.

The Justice Lab has a number of initiatives underway that are designed to help break the cycle of incarceration, including:

- *Multi-disciplinary Team (MDT)* will convene City and County service providers to better coordinate and reduce the burden on individuals accessing and navigating services such as mental health, substance abuse, and homeless services.
- *Clinician in Jail*, a partnership between the Police Department and The Guidance Center, which will provide a mental health professional in the jail who will assess, connect, and divert individuals to care. Through this collaboration with The Guidance Center, a mental health clinician meets with inmates identified as high frequency repeat

offenders. Assessments and case management services are provided to willing participants with the intent to reduce recidivism. This partnership aims to enhance the links between City and community based services to reduce continued patterns of incarceration. This pilot project highlights the benefits of intersectoral collaboration among City department, as well community service providers. The pilot will continue into FY 19 and will be assessed for its effectiveness to reduce recidivism.

- *Long Beach GUIDES (Government User Integrated Diversion Enhancement System)*, led by City Prosecutor Doug Haubert, which will equip first responders with needed information to quickly identify what services are most appropriate for residents in need.
- *Data Sharing Agreement* is a set of established policies and procedures regarding data-sharing among the City's Departments. The agreement will enable City-based providers to access needed information to better serve residents who frequently interact with the justice system.
- *Data Warehouse*, part of the City's Data Driven Justice Initiative (DDJ), which will bring multiple data-sets together to cross-check information about Police, Health, Fire, City Prosecutor's Office, and other departments to help coordinate much-needed wraparound services for residents.
- *CSULB Rising Scholars Education Lab* is an innovative program launched by formally incarcerated students who believe that higher education is key to successfully diverting individuals out of the criminal justice system and toward a better path. The Education Lab will better empower individuals to navigate higher education through peer support.

The Justice Lab was developed based on the i-team's people-focused and data-driven approach that involved 26 in-depth interviews with people who had 11 or more citations and arrests. Additionally, the i-team spoke with 21 subject matter experts, participated in 12 observational visits, and had approximately 65 participants help co-create the Justice Lab's initiatives. The City has received two grants from the Laura and John Arnold Foundation totaling up to \$1 million to fund the Long Beach Justice Lab.

COMMUNITY HEALTH

Epi Academy

An Epi (short for Epidemiology) Academy was developed to create a surge team of individuals who would be trained and available to respond to large-scale communicable disease outbreaks throughout the City. Both Health and Human Services Department staff and Long Beach Medical Reserve Corps (MRC) volunteers enrolled in Epi Academy, and a total of 31 people graduated. Classes were held throughout the year, and included a combination of lecture, videos, case studies, and group activities. Upon completion of Epi Academy, attendees became official members of the Long Beach Public Health Epidemiology Response Team (PHERT). Over the last year, the PHERT was activated on seven separate occasions to aid with communicable disease and other public health responses that exceeded Health Department staff capacity. The public health impact of having a trained Public Health Epidemiology Response Team that can respond to communicable disease outbreaks is wide-reaching, and benefits the entire city, as the Health Department has strengthened its capacity to respond to communicable disease-related threats to the public in a more timely and efficient manner.

Veterinary Disease Reporting System

Working with local veterinarians and subject matter experts on veterinary public health, the Health and Human Services Department created the Veterinary Disease Reporting System (VDRS), an electronic reporting system in which veterinarians report communicable diseases on a weekly basis. Veterinarians are also able to report outbreaks of any kind along with any reoccurring syndromes (clinical signs without laboratory diagnoses), which would help to quickly detect the release of a bioterrorism agent in Long Beach such as anthrax or botulism, as we would likely see symptoms in animals before humans became ill. The VDRS began in January 2018, and veterinarians from all over Long Beach have reported a wide range of communicable diseases that are relevant to human health in that time. The reporting system has allowed the Health Department to be able to notify veterinarians if there is an increase of a certain disease or if there are outbreaks occurring both in and out of Long Beach that may be relevant to the health of the animals they care for. The VDRS has increased communication with veterinarians and has improved awareness of disease presence in both humans and animals, allowing the Health Department to better detect and respond to communicable disease outbreaks.

Efforts to Reduce the Incidence of HIV/STD's

The Health and Human Services Department is collaborating with community partners to stem the increasing rates in STDs/HIV and by taking an innovative approach in partnering with the ArtCenter College of Design in Pasadena. The Department worked with their Designmatters Program, to integrate Public Health and design, and develop something revolutionary that was appealing to the eye, start the conversation about STDs and raise awareness in an innovative way. The Health Department launched the "KnowMore" campaign in June 2018. Campaign materials were placed at 16 bus stops in the highest impacted areas, as well as inside 300 buses. In addition, these posters will be displayed at local clinics, high schools, community centers, social gathering spaces and on social media.

Long Beach Disaster Relief Fund

The Disaster Preparedness and Emergency Communications Department has partnered with the Long Beach Community Foundation (LBCF) to establish a disaster relief fund to provide necessary assistance to Long Beach residents from economic hardships resulting from natural and manmade disasters. The LBCF, through a Memorandum of Understanding (MOU), will create and administer the "Long Beach Disaster Relief Fund (LBDRF)" on a year-round basis providing residents and businesses the opportunity to make donations by cash, check or credit card. Staff will work with LBCF to establish disbursement criteria so that residents who are victims of county-, state- or federally-declared disasters and lesser disasters, such as the 2015 Downtown Power Outage and the 2006 Paradise Gardens Fire, could also be eligible to benefit from the LBDRF.

HOMELESSNESS

Everyone Home Long Beach

To address the statewide homelessness crisis, Long Beach is continuing to push forward on aggressive strategies for reducing homelessness and assisting individuals experiencing homelessness transition into permanent housing. In May 2018, the City launched "Everyone Home Long Beach." This new citywide initiative is designed to streamline processes, create

cohesiveness, and draw more attention to the many projects and programs already in place surrounding homelessness and housing. It will also examine new approaches to addressing the linked challenges of homelessness and housing affordability. In June 2018, the City has also convened a new Everyone Home Long Beach taskforce comprised of more than 30 Chief Executive Officers and community leaders from major Long Beach institutions and organizations. The task force will review existing efforts to transition people back into housing and homeless services, identify new opportunities to support those who need housing, and develop solutions to prevent homelessness in the first place.

State of California Homeless Emergency Aid Program

On June 14, 2018, the California State Legislature approved the State's Homeless Emergency Aid Program budget for FY19. It includes unprecedented investments in funding infrastructure and services to reduce homelessness in California, including \$12 million to the City of Long Beach. With the overall rise in homelessness statewide, Long Beach, alongside California's largest cities, has been advocating for increased state funding to cities to address this issue. The State's actions provide a timely and significant one-time infusion of resources to the City of Long Beach and the Long Beach Continuum of Care in FY 19. The primary focus of these funds will be to establish a year-round shelter for those experiencing homelessness in Long Beach. Long Beach currently has access to 259 shelter beds, which are provided by the Long Beach Rescue Mission and Catholic Charities; however, the need exceeds that number, leaving the City's homeless population to seek shelter elsewhere. Establishing a year-round shelter could possibly provide over 45,500 bed nights per year and serve 125 people per night.

