

# LONG BEACH STRATEGIC PLAN 2010

## Task Force Goals and Strategic Actions with Comments

### NEIGHBORHOOD DEVELOPMENT TASK FORCE

<b>GOAL:</b>		
<b>N1 Build a strong network of healthy neighborhoods in Long Beach</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
N1.1	<p>Establish a "Neighborhood Scorecard" with a valid set of indicators to measure the well-being of neighborhoods and determine the neighborhoods at highest risk. Information from this scorecard would be used by decision-makers, including individual Council members, the Council itself, City staff, schools and colleges, and the business, not-for-profit and faith-based communities, to allocate resources to areas of greatest need. Scorecard information would be available through a citywide database of information (e.g. Internet).</p>	<p>While an actual "Neighborhood Scorecard" with indicators to measure the well-being of neighborhoods was never actually developed, the scorecard concept has been used by the City in focus areas like public safety and gang prevention, as an organizing principle for grant applications to address these discrete problems. The City's E-Government Strategic Plan has established a citywide database for the quick and easy dissemination of information about neighborhoods. In fact, after careful consideration, it was decided not to provide data that might make neighborhoods competitive with one another for City funds or attention. Detailed information about neighborhood issues is available through the City's E-Government program.</p> <p>One type of scorecard is the Healthy Active Long Beach Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention Project (CX3). The project assessed the food and physical activity environment within five low-income neighborhoods in Central and Downtown Long Beach. This comprehensive assessment includes asset mapping of the restaurant and retail environment, transit system, alternative food sources, neighborhood walkability and outdoor marketing. In depth analysis was conducted to provide information on the accessibility and quality of healthy and affordable foods for each store and fast-food restaurant within each of the five neighborhoods. The project produced Neighborhood Profiles and Scoresheets for each market and fast-food establishment. The information from this project is being shared with decision-makers, City staff, schools, business and community groups to identify opportunities for change and to improve the food and physical activity landscape of the neighborhoods.</p> <p>The DHHS' 2007-current Federally funded Weed &amp; Seed Program has focused on organizing and involving youth and families in neighborhood clean ups and safety within the Martin Luther King Park neighborhood area, including police beats 4 &amp; 5. The Early Childcare and Education (ECE) Collaborative, in partnership with the DHHS Childcare Coordinator, issues an annual childcare scorecard for access by families, especially low-income families.</p> <p>Since 2008, the DHHS has participated as a major partner in the California Endowment Healthy Cities Initiative that focuses on the Central Long Beach Area. One of the outcomes of the 10-year initiative is that the neighborhood will be clean,</p>

		safe, gang-free with decreased drop-out rates.
N1.2	Establish a citywide network of community centers in public schools, libraries, commercial centers, or wherever available and appropriate that link the people in each neighborhood with one another, to City government/services and to a collaborative network of public and private resources.	<p>There are three storefront community police centers that are accessible to the community that complement the City's four police stations. They are used in furtherance of community policing and code enforcement. In addition, community centers have been established in many of the branch libraries . . . It helps that the City received \$6.5 million in State Library Bond Act funding for a new 16,000 square foot branch library in Central Long Beach.</p> <p>From 2003-04, the DHHS worked with public/private partners to fund and create the Miller Family Health Education Center out of a donated vacant Kaiser Clinic Facility.</p> <p>Also, the DHHS' Miller Family Health Education Center (FHEC), a 13,500 square foot facility, opened in March 2004 to provide a vital learning environment dedicated to promoting a healthy city through education, leadership development, and collaboration with our diverse community. More than 500 trainings, educational forums and meetings are held at the Center yearly, with over 10,000 participants. The facility includes computer training, wireless internet access, meeting and training conference rooms with audio-visual and interpretation equipment.</p> <p>The DHHS maintains three neighborhood facility centers that house LBUSD Child Development Centers, Councilmanic offices (District 6, 7 and 9), nonprofit agency services, community clinics and youth and family stability programs.</p> <p>The Department of Development Services (formerly Planning and Building) has published a Bluebook of Neighborhood Meeting Places to inform citizens of facilities available for community meetings. The City's Neighborhood Resource Center has undertaken a variety of functions to coordinate local services and programs and has become a significant resource for downtown residents. E-Government services have helped to establish a community-wide option for obtaining information on City services. The City has provided education and information for neighborhood residents through the Neighborhood Resource Center and through outreach services by the Economic Development Bureau.</p>
N1.3	Provide a parallel technological infrastructure to support the citywide network of neighborhood centers. This technology infrastructure would network neighborhood centers to one another, connect people to people and to centers, and give residents remote access to information and services 24 hours per day, 7 days a week.	<p>The technological infrastructure is not centered in the neighborhood centers. Instead, there is 24 hours a day, seven days a week access for civic information for the benefit of residents. For example, currently, Technology Services is developing a program to allow residents to go online to obtain things like garage sale permits without having to go to City Hall. The City has finalized an E-Government Strategic Plan to maximize on-line services and provide customer friendly opportunities to access City information.</p>

<b>GOAL:</b>		
<b>N2 Strengthen community leadership, collaboration and stewardship and increase public participation.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>