Expanded Mental Health Evaluation Teams

In FY 17, the Police Department committed to directing more resources to the mental health crisis needs of the community. The Department expanded its Mental Health Evaluation Team (MET) from four police officers to six police officers. The MET is a unique public safety service that pairs police officers with Los Angeles County Department of Mental Health Clinicians. Although, the Department in FY 17 committed to increasing the number of MET teams, maximized deployment of the both the clinicians and officers did not materialize until FY 18. MET provides additional resources to patrol by responding to and handling calls involving the mentally ill and homeless. MET also provides functionality during SWAT responses. Some of MET's sworn officers are trained crisis negotiators and serve on the SWAT Team. The partnership with Department of Mental Health affords the Police Department the ability to offer increased service to those individuals who need access to mental health services in an efficient manner. This innovative concept and team is a huge success for the City and highlights the benefits of partnership with the County of Los Angeles to address mental health concerns in the community.

HEART Program

Initially implemented as a pilot program in FY 17, the Fire Department's Homelessness Education and Response Team (HEART) Program, received ongoing, structural funding in FY 18 to continue its mission of reducing the number of Fire Department responses to individuals experiencing homelessness through rapid response to 911 calls for service, collaborating with Continuum of Care Partners, and educating fire service and community members about issues surrounding homelessness and available resources. In its second year of operation, the HEART Unit continued to experience great success in addressing the needs of people experiencing homelessness, as it responded to nearly 900 calls for service. Due to the

Program's success, other public safety agencies have recently begun modeling similar programs after the HEART Team.

Permanent Housing

As the statewide homeless crisis continues to impact Long Beach, the City's Long Beach Community Investment Company is helping to address the issue by contributing to the development of permanent housing for homeless individuals and families. Currently, 98 units for homeless households are under construction as part of The Beacon Apartments at 1201 Long Beach Boulevard. Another 137 units have been approved or proposed for construction in four projects: Las Ventanas Apartments at 1795 Long Beach Boulevard, Vistas Del Puerto at 1835-1850 Locust Avenue, The Spark at Midtown (1900 Long Beach Boulevard), and 469 West 17th Apartments. Residents in these projects will be provided with case management and on-site supportive services to assist with their transition into permanent housing.

INFRASTRUCTURE

Civic Center Project

To date, many milestones and site updates have been completed including rebar and concrete pouring, shoring and deck work. The main curtain wall panels on the City and Port buildings have been completed as well as the Library and Council Chamber curtain walls installation completion coming soon. The City Hall building's interior work currently being completed are raised flooring, electrical work, and ductwork installation. The new Library is a modern, artistic structure with sustainable design and wood elements and exposed glulam beams. Major achievements include:

Workforce Statistics

- Work Hours to Date: 1,000,000+
- Total Workers on Site: 370
- Recordable/Lost Incidents: 0/0

6,066 Jobs Created

- 1,956 direct jobs
- 1,907 indirect jobs
- 2,203 induced jobs

\$1.5 Billion Economic Output

- \$525 million public construction
- \$260 million private construction
- \$640 million "multiplier effect" construction
- \$93 million annual operations, events etc.

The Civic Center project is now in its final year of construction. Occupancy and planning transition move-in is scheduled for the Summer of 2019.

In support of the Civic Center's goal to create a modern City Hall and Main Library, the Technology and Innovation Department (TID) is working to establish a foundational infrastructure that is capable of supporting the new Civic Center and the City's business needs. As part of building a new Civic Center Campus, creating a new foundation for City technology

operations, developing a modern government workflow, and ensuring a seamless migration from the existing buildings, TID and Public Works launched 19 technology projects, including Council chambers, conference rooms, Reprographics, operations, access controls, cameras, cable television, personal computers, telephones, wireless networks, wired networks, telecommunications provider migration, data center, main distribution and intermediate distribution technology rooms, campus fiber loop, radio and microwave, cellular distributed antenna system (DAS), application migration, and City Hall and Library decommissioning. These projects will enable the City to operate more efficiently, effectively, and securely while also providing better services to staff, residents, and businesses.

In 2017, the City's existing computer replacement program was halted in preparation for the new Civic Center move. This will allow for the deployment of a new fleet of computers in the new Civic Center with minimal additional financial resources above what would have been budgeted for these computer replacements. Included in the new Civic Center computer rollout will be a redesigned workstation experience with a focus on mobility and digital workspaces along with an improved conference room experience to meet the needs of a modern workforce.

Belmont Beach and Aquatics Center

The City continues to make progress on the entitlements for the Belmont Beach and Aquatics Center. Staff is working to finalize the Coastal Development Permit application, and has spent several months working with Coastal Commission staff to understand the various questions they have about the project and the steps needed to bring this item before the Coastal Commission. These include conducting additional in-depth sea level rise analysis to understand any potential sea level rise impact on the potential site, and formulating solutions such as sand replenishment to ensure the facility is not affected by sea level rise, or interpreted as functioning like a sea wall. The application to the Coastal Commission will be submitted in July 2018.

City staff are also developing a robust outreach program with linkages to the City's current recreational programming to enhance the entire community's access to the pool. This will include marketing in multiple languages, enhanced transportation options from popular recreation sites in disadvantaged areas, and incorporating the pool into the City's current citywide recreational offerings so the pool serves the broadest population possible, with an emphasis on connecting disadvantaged communities to swimming opportunities.

Additionally, the City has been exploring funding opportunities, including sponsorship revenue, and have brought on an expert in the field to develop recommendations for the City on the feasibility of that option.

Pavement Management Plan (PMP)

In 2015, the City completed its first formal Pavement Management Plan (PMP), a tool used to catalog, impartially rate, and effectively plan maintenance and repair of the City's street network by providing a structural rating for each street. To obtain this rating, the firm that conducted the PMP measured both the surface condition via lidar scan and strength by dropping 9,000 pounds onto the street surface and measuring the results. In 2015, the condition of the City's streets by category was "good" for the major roadway network and "fair" for the minor roadway network. In the 2017 PMP update, the condition of the City's streets remained in the same

category with “good” for the major roadway network and “fair” for the minor roadway network. The next PMP update is scheduled for FY 19.

Alley Management Plan (AMP)

The Public Works Department recently completed the first Alley Management Plan (AMP), similar to the Pavement Management Plan, and presented the findings to the City Council. The AMP uses methods similar to the PMP to inventory and provide a condition for every alley across the City. The initial findings are that there are over 200 miles of alleys throughout the city with 11 (approximately 5 percent) of those miles being alleys that are unpaved. The estimated cost to pave these alleys is \$5 million. The total cost of all the alley needs is estimated at \$98 million. Funding from Measure A in the amount of \$1.8 million per year from FY 18 through FY 20 is planned to fund the paving of all of the City’s dirt alleys. Approximately one-third of these alleys were paved in FY 18.

Facility Condition Assessment (FCA)

The Facility Condition Assessment (FCA) will provide a comprehensive list of City owned facilities, along with a comprehensive building evaluation (structural, mechanical, electrical, plumbing and energy and water conservation); provide corrective recommendations and budget estimates for corrective work; and provide a projected schedule for the completion of all recommended work and preventative maintenance work. The FCA will identify the useful life of each facility component, include a Facility Condition Needs Index (FCNI) for each facility, prioritize, and calculate accurate cost estimates for repairs/upgrades to be completed within the next five years and beyond. Due to Measure A funding, the first round of FCA’s have begun and will be completed in FY 18.

Traffic Improvements for Vehicles at the Airport

With passenger activity at the Airport increasing by over 30 percent in recent years, the volume of personal and commercial vehicles at the Airport has increased, adding to vehicular traffic and congestion on the Airport roadways and curbside areas. In an effort to reduce vehicular traffic, the Airport evaluated the use of certain surface lots and has repurposed them as staging areas and hold lots for commercial vehicles such as taxi cabs, ride share vehicles, shuttles, etc. This change has reduced the recirculation of commercial vehicles on terminal roadways by providing them with a designated waiting area until their clients are ready for pick-up. This also prevents vehicles from waiting or idling at the curb in front of the terminal, which can otherwise create a security vulnerability. The relocation of the Cell Phone Waiting Lot is another project that has reduced vehicular traffic around the terminal roadway.

Phase II of Terminal Area Improvements

On May 8, 2018, City Council approved a \$59 million Design/Build Agreement with Swinerton Builders for the Phase II Terminal Area Improvements Project that will focus on increasing customer service and the safe movement of vehicular and pedestrian traffic through the Terminal Area. All efforts will be made during the improvements to maintain and enhance the current character of the Airport’s Historic Terminal Building as a Long Beach Cultural Heritage Landmark. The major components of the project are:

- Checked Baggage Inspection System (CBIS) facility
- Baggage claim area improvements

- Ticketing facilities
- Terminal renovation
- Rental car customer transaction services
- Pre-security concessions, meet and greet plaza, and restrooms
- Roadway and signage improvements
- Rental car vehicle storage
- Ground transportation improvements

In-Water Storm Debris Collection System

In FY 19, the Parks, Recreation and Marine Department will implement the In-Water Storm Debris Collection System, which utilizes new technology and natural wave energy to remove debris from the water before it lands on the beach. Removing debris from the beach is more difficult and labor intensive because debris becomes buried under the sand as the tides roll in and out. The In-Water system will collect and trap debris at four collection sites: South Shore Launch Ramp, entrance of Rainbow Harbor and LB Shoreline Marina, at the rock groin outside the Long Beach Shoreline Marina, and in the open water southeast of the mouth of the Los Angeles River. These locations were carefully selected to take advantage of the natural wave action and to create four points of intervention, thus collecting as much debris from the water as possible through the utilization of a Seacurtain Trashnet barrier. This will allow staff to collect three times as much debris as is currently possible, therefore eliminating several tons from landing on the beaches.

By removing the debris from the water prior to it landing on the beaches, the City is improving the environment and providing cleaner beaches and harbors, less citizen complaints regarding the condition of the beaches after a storm. Under the new program debris will be corralled and collected during the peak-storm season allowing staff resources to be reallocated toward other efforts during the off-season. This will also reduce the amount of time that heavy equipment is on the beach, lowering the City's liability while increasing the enjoyment of the beach for the residents, tourists, and visitors.

MOBILITY & LIVABILITY

Beach Streets

Beach Streets, one of the City's most innovative events, closes a major commercial thoroughfare to vehicular traffic to facilitate walking, bicycling, skating, socializing and shopping. These events have taken place in Uptown, Downtown, Midtown and East Long Beach with up to 60,000 people participating in each event. Beach Streets promote the pursuit of innovative strategies to achieve environmental, social, economic, and public health goals. On October 28, 2017, the City hosted its fifth open streets event, "Beach Streets Uptown." The event route opened Atlantic Avenue between Harding Street and Wardlow Road to encourage people to walk, bike and shop in Bixby Knolls and Uptown Long Beach. Three Halloween-themed entertainment hubs were set up throughout the route, featuring live music, children's activities, food and drink specials, and more.

On August 28, 2018, the City will host Beach Streets Twilight, a slightly different, more walkable version of Beach Streets. Held on Shoreline Drive, participants will experience a shorter 1-

mile route jam packed with fun, including live bands, activities for the whole family, and light displays. Additional Beach Streets events are planned for FY 19.

Integrated Parking Management Platform

Public Works expanded its partnership with the SMARKING platform to improve parking operations citywide, including smart meter integration. SMARKING provides an integrated parking data management platform that collects, analyzes, and allows the City to act on operational parking data for its parking asset portfolio. By enhancing the intelligence around parking operations, City staff time can be used more effectively to make better operational and pricing decisions for parking, particularly special events. The platform works by integrating and normalizing the data collected from pay stations, smart meters, and other parking data sources. The web portal displays real-time monitoring, projections about future occupancy and revenue up to 30 days in advance, and advanced analytics regarding revenue and customer parking duration.

Pay-by-Phone Parking

In a continual effort to improve the parking experience for the City's residents and visitors, the Public Works Department will roll out a pay-by-phone service at beach lots, which allows users to use a mobile app or a web browser to pay for parking. Users will have the ability to make quick, easy parking payments and receive parking session expiration reminders. Benefits to the City include increased parking revenue and compliance, and decreased operational costs. The service is expected to go live in FY 19.

The Free Ride

FY 18 saw the launch of the City's first free micro-transit service. The shuttle service, provided by The Free Ride (TFR), offered transportation around the downtown area using gas-free, electric vehicles. Users could request a pick-up from anywhere within the shuttle's travel zone by using The Free Ride app. The free shuttle service was part of a two-month pilot program managed by Public Works and made possible through Prop A funding. The City is in the process of reviewing the pilot ridership data to determine how the program can be made available to the community citywide.