N2.1	Encourage each Council member to establish a council of neighborhood organizations within his/her district to assist in addressing local issues and provide Commission Council input on citywide issues.	All Council members work closely with neighborhood organizations. For example, Councilman Garcia (1 <sup>st</sup> District) uses topical strategic advisory committees, such as Pine Avenue and Pacific Avenue, as a way of community with various neighborhoods. Councilwoman Suja Lowental (2 <sup>nd</sup> District) has a council of neighborhood leaders which meets regularly to discuss neighborhood and district issues. Councilman Gary DeLong (3 <sup>rd</sup> District) has a council of neighborhoods that meets monthly at the Long Beach Yacht Club. Councilman Patrick McDonald (4 <sup>th</sup> District) has topical town hall meetings and regular clean-ups with neighborhoods in the community. Councilwoman Geri Schipske (5 <sup>th</sup> District) has regular topical town hall meetings and also meets regularly with neighborhood groups, as well as having a website on which she blogs extensively about local issues. Councilman Dee Andrews (6 <sup>th</sup> District) has quarterly town hall meetings with a specific focus (such as jobs, gangs, etc.). Councilwoman Tonya Uranga (7 <sup>th</sup> District) goes to all neighborhood association meetings. Councilwoman Rae Gabelich (8 <sup>th</sup> District) works closely with the Bixby Knolls Improvement Assn. and the North PAC (Project Area Committee) of the RDA to keep abreast of neighborhood issues. Councilman Val Lerch (9 <sup>th</sup> District) has a council of neighborhood leaders with which he meets regularly, as he does with the RDA PAC.
N2.2	Encourage development of neighborhood associations where there are none and encourage more active participation where they already exist.	<p>To encourage the development of neighborhood associations and more active participation in existing associations, several programs have been utilized. CERT [Community Emergency Response Training] and Neighborhood Watch have been utilized by the City to achieve these goals. In addition, the Neighborhood Resources Center sends an e-mail blast approximately twice a week to neighborhood associations and their members to keep residents up to date on what is happening in the community. There are approximately 150 neighborhood groups throughout the community.</p> <p>The DHHS Weed &amp; Seed Program works with families and youth in the MLK Park and neighborhood area and Police beats 4 &amp; 5 to promote leadership, neighborhood stability and safe havens.</p>
N2.3	Develop and institutionalize successful programs that build community neighborhood leadership, including a citywide leadership academy.	<p>The Neighborhood Leadership Program was instituted as a result of the Strategic Plan. There are 400 graduates and the program has received national recognition. For example, graduates of the Neighborhood Leadership Program are now members of the Harbor Commission and City Council. The City has sent a great number of City staff to Leadership Long Beach to develop knowledge and skills of issues throughout the City. See also, comment to N2.2.</p> <p>From 2000-2004, the Partnerships for the Public's Health Leadership Training program trained over 100 community residents, the majority of whom were monolingual Spanish speakers, to serve as health advocates. Many health leaders are now employed by the DHHS and The Children's Clinic as promotoras and serve in leadership roles in various neighborhood associations.</p>

		The DHHS "Growing a Healthy Family" series, funded by the Miller Foundation is held monthly at the FHEC. Since the program began in mid 2005, approximately 1,500 parents annually visit these educational forums that focus on children's health (childhood obesity prevention, oral health, mental health, parenting, etc.). In addition, twenty-one parents took part in a children's health leadership program.
N2.4	Expand the number of neighborhood leaders and enhance their leadership skills by investing in leadership development.	See comment to N2.2. Further, the Mayor has taken a careful look at the City's commissions and made a special effort to ensure diversity and that commission members are community-based from throughout the city. Leadership Long Beach has served as a resource for development of leadership skills among neighborhoods, businesses and corporations, non-profits and City staff.
N2.5	Identify and develop indigenous or emerging leadership by providing outreach, education and connections with other leaders and policymakers.	The Neighborhood Leadership Program is taught in English, Spanish, and Khmer. This allows the development of emerging leaders, who may lack the language skills, to otherwise occupy leadership roles. Hundreds of individuals have graduated from the Neighborhood Leadership Program. Alumni from the Neighborhood Leadership Program have assumed important leadership roles in the city.
N2.6	Increase opportunities for residents to influence decisions that affect them by making agendas and staff reports for City Council and City Commission public hearings available over the Internet and at community centers at the same time they are provided to Council and Commission members.	The City Clerk, Larry Herrera, in conjunction with the Dept. of Technology Services, has made agendas and staff reports for the City Council and at least public hearings for charter commissions available over the Internet in a timely manner prior to hearings. The City has held numerous public meetings to encourage community participation, including public meetings on the City budget, airport expansion, etc. The I-710 Oversight Committee held over 20 community meetings to draft a revised locally preferred strategy to preserve homes and address air quality concerns of impacted communities. The City has established validated parking for citizens attending City Hall meetings.
N2.7	Develop programmatic, physical and technological methods to bring community leaders together to learn from one another, share ideas and tools, collaborate on problems, provide mutual support and mentoring and experience connection and fellowship.	At times, there has been a Council of Neighborhoods, which meets to discuss neighborhood problems throughout the City. Also, the Neighborhood Resources Center provides programmatic ways to share information among community leaders through its regular e-mail blasts and topical public meetings. Finally, there has been an Annual Neighborhood Leadership Conference since approximately 2002 which 300 community leaders attend each year.  The DHHS "Growing a Healthy Family" series, funded by the Miller Foundation is held monthly at the FHEC. Since the program began in mid 2005, approximately 1,500 parents annually visit these educational forums that focus on children's health (childhood obesity prevention, oral health, mental health, parenting, etc.). In addition, twenty-one parents took part in a children's health leadership program.