Pilot Electric Scooter Program

In recent few months, various electric scooter (e-scooter) rental providers have approached City staff expressing an interest in deploying their programs in Long Beach. Similar to the City's Bike Share program, the vendors propose placing e-scooters in the rights-of-way that would be available for use by program members for a fee. While innovation in battery technology have made e-scooters a low-cost mobility option, it is important to prescribe how best to provide access to the community at large, while also minimizing impacts to our residential and business districts. Other large cities, such as San Francisco and Santa Monica, are experiencing initial challenges with e-scooter programs. Currently, Long Beach doesn't have regulations that provide for deployment of e-scooters. While staff closely watches the evolution of e-scooter regulations in other cities, additional time is needed to properly develop a process for Long Beach. In the interim, staff is moving forward with a pilot program allowing vendors to deploy for up to 120 days, beginning in July and ending in October.

Bike Share

The City expanded the Bike Share system to the campus of California State University, Long Beach in October of 2017 and current campus members number over 200 users. Planned expansion of the program is to add an additional 500 bikes and support equipment and service to the program in Council District's 6, 7, 8, and 9 in early 2019.

Bike Boulevards

The City completed the 6th Street Bicycle Boulevard, which provides a direct non-motorized connection to the CSULB campus between Junipero Avenue and Bellflower Boulevard. The Daisy-Myrtle Bicycle Boulevard is currently in construction and will serve residents of Council District's 1, 6, 7, 8, and 9. This Bike Boulevard will extend from Daisy Avenue and Third Street to Myrtle Avenue and 70th Street, a 9.5-mile-long connection.

Bayshore Area Improvements

The Public Works Department completed several projects in the Bayshore Area of Alamitos Bay that will substantially improve mobility and livability for both residents and visitors to Long Beach.

- Leeway Sailing Pier, Dock and Shed Structural Rebuild
- Leeway Sailing Center Building & Structural Repairs
- Bayshore Concessions Area Clean-up
- Bayshore Swim Dock and installation of a Wibit inflatable water sports park, with slides, a trampoline combo and a climbing wall

Public Works is also working to complete the rebuild of the Bayshore Lifeguard Station.

Health and Fitness Zones

Parks, Recreation and Marine Department is increasing the amount of free outdoor health and fitness zones to encourage healthy active lifestyles. The fitness zones are free, easy-to-use outdoor gyms, comprehensively connected to walking loop and exercise instruction stations in multiple Long Beach parks. These fitness zones allow the community to get fit in an outdoor park setting, and exercise as a family or with friends in a safe and fun environment, all while avoiding expensive gym memberships.

These fitness zones include colorful, fun and multi-lingual fitness signage to display walking loop distances and demonstrate healthy stretching activities along the way. Some signs are enhanced with QR codes linking to fitness instructional videos from the California Department of Public Health's Network for a Healthy California that can be scanned from mobile devices. Fitness zones can be found at the following sites: 14th Street park, Admiral Kidd Park, Bixby Park, Chavez Park, Coolidge Park, Houghton Park, Orizaba Park, the Downtown Marina, and soon to come to DeForest Park, Molina Park, Pike Park, and Ramona Park.

Gateway Signage

In 2017, the City worked with a design firm and interested community stakeholder to develop a new wayfinding signage program. The purpose of the program is to develop a new design template for a signage program to: (1) enhance the City's identity through the installation of

updated gateway signs at key City entry points; (2) strengthen way-finding to key coastal area destinations and Downtown; (3) assist drivers with finding City-owned parking facilities, which are primarily in the Downtown area; and (4) eliminate the clutter and inconsistent designs within existing signage. Through stakeholder input and an online public survey, the consultant has identified a unifying theme and color palette for the new signage, which will vary in terms of material, size and shape based on the purpose and location of the sign, such as a monument sign for entries into the City and neighborhoods, directional signs for parking, and wayfinding signs to major destinations.

Now that the design phase of this project is complete, the program will be transitioned from the Development Services Department to the Public Works Department Capital Projects Division for implementation. Given the scale and cost of the project, it will be phased-in over time, with the first new signs being installed during FY 18. The FY 18 budget allocates \$1 million of voter-restricted marketing funds for this purpose.

Metro Blue Line Signal Synchronization

To improve Metro Blue Line travel times, as well as fixed route transit services, enhancements will be made to signalized intersections along the Metro Blue Line light rail corridor. The signal synchronization is comprised of 33 intersections from Downtown Long Beach to Wardlow station and 52 signalized intersections along Atlantic Ave, from Ocean Blvd to SR-91. The improvements will include: Transit Signal Prioritization, ITS features, physical safety enhancement features, pedestrian improvements and other system upgrades.

COMMUNITY IMPROVEMENT

Billboard Removal

Few things contribute more to an appearance of blight in the City's neighborhoods and major corridors than inappropriately placed billboards. To address this longstanding issue, as well as to make use of emerging digital billboard technology, the City Council adopted an Ordinance in 2014 revising the City's Zoning Regulations for billboards. Several major changes were introduced in this Ordinance, including a Conditional Use Permit (CUP) requirement for all billboard projects, requiring billboard takedown at certain ratios and allowing new and converted electronic billboards in certain non-residential areas, subject to the takedown requirements. As of May 30, 2018, seven electronic billboard sites have been approved, resulting in a total removal of 244 existing billboards, comprising 43,812 square feet of billboard display area. Most of these removed billboards were located in residential neighborhoods and commercial/residential mixed-use areas, in accordance with the removal priorities specified in the Billboard Ordinance.

Digital Inclusion Masterplan

The City of Long Beach has been designated as a Digital Inclusion Trailblazer by the National Digital Inclusion Alliance and our approach to promote digital inclusion is through a compilation of the following:

- Public Access to Technology
- Access to Digital Content
- Digital Literacy

- Programs and Services

Some of the digital inclusion efforts that are in place include:

- The City offers a total of 333 Public Access PC's within our Library system
- All 12 City Libraries have been upgraded to an ultrafast 1 gigabyte broadband connection
- All 12 libraries and 22 parks have City-provided free public Wi-Fi access, with approximately 85 percent of City residents living within one mile of these sites
- City libraries offer computer and coding training classes both in-person and online, in both English and Spanish

The City continues to look at innovative approaches and partnerships to enhance digital inclusion. This includes studying how to get the City's electronic surplus (e-waste) into the City's underserved neighborhoods, and using a data-driven approach to identify strategic locations for future City-provided public Wi-Fi locations. In addition, the Technology and Innovation Commission is administering a survey to the City's residents to gain a deeper understanding of how residents are currently accessing the internet and the barriers faced to connect to Internet services.

Clean Team

The Clean Team is responsible for collecting illegally dumped items, homeless encampment cleanups, mattress recycling, neighborhood cleanups and litter abatement. The program continues to expand services throughout the City. Approximately 22,000 dumped items are expected to be collected this year along with completing 195 led neighborhood cleanups. To manage the rapid growth of requests and to improve efforts to keep the City clean, the City is in the process of adding an additional "swing shift" that will allow Public Works to respond to emergencies and illegal dumped requests after normal working hours. In addition, Public Works is working with Harvard University, in collaboration with the Bloomberg Innovation Team, to research why people illegally dump items. The Innovation Team is working on identifying associated behaviors and researching how to change these behaviors.