<b>GOAL:</b>		
<b>N3 Create neighborhoods where arts and cultural programs flourish, services are accessible and all people, including seniors and people with disabilities, have tools to improve the quality of their lives.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
N3.1	Decentralize city services to the neighborhood level so that decision-making, accountability, and coordination are decentralized to the community level and citizens can interact with their service providers on a personal level and through their neighborhood organizations. Community policing can be the model for overall "community servicing."	<p>The Dept. of Community Development, LBPD, Dept. of Public Works, and libraries have adopted the "quadrant" approach to decentralize the delivery of services to the neighborhood level, which allows more interaction among residents and those that deliver services.</p> <p>The DHHS FHEC provides community programming through City Department programs, non-profit community-based programs and collaborative partners.</p> <p>The DHHS maintains three neighborhood facility centers that house LBUSD Child Development Centers, Councilmanic offices (District 6, 7 and 9), nonprofit agency services, community clinics and youth and family stability programs.</p>
N3.2	Decentralize by pushing public and private services onto the Internet and out to neighborhood centers to increase their accessibility to City residents. These newly decentralized services should include health, mental health, telemedicine, distance-learning, day care, arts and crafts, sports and recreation, etc.	<p>Technology Services has developed an extensive E-government program that allows residents to report code enforcement problems and then follow those complaints online. The E-Government Strategic Plan establishes a roadmap for increasing accessibility to City services and providing information on City resources for City residents. The implementation of the E-Government Strategic Plan is underway. The City website provides instant access to City departments for information. The website is currently being utilized to solicit input from the public regarding the selection of the next Police Chief.</p> <p>Animal Care Services has recently introduced a number of online services that increase accessibility and promote public health and safety. A new online database at <a href="http://www.PetHarbor.com">www.PetHarbor.com</a> allows residents to view pictures and descriptions of animals impounded at the local Shelter. This information is directly linked to the City's kennel management and dispatch of service calls, and is updated every 60 minutes around the clock. Additionally, new online reporting for coyote sightings is available, and residents can ask and answer questions through <a href="mailto:animalcare@longbeach.gov">animalcare@longbeach.gov</a>.</p>
N3.3	Establish a new dedicated source of revenue for the arts to support taking arts and cultural programs into every neighborhood of the City to encourage people to work together to create healthy neighborhoods where diversity is celebrated.	While efforts to establish a dedicated source of revenue for the arts have been unsuccessful, especially in these difficult economic times, the Public Corporation for the Arts is now the Arts Council, which is in the Economic Development Bureau, which reports directly to the City Manager. The Arts Council is used as a development tool for the City of Long Beach, which is seeking not just to support the arts, but to champion the arts in Long Beach as a form of economic development. Also, the Art Registry has been developed to identify and make local artists available, as needed, to other community residents. The Public Corporation for the Arts

		regularly awarded grants to neighborhood groups and artists, and is provided free rent by the City
N3.4	Develop and implement a plan to address the needs of the elderly, including health safety, transportation, housing and quality of life.	<p>In 2002, the DHHS worked in collaboration with more than 50 service provider agencies and concerned individuals to assess the needs of seniors in Long Beach, including statistical data collection from the census 2000 and other secondary sources. No funding was provided for this project. The process included monthly task force meetings focusing on health safety, transportation, housing and quality of life. Workgroups compiled data information in these five categories, prioritized needs and recommended strategies. A multi-cultural panel discussion focused on ethnic-specific needs for the elderly population. 15 focus groups were held. Key informant interviews were conducted with key leaders and stakeholders within the older-adult community. Stakeholder meetings included City departments, LB Transit, the Housing Authority, LA County Senior Services, businesses, faith based and community organizations. The process included a community survey. The taskforce met for two years. Staff and key taskforce members wrote, edited and finalized the Long Beach Strategic Plan for Older Adults. It was approved by City Council in June of 2005. The taskforce continued to meet as an ad-hoc advisory body and focused on implementation steps. In 2006, the Archstone Foundation funded the Elder Abuse Prevention Team as a direct result of key recommendations and strategies of the plan. The Elder Abuse Prevention Team continues to meet monthly and address elder abuse and financial abuse. In 2007-08, an optimization review was conducted by the DHHS of the strategic plan as a gap analysis in order to assess what strategies had been implemented and what still needing to be addressed. In 2008, the DHHS submitted a Federal appropriations request for a regional senior services coordinator to implement Strategic Plan strategies. In 2009, the Hoarding Task Force was created by the DHHS to address senior issues of neglect and hoarding.</p>
N3.5	Develop and implement a plan to address the needs of individuals with disabilities, including health, safety, transportation, housing and quality of life.	<p>The Citizens Advisory Commission on Disabilities is very active in Americans with Disabilities Act monitoring the City's efforts to comply with Americans with Disabilities Act issues. The Commission frequently advocates before the City Council on issues for individuals with disabilities. With help from a California State Library grant, an Information Center for People with Disabilities was opened at the Main Library featuring unique technologies to assist people with disabilities. Continued capital improvements ensured that City facilities, bus stops and curb ramps were made accessible, as stated in the ADA Transition Plan.</p> <p>Dedicated "navigators" were funded and installed at the Career Transition Center and Youth Opportunity Center to provide focused assistance to job-seeker residents who possess impediments to employment or training. Thousands of residents have been assisted through this strategy.</p>

<b>GOAL:</b>		
<b>N4 Support neighborhood efforts to create beauty and pride by removing blight and providing high quality and well-maintained public infrastructure, parks and public facilities in each neighborhood.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
N4.1	Educate the neighborhoods about the benefits and uses of Property Based Improvement District assessments.	Not long ago, Long Beach created the first Multi-Family Property-Based Improvement District in the state of California for the Andy Street area in North Long Beach. Currently, Community Development is working on Pine Avenue and Locust Street in Central Long Beach and Cambodia Town to establish similar plans. The City has also provided education and information for neighborhood residents through the Neighborhood Resource Center and through outreach services by the Economic Development Bureau.
N4.2	Establish "Adopt a Street" programs and "Clean Street" contests linking schools, students, parents and local businesses.	Efforts to establish and adopt a street program were unsuccessful. However, Environmental Services conducts 150 to 175 city clean-ups every year and also established the Long Beach Beautiful Program, which is largely school-based and has instituted the "Help Keep Long Beach Clean" advertising program and place the issue of blight and substandard properties before the public.  The Weed and Seed Program has conducted neighborhood clean-ups in the MLK Park and neighborhood area.
N4.3	Develop and implement strategies to improve code enforcement, including increasing staff dedicated to this effort.	Until the recent budget difficulties, increasing attention had been paid to both code enforcement and nuisance abatement, including the hiring of additional staff. Code enforcement has been moved to Community Development from Development Services (formerly Planning and Building) and is strongly monitored by members of the City Council. There is an enforcement program for code violations run through the City Prosecutor's Office.  DHHS' Housing inspection program licenses and routinely inspects over 8,000 multi-unit dwellings in the City for maintenance, sanitation, occupancy and use issues. This is a proactive program that inspects over 3,000 rental buildings every year. The program stresses tenant and owner education and works closely with the City's Code Enforcement section.
N4.4	Develop and implement neighborhood identity initiatives that create or extend physical neighborhood identity and cohesiveness through master planning and social, cultural, arts and signage programs.	Monument signs have been developed for numerous discrete neighborhoods in Long Beach to help establish neighborhood identity and cohesiveness. Further, the signs for historic districts are distinct from those of regular neighborhoods and include the neighborhood logos on the monument signs. The City is in the process of developing other Neighborhood Identity Initiatives in addition to those already undertaken.
N4.5	Develop and implement strategies to increase utilization and shared-use	The Dept. of Parks, Recreation & Marine has taken the lead in obtaining state and federal funds with the LBUSD to develop programs for the Boys & Girls Club and the

	of public facilities, e.g., school facilities after hours.	<p>YMCA at LBUSD schools. Discussions are under way with the Long Beach Unified School District to explore opportunities to make school facilities available for community programs. For example, the new downtown Caesar Chavez Elementary School, built with \$577,000 in assistance from the City through grant funds, opened and includes joint use multi-purpose facilities, athletic facilities and parkland during school, after school and on weekends. The latest effort to share resources is the “sharrows” on 2<sup>nd</sup> Street in Belmont shore, allowing bicycles and vehicles to share the road.</p> <p>The DHHS continues to provide public space and community use of the Main Health Facility, the FHEC and the three neighborhood Facility Centers.</p>
N4.6	Promote historic preservation and neighborhood appreciation.	<p>The number of historic districts has been maintained since the adoption of the Strategic Plan in 2000. An Historic Preservation Ordinance has been incorporated into the Municipal Code. The Cultural Heritage Commission has been reorganized, seated and meets on a monthly basis. An Historic Context document that chronicles the history of the City was completed in mid-2009 and is available on the City's website. An Historic Preservation Element, which will be a new "chapter" in the City's General Plan, is set to be completed in mid-2010. The RDA worked in the West Gateway area to preserve and relocate four historic homes. In the Downtown area, the Acres of Books building on Long Beach Boulevard is slated to be adaptively reused as an Art Exchange and the American Hotel on Broadway at Long Beach Blvd. is also slated to be adaptively reused.</p> <p>Historic street signs were installed in several of the City’s historic districts with monies from the Metropolitan Transportation Authority and matching funds from the individual neighborhood groups.</p> <p>The City utilized the Mills Act by which qualified owners of historic properties received property tax relief as compensation for restoring and maintaining historic properties and providing a public benefit by preserving a community’s heritage.</p>
N4.7	Improve the quantity and/or quality of parklands, beaches and recreation facilities and services.	<p>The City’s Open Space Element in the General Plan was updated in 2002. The City has developed an Open Space Master Plan, with an emphasis on under-served areas. The chain of parks from Cesar Chavez Park up to Drake Park and beyond is of particular significance. Among the notable parks and recreation facilities that have been opened or improved are Caesar Chavez Park, El Dorado Skatepark, upgrades to the Silverado Park Little League fields, municipal golf course upgrades. Marina improvements to Marine Stadium and revitalizations of several boat basins are underway, including improvements to Marine Stadium. Major capital improvements are underway at Rancho Los Cerritos and Rancho Los Alamitos. In addition, new beach clean-up equipment has been acquired. The City has several Pocket Parks that provide for maximum utilization of available smaller areas for green space. Skylinks Golf Course received a \$6 million renovation to make it one of California’s premier municipal courses. A pilot alley improvement program was initiated to begin</p>