The Department is also working on an extensive public outreach program which includes revamped outreach materials, increased availability of street signs advising against illegal dumping, and other City resources such as billing inserts and direct mailers. The Clean Team continues to focus on building its network of neighborhood groups and associations to continue to clean and beautify the City, while improving the quality of life for our residents and businesses.

Short-Term Rentals

The City does not currently permit the operation of short-term rentals (STRs), such as Airbnb, VRBO, and Homeaway. Approximately 1,300 active rental units are operating in Long Beach on these type of platforms. These STRs can have both positive and negative effects on neighborhoods, such as bringing new dollars to local businesses while exacerbating parking issues in already impacted areas or possibly removing rental housing from the long-term market. To navigate the STR issue, the City is working with a consultant to develop a short-term rental ordinance. Toward that end, stakeholder interviews, community workshops and a

survey have been conducted to understand community concerns. In addition, case studies have been performed to benefit from the experience of cities currently regulating STRs. In early FY 19, the public will be presented with the project's findings, program options and the pros and cons of those options. Shortly, thereafter, a STR program recommendation will be made to the City Council.

CITY SERVICES

Public Affairs and Communications

In FY 18, the Public Affairs and Communications Team (Team) added a Special Affairs Officer, whose responsibilities, under the direction of the Public Affairs Officer, include citywide internal communications with a focus on key initiatives and coordination amongst departmental communications staff. This has created efficiencies within the City Manager's Office and among all departments, and allows for the sharing and training of innovative communications practices.

The Team developed, implemented and/or enhanced several projects and initiatives that led to efficiencies:

- *Strategic Communications Plan (Plan):* Research and development of the Plan commenced in FY 18, and will launch in FY 19. The Plan will allow all City departments to communicate internally and externally to the City's public more, effectively and efficiently. The Plan will create communications standards, and will be updated on a schedule to allow for new innovations.
- *InsideLB blog:* The Team launched the City's first blog, to communicate with the public in a unique way. The blog delves into human interest stories that are related to the work the City does or highlights the amazing people that live or work in the city.
- *Media Blasts:* The Team strategically put into practice this effective communications tactic with Everyone Home Long Beach, a major homelessness initiative. The Team will continue to utilize this tactic on identified major City initiatives. For one week, the Team focuses on a single initiative, rapidly communicating with the public with an increase in social media posts, blog posts, and livestream events. Social and digital takeovers are combined with earned news media, to effectively draw the public's attention to the important initiatives.
- *Video Series:* The Team developed a video series that would highlight different aspects of the city, but done so in a creative way to catch the attention of the public, especially on digital and social platforms. The Team has partnered with a local video artist, who has been capturing the City through a unique and innovative lens.
- *Social Media:* The Team continues to identify and utilize trends and tactics in social media, one of the most effective tools to engage with the public. By utilizing livestream and produced video, relevant images and hashtag campaigns, while using strategically posting at specific times of the day, the Team is seeing increased engagement. Social media engagement (likes, shares, clicks, and comments) increased by 110 percent year-over-year, and followers, increased by 21 percent.

- *Style Guide*: To create efficiencies among departments and to better communicate the City's brand, the Team updated and expanded the City's Style Guide.

In FY 19, the Team will strengthen both external and internal communications, developing and employing policies, procedures, and best practices to create efficiencies, encourage innovation, and increase effectiveness for the benefit of the City's publics and stakeholders. The Team will:

- Finalize and implement the first City Strategic Communications Plan in over a decade.
- Establish communications key performance indicator (KPIs) baselines with a focus on innovation in digital and social media.
- Style Develop innovative digital and social media campaigns, utilizing a combination of earned and paid media. Paid media is the only consistent way to effectively reach the majority of the public who use digital and social platforms to receive information.

Street Sweeping

In March 2016, the City initiated a Street Sweeping Optimization plan to change street sweeping times, beginning with the parking impacted neighborhoods. This was a major initiative of the City Council during the adoption of FY 16 budget, as street sweeping times had not been changed in approximately 30 years. The optimization was completed in FY 18 which included eliminating 4:00 a.m. sweeping times, moving most sweeping times to after 8:00 a.m. and shortening the sweeping "windows" from four hours to two hours in parking impacted areas. All street sweeping signs have been changed to reflect new street sweeping times throughout the City resulting in approximately 24,000 sign changes. In addition, the Street Sweeping Division sweeps 17 miles of bike lanes throughout the City each week and anticipates additional bike lane miles to added in FY 19. The Division currently sweeps approximately 141,000 miles, and collects nearly 11,000 tons of debris each year.

Language Access Plan

City staff continues to move forward with the implementation of the Language Access Policy (LAP), which is aimed at making the City's services, meetings, and vital documents more accessible to Limited English Proficiency (LEP) speakers who speak Spanish, Khmer, or Tagalog. The following is a summary of recent LAP efforts:

- On February 20, 2018, the City Council adopted a resolution amending the Language Access Policy to change the timeframe for requesting oral interpretation services from 72 hours to 24 hours in advance of public meetings or hearings held by the City Council or Charter Commissions.
- Document translation and oral interpretation services continue to be provided. Since the beginning of FY 18, approximately 116 documents have been translated into the LAP languages and oral interpretation have been provided at 53 public meetings. These numbers reflect a 78 percent increase in requests for interpretation services and a 22 percent increase in requests for translation services over FY 17 totals.
- More than 600 City staff have completed bilingual staff training, which addresses the prohibition of the use of minors as interpreters.

- Language Line continues to be available citywide. Since the beginning of FY 18, Language Line has provided over-the-phone interpretation services for 96 calls.
- There are currently 74 forward facing phone lines with recorded outgoing messages in the LAP languages.
- Since November 2017, LAP staff have conducted 11 language access trainings reaching 360 City employees, for a total of 801 trained staff.

New Library Services

The Studio programs at the Main and Michelle Obama Libraries continue to thrive by adding new Studio workshops and classes, allowing patrons of all ages to experience state-of-the-art technology. A strong focus of educational classes in the Library's Studio is virtual reality (VR). As part of a California State Library grant, the Library received both Oculus Rift and HTC Vive headsets and two VR-enabled PCs with preloaded software. Additionally, the Mobile Studio solidified its partnership with Dramatic Results, a Long Beach non-profit organization committed to solving educational challenges by building collaborative learning environments integrating hands-on artistic experiences with STEM (Science, Technology, Engineering and Mathematics). Working as a partner through a National Science Foundation grant, the Mobile Studio is also teaching 3D design workshops as part of a Summer STEAM (STEM with an Art component) Institute.