		addressing the City’s aging alley infrastructure. An assessment of 130 City facilities has been undertaken which will be used as a planning tool for future capital infrastructure investment. In 2009, 15.6 miles of street were repaired, 13.5 miles of sidewalks were repaired, 32,400 potholes were filled, and 18,000 trees were trimmed.
N4.8	Improve neighborhood infrastructure including green spaces along streets and roads, streets, sidewalks, drainage structures, alleys, signage, median islands, curbs, gutters and parking.	After the LBSP 2010, a program was adopted to inventory trees. The City has since been named a “Tree City USA.” There is a \$3 million annual fund to improve sidewalks, and there is a special program to fill in potholes. In addition, the RDA has a program to buy and clear blighted properties. Martin Luther King, Artesia, Del Amo and other arterials have new medians with greenery. There is a major repair program underway for streets, curbs and gutters. The City initiated an alley improvement program and continued to invest in physical infrastructure. The Code Enforcement Program now works within the Community Development Department.
N4.9	Adopt and implement a program to underground utility lines that meets or exceeds that proposed by Southern California Edison.	There have been no funds available to increase undergrounding of utility lines beyond that proposed by Southern California Edison. It has stated that it is unlikely that the City will undertake a program to underground utility lines until the energy crisis is resolved.

<b>GOAL:</b>		
<b>N5 Improve the quality and availability of neighborhood housing by addressing declining home ownership, neighborhood stability and increasing overcrowding.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
N5.1	Update the Housing Element of the General Plan by 2001.	The City’s Housing Element, a chapter of the General Plan, was approved by City Council and certified by the State Department of Housing and Community Development in June 2009. The Housing Element identifies programs and resources to support the development of affordable housing. In addition, the City has received state and federal funds for affordable and workforce housing, and there has been a focus on quality density housing on corridors and transit-oriented development.
N5.2	Increase the percentage of home ownership relative to the entire housing stock from 46% to more than 50%. Support housing assistance programs that stimulate and encourage home ownership. Improve or expand programs to upgrade or replace substandard rentals.	The City has instituted several programs to encourage home ownership, including a silent Second Mortgage Program for those who live and/or work in Long Beach. To date, 150 households have benefited from this program, which was funded with a \$5 million grant. The City has a \$22 million grant application pending at HUD from stimulus money to further this program. Increasing the percentage of home ownership to more than 50% is still a goal for the City.
N5.3	Review and revise Long Beach's Land Use Plan to allow for appropriate and feasible housing densities, including increasing densities - with	Housing development in the downtown is obvious. Over 5,000 units have been developed since the adoption of the Strategic Plan. The Housing Element includes

	appropriate development standards and design guidelines - in the downtown and along major and minor arterials with access to public transportation.	policies to encourage new development along major corridors that will be transit-adjacent. A Central Area Guide for Development was created since 2000. In 2008, the City received a Compass Blueprint Grant from SCAG that analyzed the economic feasibility of mixed-use developments along the Long Beach Boulevard corridor from 10th street to the 405 Freeway.
N5.4	Educate first time home buyers about how to obtain and care for homes.	A program educates first time homebuyers as to funds available for home care and maintenance. Received \$750,000 for administration of a first time homebuyer's mortgage assistance program.
N5.5	Improve and expand first time home ownership financial programs, e.g. sweat equity, second mortgage and down payment assistance.	Besides the silent Second Mortgage Program, the City has entered into a partnership with Habitat for Humanity to build new homes for those who cannot afford them.
N5.6	Improve/expand efforts to upgrade or replace substandard housing. Develop incentives to overcome the economic impact of reduced density and rental income. Provide remodeling assistance to homeowners, eliminating illegal rental units.	The City has a very aggressive program regarding illegal garage conversions. The program began with education and now is in an enforcement phase. It uses an administrative citation procedure with a fine for illegal conversions of \$1,000. To date, the City has collected approximately \$100,000 from this program. The City is also in the process of implementing other aggressive programs to address and eliminate substandard housing. The City has utilized the Community Development Department to focus resources on neighborhoods where there is blight, foreclosures or code violations.
N5.7	Improve and expand programs to stimulate housing improvement efforts (rental and owned). Increase public investment in low-interest improvement/renovation loans for blighted neighborhoods. Develop joint projects with home improvement contractors and retailers.	The City spends approximately \$80 million annually for affordable housing. 25% of that money is used for rehabilitation of single-family residences and multiple-family residences. Recently, the City expanded the program to include mobile homes.  DHHS' Lead Hazard Reduction Grant provides for a partnership with property owners in low-income areas of the City to rehabilitate older buildings. These buildings become "lead safe" buildings. Property owners pay a small portion of the remediation costs. The program is currently targeting 200 low-income units and will award \$million to remediation contractors meet this goal.
N5.8	Increase public investment in low-interest improvement and renovation loans. Target housing assistance investments to blighted neighborhoods and to people with special needs.	There are three housing action plan areas. 65% of the \$80 million for affordable housing is invested in areas where there is the most need. Grants, loans, and code enforcement is used to improve housing in blighted neighborhoods.
N5.9	Address home ownership and rental opportunities for people with special needs (seniors, disabled, shelters, etc.)	The affordable housing strategy of the City's Housing Element puts special needs individuals and families at the top of the list. The City has recently opened Menorah Housing on Atlantic Blvd. and established housing for homeless families at the Villages at Cabrillo under the BRAC Program.