In June 2018, the Library launched a Veterans Resource Center at the Main Library, equipped with a dedicated computer for veteran resources, private study rooms and a collection of materials assisting veterans and their families. The Veterans Resource Center has been made possible through the Veterans Connect @ The Library program, and is the culminating event for Book-To-Action sponsored by the California Center for the Book.

In FY 18, the Long Beach Public Library (LBPL) hosted the second graduation ceremony for Career Online High School (COHS). Since 2016, when COHS began, 75 students have been awarded scholarships to enroll, and 30 students have graduated. COHS is made possible through a collaboration with the California State Library and provides adults the opportunity to earn their high school diploma (not a GED), along with a career certificate in one of eight competitive fields in as little as 6 to 18 months.

In FY 19, The Library will be shifting its daily schedule for library branches, resulting in open hours across the City every day at no net new cost. This plan shifts open days at five to six libraries to Sunday through Thursday, with the remaining locations retaining the existing schedule of Tuesday through Saturday. This new approach would create a permanent staffing model for Sundays and Mondays, where currently Sundays are only funded for a half-day at four locations on a one-time basis and Mondays currently are closed system wide.

Parks and Recreation Partnerships

Through the Partnerships to Enhance Parks, Programs and Services (PEPPS) program corporate sponsors partner with the Parks, Recreation and Marine Department to provide donations, sponsorships, partnerships or volunteer support that will improve our park facilities, programs and services that are offered to our community. In FY 18, the Department continued to partner with the Los Angeles Dodgers RBI Foundation to provide 744 Youth Sports T-ball participants with a complete Dodgers uniform and glove. Baseball bats, catcher's gear, and

helmet were also provided to enhance this exciting program. The Department started new programs with the Los Angeles Clippers to provide over 1,300 Youth Sports participants ages 5-14 with Clippers jerseys and participation in a basketball clinic, and the Los Angeles Kings Hockey team conducted a free “street hockey” clinic for youth from the Department’s Winter Fun Days program. The Kings, along with Frontier Communications, funded the resurfacing of the courts at Heartwell and Cherry Parks to allow for the playing of “ball hockey” and provided clinics to 300 youth. The Kings also sponsored the City’s very popular “All City Beach Day” at Granada Beach. Along with conducting free basketball clinics for youth, the Clippers provided balls and other equipment as well as paying for half the cost of 1,400 t-shirts that the Department historically provides to youth sports. The Vans Shoes corporation organized over 40 of their employees – as well as some funding – for a Friday clean-up, painting and planting event at Bixby Park. These partnerships are enhancing a healthy lifestyle and skills of the City’s youth.

FINANCE

Reciprocity with the State of California’s Tax Franchise Board

The City has entered into an agreement with the State of California Franchise Tax Board (FTB) to share databases. Sharing information with each other will help the City locate business who reported business income to the FTB from a location in Long Beach. The City will compare this list to our business license database, and outreach to businesses on the FTB list that do not have active City business licenses to inform them that they need to apply. This program is a highly efficient pro-active enforcement tool that will generate additional revenue to the City’s general fund.

Commodity Code Change in PlanetBids

To better match what local businesses provide with what the City needs to procure, staff has upgraded the City’s bid management system to incorporate a more accurate and specific categorization of goods and services that registered businesses can supply and that the City is soliciting. This improvement is critical for better targeted notification to registered local businesses on formal procurements conducted by the City’s central Purchasing Division. With further development, the upgrade will also allow City departments to utilize the system as a central business database that will support improved local business outreach on their less formal decentralized procurements.

Cannabis Business Operations and Systems Development

New internal processes have been developed within Financial Management to support efficient processing of cannabis business license applications and tax payments. The City’s business license system has been updated to allow applications to flow through automated approvals and billing processes that are compliant with new regulations. New bills and reporting notices have been developed, which allow cannabis businesses to report their gross receipts and make payments. Security improvements and a new appointment process allow appropriate and efficient receipting for larger cash payments. In addition, an interdepartmental team coordinated in the development of enforcement plans for both licensed and unlicensed cannabis businesses ensure that appropriate oversight of business activities are in place. Standardized processes for a variety of scenarios have been developed to allow for business changes (e.g., change of address, change of ownership). To facilitate clear communication and support to interested businesses, the City’s webpages for cannabis businesses have been

expanded as needed and improvements to this website are currently underway to make it even more user friendly and comprehensive.

To ensure the City is prepared for timely implementation of an adult-use ordinance, if passed, staff has modified existing applications and business processes to support the provisions of the draft ordinance and is in the process of designing, programming, and testing necessary business license system changes. This proactive approach will allow businesses to operate more quickly and for the City to receive revenues from adult-use businesses sooner.

Park Grants

A key goal of the Parks, Recreation and Marine Department is to secure grant revenue to fund park capital projects. Securing grant funding for parks is extremely important for the City in upcoming years, as future budget deficits are recognized. As resources are limited, these outside revenue sources can continue to help the City and Department provide much-needed repairs and upgrades to park facilities and open space, maintaining the expected level of service for the community.

Over the past fiscal year, the Department has been awarded six grants for 18 projects totaling \$5.4 million. This grant revenue allowed the City to begin or complete projects where funding was not otherwise available and offset the financial impact to the general fund. This includes strategic investment in projects located in the City's park-deficient and disadvantaged communities, as well as initiation of critical repair projects on the Department's unfunded list. The Department is also currently administering and tracking 35 existing grants for 32 park projects and is in the process of closing 19 grants with a reimbursable total amount of \$11,582,953.

SUSTAINABILITY

Climate Action Plan

Since 2015, the City has been committed to proactive climate action strategies. Currently, the City is in the process of developing a comprehensive Climate Action and Adaptation Plan (CAAP) that will set aspirational yet achievable measures to reduce community-wide and municipal greenhouse gas (GHG) emissions and set feasible implementation strategies for adaptation to climate change impacts. The objectives of the plan include ensuring compliance with state regulations, providing a robust and defensible plan on which future CEQA documents can rely, engaging a wide cross-section of the public in the development of the Plan, and pursuing innovative solutions that assist the City in improving economic opportunity and quality of life for its residents. The CAAP development process has focused on technical analyses to provide a GHG forecast and a vulnerability assessment. In June 2018, the initial results were shared with the public and public input was provided. Outreach events and activities will continue into FY 19 to validate data and risk assessments and to work in partnership with the community to understand, prioritize and plan mitigation measures and adaptation strategies towards CAAP goals and impact reduction strategies.

Energy Efficient Mortgages

In FY 18, the City launched a pilot training program for Energy Efficient Mortgages (EEM). The City partnered with the Long Beach-based, non-profit Green Education, Inc., to provide five workshops for home buyers. The purpose of the workshops is to educate home buyers about

the benefits of an energy efficient home, how to use EEM, and other financing, rebate, and incentive opportunities. In April 2018, two workshops were held with a total of 50 participants, and three more workshops are scheduled for summer 2018.

Solar Installations

The City continues to reduce its carbon footprint and decrease energy costs by pursuing the use of renewable energy sources. Through an agreement between the City and PFMG Solar Long Beach, LLC, existing City-owned surface parking lots and parking structures will house solar installations that will generate power for the City at a cost that will be less than the cost of utility-provided power. PFMG will construct, operate, and maintain the installations at no cost to the City for a term of 25 years. The project is being managed in the Public Works Department and anticipated to be operational in early FY 19. This effort will significantly advance the City's Climate Action Plan and sustainability goals.

LED Lighting Conversions

LED lighting conversions were completed at the three City Place garages. Due to their energy efficiency, the new LEDs are more environmentally friendly, reducing greenhouse gas emissions equivalent to the output of 1,000 automobiles. Consequently, they are more cost effective, as well as improve safety due to increased brightness.

Airport Improvements for Energy Efficient Operations

The Long Beach Airport is undergoing a conversion of quartz lighting used for the runways to more energy efficient LED lights. The Airport has so far converted over 700 light fixtures and has programmed the conversion of the remaining 900 quartz lights in future years with little to no disruption to airfield operations. The conversion will reduce energy consumption, increase the lifespan of the lighting fixtures, and improve the visibility of the runways and taxiways for aircraft.

Renewable Fuels

For years, vehicles in the City's award-winning fleet have been downsized and alternatively fueled whenever feasible. This is reflected with the City's continued use of renewable fuels as opposed to conventional diesel and liquid and compressed natural gas (LNG and CNG, respectively). Renewable fuels are produced from sustainable resources and are a significant, cost-effective means of emissions reduction.

In 2018, the City continues its renewable fuel evolution as it transitions its high fuel use refuse trucks and sweepers from renewable LNG to renewable CNG. Renewable CNG has all the environmental benefits of Renewable LNG while being less expensive and enabling use of the lowest emission engines available, enabling the City's early compliance with 2023 emission standards. Additionally, the City continues to use renewable diesel fuel for trucks and equipment used for maintenance and transportation purposes. Renewable diesel is produced from waste fats, residues and vegetable oils, and is also completely sustainable.

These renewable fuels greatly reduce greenhouse gas (GHG) and tailpipe emissions; cost the same or less than current fuels; and do not require any modifications to the City's vehicles or fueling infrastructure. The City anticipates a reduction in GHG emissions in 2018 of nearly 8,000 tons, a 4.6 percent improvement over 2017 through use of these fuels. Currently, 387

vehicles are powered by renewable fuels, 23 percent of the City's total motorized fleet. More impressively, 49 percent of the City's overall fuel use is of renewable fuels.

Sustainable Fleet

There has been considerable action, both ongoing and planned, to increase the City fleet's sustainability. The City continues to emphasize the use of alternative fuels in the fleet, focusing on renewable CNG and electricity for new purchases. The motorized fleet is currently 41 percent alternative fuel with a goal of 43 percent in FY19, and the motorized non-safety fleet is currently 58 percent alternative fuel. As long as there is an available option, the City purchases alternative fuel 98 percent of the time. This means adopting cutting-edge technologies such as hybrid-electric CNG bucket trucks, hybrid vans, and plug-in hybrid pickup trucks. Fleet plans to add plug-in hybrid SUVs and a wider range of electrified trucks in FY19, as well as a pilot program of the first pursuit-rated hybrid sedans with the Police Department.

In FY18, the Fleet Services Bureau was awarded a top-tier Sustainable Fleet Accreditation from NAFA, a national fleet association. The accreditation focuses on efforts to increase efficiency and reduce emissions. The City also received the 2018 Advanced Clean Transportation Expo Fleet Award in the category of "In It for the Long Haul," the Green California Summit Leadership Award in "Sustainable Community," and placed in Heavy Duty Trucking Magazine's Top 25 Green Fleets.

Electric Vehicles

The City's Battery Electric Vehicle (BEV) Policy has been completed and was recently formalized as Administrative Regulation 37-1. This policy will guide the transition of non-safety sedans to fully electric vehicles. The Fleet Services Bureau has developed a five-year plan to electrify up to two hundred vehicles and has identified grant funding that is projected to cover the cost of all charging infrastructure.

In April 2018, the Bureau held an Electric Vehicle Showcase and invited all City employees to experience the newest electric vehicles on the market. Three hundred City staff and vendors attended with vehicles and chargers, and test drives were available for various models. In FY19, the Bureau expects to achieve significant implementation of the BEV Policy.

EV Charger Giveaway Program

The City received a generous donation of electric vehicle (EV) chargers from Mercedes Benz in 2016. The Office of Sustainability is running a program to give these EV chargers to Long Beach residents who obtain a building permit for installation in their homes. The program started with 270 EV chargers to give away, it has received over 304 applications and given away over 114 chargers through mid-2018. This is a unique program to encourage and support the use of electric vehicles within the City.

East San Pedro Bay Ecosystem Restoration Feasibility Study

Long Beach has worked with the U.S. Army Corps of Engineers (Army Corps) for more than ten years to advance a feasibility study to restore the East San Pedro Bay. This study was formerly known as the Long Beach Breakwater Study. In 2017, the Army Corps finalized their foundation for developing potential changes to the East San Pedro Bay. Long Beach has been

advocating strongly for these potential changes to include a reconfiguration of the Long Beach Breakwater.

The purpose of the Study is to provide a plan for restoring and improving the aquatic ecosystem structure and function for increased habitat biodiversity within East San Pedro Bay. The Study has two primary objectives: (1) Restore aquatic habitat such as kelp, rocky reef, coastal wetlands and other types of marine life of sufficient quality and quantity to support diverse resident and migratory species, and (2) Improve water circulation sufficient to support and sustain aquatic habitat, within East San Pedro Bay. This is a feasibility study that bears national significance, as it provides an opportunity to evaluate aquatic ecosystem restoration opportunities in an open ocean environment that has been relatively enclosed by man-made infrastructure with the Long Beach Breakwater to the south, jetties and Naval Weapons Station Seal Beach to the east, and the Port of Long Beach on the west.