<b>GOAL:</b>		
<b>N6 Create healthy neighborhoods where diversity is embraced and celebrated.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
N6.1	Implement and publicize the City's Human Dignity Policy and adopt a zero-tolerance policy toward hate crimes.	<p>While the City has had a Human Relations Commission for quite some time, it has hired a full-time Human Dignity Coordinator to staff the Human Relations Commission and celebrate the diversity of our community by working closing with community organizations, such as CCEJ and NAACP. The City has developed hate crime response teams that have been trained to interact with diverse populations and diffuse explosive situations by the CCEJ. These programs help the City to respond quickly and effectively to the Halloween juvenile assault case.</p> <p>The DHHS, Federally funded Weed &amp; Seed Program, and Collaboration, works in partnership with the Human Dignity Program and the Police Department to promote zero-tolerance towards violence and hate crimes.</p>
N6.2	Develop and implement a Diversity Plan for the City as a whole with the goal of harnessing and realizing the potential benefits of an increasingly diverse population.	<p>The City has not developed a formal diversity plan, but has created a Human Dignity Office dealing with diversity issues throughout the community</p> <p>All DHHS programs, especially the Weed &amp; Seed Program, embrace diversity and promote culturally specific community programming.</p>
N6.3	Increase understanding and appreciation for all people by strengthening and expanding programs that promote inter-cultural awareness, dialogue, understanding and tolerance.	<p>The City's Human Dignity Coordinator works with the CCEJ in a variety of programs.</p> <p>All DHHS programs, especially the Weed &amp; Seed Program, embrace diversity and promote culturally specific community programming. The DHHS Senior Strategic Plan focuses on prevention of ageism with respect to the elderly.</p>
N6.4	Support cultural arts initiatives and programs; promote understanding, tolerance and cultural awareness, such as an International Marketplace, a cultural awareness day, multi-cultural appreciation activities and Public Corporation for the Arts programs.	<p>The Arts Council is developing programs that promote understanding, tolerance, and cultural awareness.</p> <p>The Weed &amp; Seed Program focuses on promoting youth and family multicultural arts, community events and peace projects. Especially during the Martin Luther King Holiday and parade events.</p>

## **EDUCATION AND YOUTH TASK FORCE**

<b>GOAL:</b>	
<b>Y1 Maintain a citywide focus on improving the well-being of youth and families.</b>	

	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y1.1	Create a City Commission with key representatives of the youth-serving community, charged with monitoring the well-being of youth in each of the areas addressed by the Strategic Plan and with creating a Youth Scorecard.	<p>A 19-member Commission on Youth and Children will advise policy makers on the needs, concerns and problems of youth and children. Unfortunately, the committee contemplated by LBSP 2010 was to include mostly experts on children’s issues as well as several youth representatives. The commission approved by the City Council includes youth representatives from all nine councilmanic districts and few youth experts. Council has sent few issues of substance to the Commission on Youth and Children.</p> <p>The ECE Collaboration and DHHS Childcare Coordinator continue to promote and advocate for policies and programs and services for children 0-3.</p> <p>The DHHS WIC Program promotes policies and services for children 0-5.</p>
Y1.2	Create a working group, including the Mayor, City Manager, LBUSD Superintendent, and leading representatives from the non-profit youth services providers and the youth-serving faith community to address youth issues, including the maximum use of City and school facilities by youth.	<p>This recommendation was modeled on the City’s former (1950’s and 1960’s) Recreation Commission which both the City Manager and Superintendent of Schools sat on and regularly attended. As a result, issues concerning the City’s children and youth received prominent attention. To date, the working group contemplated by this recommendation has not come together. However, the City and LBUSD Administration meet regularly to discuss common goals and interest.</p> <p>The ECE and the Weed &amp; Seed Program have been creating policy and advocating for children and youth as an ad-hoc group in the absence of a working group.</p>
Y1.3	Increase the City’s budget to allocate additional staff dedicated to effective coordination of youth programs, to increase authority and enhance the ability of such staff to work with non-city organizations, and to provide leadership development opportunities by increasing youth involvement in planning.	<p>Difficult economic times have discouraged the City from providing additional staff.</p> <p>The DHHS continues to coordinate youth health, safety and leadership programs through the Weed &amp; Seed Program, Youth Health Education and the Tobacco Education Program.</p>
Y1.4	Develop and provide comprehensive information for youth and families on available services and programs through youth-oriented newsletters, web sites, and other media.	<p>A database containing contacts for over 400 direct youth service professionals in over 175 agencies, including City departments, school district offices, and private and nonprofit youth service providers, offers online access to information about programs and services for youth.</p> <p>The Youth Health Education Division provides reproductive health information to youth through its website specifically designed by and for youth, <a href="http://www.lbyouth411.com">www.lbyouth411.com</a>. Youth and adolescents may post health questions and a peer advocate trained in reproductive health provides accurate responses and referrals to age-appropriate and teen friendly health and social services. The Health Department also provides a texting service that provides current information on the Department’s mobile HIV testing services.</p>
Y1.5	Increase transportation access to programs and services for youth by	Long Beach Transit continues to offer discounts to LBUSD students. Unfortunately,