In FY 18, the Army Corps has made steady progress with the Study. The major accomplishments include:

- *Habitat Evaluation Model (HEM)*: The HEM model was completed incorporating numerous modeling outputs. This enables the Army Corps to evaluate existing and future capacity of various habitats. The environmental outputs of this Study are represented numerically as a Habitat Unit and are input into the Cost Effectiveness/Incremental Cost Analysis (CE/ICA) model.
- *Cost Effectiveness/Incremental Cost Analysis (CE/ICA)*: The CE/ICA is complete. The CE/ICA model balanced the results of the HEM and conceptual cost estimates to provide the Army Corps and the City with an array of cost-effective plans and "best buy" plans. This array of potential ecosystem restoration solutions is helping to inform the future selection of the Army Corps' Tentatively Selected Plan (TSP).

LB-MUST

In April 2016, the City Council approved a \$28 million financing agreement with Caltrans for the design and construction of an innovative and transformational stormwater treatment plant — formally named Long Beach Municipal Urban Stormwater Treatment Recycle Facility, or LB-MUST. The plant will be built along the east bank of the Los Angeles River in the general area between 4th and 7th Streets and will capture polluted urban runoff before it enters the river. The runoff will come from approximately 12,000 acres of western Long Beach. This will stop pollution from entering the river and beaches, provide a resource of water to be used in parks, and create recreational space along the LA River. The City has also secured a \$2 million grant from the Los Angeles Rivers and Mountains Conservancy for the wetlands project surrounding LB-MUST. Master planning and environmental permitting is complete. The project is currently in 60 percent design and is scheduled to begin construction in FY 19.

Water Conservation

The Parks, Recreation and Marine Department is working towards a centralized and automated irrigation system for the City's parks and medians, as a key component of increasing water use efficiencies in the City's parks and medians. The updated system is designed to save water, labor and money. The up-to-date irrigation controllers will enable staff to monitor weather, manage water flow, detect breaks and collect and analyze data necessary for effective flow management and water saving automation. Currently, 34 out of approximately 200 controllers

converted to a centralized and automated irrigation system. The centrally controlled irrigation system is a weather-based computer system which enables the Department to remotely control each of these park and median irrigation systems within hours instead of sending staff resources to each location to manually reprogram the controller, which takes weeks. In addition, the central control system enables Department staff to efficiently manage water flow, detect breaks, and collect and analyze the data necessary for effective flow management and water saving automation. The Department will continue to transition park and median sites to central control irrigation systems in FY 19. Once fully implemented, the program will help manage a more efficient and sustainable water saving environment.

Community Choice Aggregation Study

In 2001, the California legislature approved AB 117 which allows cities, counties, and joint powers authorities (made up of municipalities) that do not operate municipally-owned electric utilities to create a variation of a utility known as CCA. The CCA becomes responsible for electrical power procurement, rate setting for the electricity commodity component, and customer programs. The current Investor-Owned Utilities (IOUs), Southern California Edison (SCE) in the case of Long Beach, would continue to provide transmission and distribution (poles and wires) services for the electric power, grid maintenance, meter reading, and customer billing.

In May 2017, Energy Resources (ER) received approval from the City Council to enter into a Non-Disclosure Agreement with SCE to obtain the electrical consumption data for all customers within the City of Long Beach. Monthly power consumption data was received in late 2017. Understanding the City's various types of customers, and their respective electric load requirements, is the first step in accessing the viability of any CCA. Given the potential benefits and risks related to the formation and operation of a CCA in Long Beach, staff will utilize qualified third-party consultant(s) to conduct a CCA feasibility study. The Request for Proposals (RFP) for such consultants was released in January 2018 with vendor selection scheduled for June. Staff anticipates submitting a full recommendation to present to the City Council in late 2018 or early 2019.

Direct Install Garden (DIG) Program

In FY19, the Water Department will be piloting a program to install drought-tolerant gardens in disadvantaged community areas throughout Long Beach. In partnership with the Conservation Corp of Long Beach and other local non-profits, gardens will be installed in single family residences in the targeted neighborhoods to save water and promote efficiency. These gardens will include stormwater capture capabilities and create habitat while demonstrating low-cost and low-maintenance alternatives to drought-tolerant landscaping. The Department is currently seeking additional grant funding to install drought-tolerant gardens at approximately 20 homes in FY19.

ORGANIZATIONAL CHANGES

Public Works Department

In FY 18, the Public Works Department created the Transportation Mobility Bureau to enhance mobility initiatives. The Transportation Mobility Bureau designs a high volume of capital improvements, including signing, striping, signal system, bikeways and complete streets improvements. In FY 18, the Bureau focused on planning and designing cost effective mobility

initiatives and will continue to implement various Complete Streets improvements. Improving neighborhood traffic safety is achieved through traffic calming and management measures, revising the City's standard plans, improving the citywide traffic signal system by building new signals, modifying existing signals and improving signal timing. This includes providing assistance to the Development Services Department with Traffic Impact Analyses review, as well as Traffic Conditions of Approval for various development projects.

In FY 19, for better management and oversight of critical citywide projects, the current Project Management Division in the Engineering Bureau will be converted to the Project Management Bureau. As part of this reorganization, the Public Works Department will assume responsibility capital projects in City parks, which were previously managed by the Parks, Recreation and Marine Department. Positions will be reallocated at no net new General Fund costs.

Parks, Recreation and Marine Department

The Parks, Recreation and Marine Department Animal Care Services (ACS) Bureau has implemented new organizational changes to improve operational efficiency in multiple areas to align with recommendations from the 2017 City Auditor Review Phase One. In FY18, the addition of an Animal Health Technician addressed recommendations that resulted in efficiencies, both with our medical team and the shelter and field services divisions, by helping to process the over 4,500 animals impounded/returned through the front counter and performing general health screenings, along with giving vaccinations and running simple diagnostic tests for illness of the animals to help lessen the spread of disease at the shelter and prevent needless interruptions to the medical team. A full-time Community Information Specialist was also added to ensure that the ACS website is up-to-date with the latest news and safety information, monitor social media and market adoptable animals and work with local media outlets on positive stories in an effort to improve community engagement.

The Community Engagement and Partnerships Bureau, which is the result of a realignment of certain Business Operations Bureau functions, was developed to most effectively invest in engaging park stakeholders to catalyze participation in park partnerships, planning and advocacy with the aim to develop productive community, business, academic and non-profit partnerships to provide park funding, programs, and services to the community. The Bureau's purpose is to create a stronger focus on engagement and partnerships that supplement park/recreation programs, park planning and projects for the Long Beach community; develop new grant and revenue for programs, projects or maintenance; and manage partnership relationships, contracts and agreements.

Economic Development Department

In FY 19, a new Executive Office Division will be created to consolidate financial services, human resources, communications, and research work, to better support the department in accomplishing its mission to provide economic opportunities for workers, investors, and entrepreneurs.

Long Beach Airport

In FY 19, all Special Services Officers (27 positions) currently assigned to the Airport, and supervised by Airport management staff, will transfer to the Police Department to integrate all Airport security operations under the oversight of the Police Department.