	developing a master plan to address transportation needs of youth and their families and working with Long Beach Transit to identify lowest cost providers for organizations that secure transportation funds.	budget cuts have reduced, rather than increased, bus service provided by the District. That said, Long Beach Transit, in conjunction with CSULB, now offers free transit to all students.
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<b>GOAL:</b> <b>Y2 Improve the health (physical, mental, and dental) of youth each year for the next ten years.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y2.1	<p>Organize a collaborative effort, led by the Long Beach Department of Health &amp; Human Services, to improve the health (physical, mental and dental) of youth, ages 0 to 19, which will promote utilization of available health care resources and expansion of needed services, and provide education regarding the value of preventive care. Participants should include representatives of the Los Angeles County Department of Health Services, Los Angeles County Department of Mental Health, the County Department of Public Social Services, Long Beach Community Health Councils, Long Beach Unified School District, YMCA, and community-based youth healthcare providers, and consumers (families and youth) of health care. Collaborative efforts will be conducted in a culturally and linguistically appropriate manner. Critical strategic actions by this group will be to: (1) promote enrollment of all eligible children and youth in health insurance programs; (2) increase availability of health care to children not eligible for insurance programs; (3) promote utilization of health care resources by adolescents; (4) support expansion of home visitation programs; (5) promote access to early and ongoing prenatal care; (6) reduce the birth rate in teens 17 and under; (7) augment effective chemical/alcohol/drug dependency treatment and education programs as needed; (8) increase immunizations of the 0-2 population; (9) promote prevention education, screening, and treatment of sexually-transmitted diseases and HIV/AIDS to the health care provider and the adolescent community; (10) provide education to reduce the number of youth who smoke; (11) promote improved youth fitness and nutrition. This group will meet at least semi-annually to track progress on these strategic actions and will report to the Youth Commission, as needed.</p>	<p>The Healthy Active Long Beach Program which provides health education to low-income families and promotes physical activity and good nutrition habits to prevent childhood obesity was implemented.</p> <p>LBDHHS participates in several collaboratives that are aimed at improving the health of youth. The Medi-Cal/Healthy Families Outreach Collaborative, headed by the LBDHHS MC/HF Coordinator, is funded to enroll children and their families in free or low-cost medical insurance programs, provide assistance in utilization of benefits after completion of enrollment, and help families navigate the system in order to maintain that coverage. This collaborative effort has been successful in decreasing the number of children who are uninsured. The most recent estimate of the number of children who are without health insurance in Long Beach is 11,600 (down from 27,000 in 1999). LBDHHS has become the recognized leader in this effort, and has funded a variety of agencies, such as TCC, WNC, CAA, and FiGH over the years to enroll hard-to-reach populations.</p> <ul style="list-style-type: none"> <li>• Healthy Active Long Beach provides free nutrition education classes for low-income families at sites throughout Long Beach. Approximately 50-75 families complete the class series each year.</li> <li>• HALB provides free nutrition workshops and healthy cooking demonstrations for youth and their families at Houghton Park, Cesar E. Chavez Park, Silverado Park, Veterans Park, the Downtown Farmers' Market, Community Action Partnership, The Children's Clinic, and other locations throughout Long Beach.</li> <li>• In partnership with the Department of Parks, Recreation and Marine, Healthy Active Long Beach coordinates the Long Beach Jr. Beach Runners program. The 15-week Jr. Marathon training program for youth combines physical activity and nutrition education. Each year over 200 youth participate in the program that includes running in the 1-mile kids run at the Long Beach Marathon.</li> </ul> <p>Healthy Active Long Beach promotes improved youth fitness and nutrition through participation in the Los Angeles Regional Collaborative for Healthy Active Children.</p> <p>In 2005, LBDHHS initiated the effort to apply for First5LA funding to establish the</p>

		<p>Long Beach-Wilmington Best Babies Collaborative, which is now in its 5th year of funding. The goals of this collaborative are to improve the health status of childbearing age women and their access to health and social services in order to improve birth outcomes (reduce pre-term and low birth weight deliveries and infant mortality) in women in the First5LA target zip codes of 90802, 90805, 90806, 90813 and 90744, by working with the 2 major delivery hospitals in Long Beach as well as other health and social service providers to provide home visitation, case management, health education, and direct health care services for targeted high-risk women.</p> <p>Statistics from the most recent Maternal, Child and Adolescent Health Community Needs Assessment, conducted by the LBDHHS MCAH Director, indicate improvements in some health indicators, as well as areas of continued need. The birth rate for 15-19 year olds in Long Beach is 53.1 per 1,000, which is higher than the Healthy People 2010 objective but significantly lower than the 1995-97 rate of 91.1 per 1,000. The percentage of women who are obtaining adequate prenatal care is over 90% (up from 80% in the mid-1990s). Low birth weight births remain at just over 7%, which is significantly higher than the HP 2010 objective, and the rate of preterm deliveries in Long Beach has decreased but is still significantly higher than the HP 2010 objective. As part of the recent LBDHHS MCAH Community Needs Assessment process, the statistics for all of the health indicators were reviewed in a collaborative manner by community stakeholders and priority areas for Long Beach were identified: reduce the rate of children hospitalized for asthma, reduce the percentage of children and adolescent youth who are overweight, increase the percentage of children and adolescents who have health insurance, reduce the rates of low and very low birth weight and premature deliveries for minorities, increase the rate for women exclusively breastfeeding at the time of hospital discharge and continuing through the postpartum period, and improve access to oral health services for pregnant women and children. The LBDHHS MCAH program will utilize existing collaboratives, as well as develop new ones, to address these priority areas.</p> <p>LBDHHS is a founding organization in the Long Beach Children’s Oral Health Task Force, formed in response to the 2005 “Long Beach Smiles” survey, which looked at the state of oral health in Long Beach Unified School District kindergarten and 3rd-graders. Survey findings showed that more than half of kindergartners and 70% of 3rd-graders have experienced tooth decay, and 28% have untreated decay. Even more alarming is that finding that more than 700 kindergarten and 3rd-graders have serious dental disease requiring immediate treatment. Children with untreated dental disease are at risk of serious health consequences, as well as reduced school performance due to inability to concentrate and missed school days. Lack of health insurance can obviously have a negative impact on access to dental care and treatment. A recent oral health project conducted by the LBDHHS screened 544 2nd and 5th graders in LBUSD schools with high percentages of low-income families, and found that 15 % of the children screened had no health insurance, and 37% of the children screened were in need of treatment for obvious decay. Unfortunately, having dental insurance,</p>
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		<p>especially through publicly funded programs such as Medi-Cal and Healthy Families, does not guarantee access to dental care services. The Long Beach Children’s Oral Health Task Force has identified additional barriers to care, including a lack of providers who are willing to see young children or who are willing to accept patients with Medi-Cal or Healthy Families due to low reimbursement rates and cumbersome billing requirements. Improving access to dental prevention and treatment services, as well as educating the community about the significance of oral health, are 2 of the objectives included in the task force’s strategic plan. Task force members include LBUSD, Head Start, the Children’s Dental Health Clinic, Harbor Dental Society, and dentists in private practice.</p> <p>The Community Challenge Grant (CCG) seeks to reduce teen birth rates and promote responsible parenting among youth in Long Beach. CCG hires and trains youth and adolescents from local high schools and colleges to deliver an intensive 10-session teen pregnancy prevention curriculum in high schools, continuation schools, and other community organizations that serve at-risk youth. CCG enrolls youth into family planning and reproductive health services through outreach, health fairs and individual counseling. CCG also convenes the Teen Pregnancy Prevention Collaborative to foster interagency collaboration among youth-serving organizations in Long Beach. The TPP Collaborative, composed of 20 agencies, contributes to the reduction on teen birth rates through the provision of youth-focused services such as service learning activities, youth empowerment and development, mentoring and after-school tutoring. The TPP Collaborative’s effort to reduce teen pregnancy is further bolstered by the technical assistance provided by DHHS’ STD Community Interventions Program (SCIP). SCIP delivers training on STD prevention and treatment to local youth serving organizations in order to enhance their capacity to provide accurate and teen-friendly reproductive health services to youth and adolescents.</p> <p>The DHHS also convenes the Long Beach Comprehensive HIV Planning Group that promotes interagency collaboration and resource sharing among HIV service providers in the Greater Long Beach area. Consisting of 23 member agencies, the LBCHPG provides guidance to DHHS on prioritizing limited resources.</p> <p>The DHHS Mobile Clinic provides free HIV and STD testing services to high-risk throughout Long Beach. The Mobile Clinic reaches approximately 1,500 high-risk youth each year.</p> <p>The Teens Living Carefully (until 2009) provided HIV prevention education to Long Beach youth in middle and high schools, continuation schools and community centers and reached over 2,000 each year.</p> <p>The Mobile Youth Drop-In Center provides prevention education workshops on teen pregnancy, HIV, STD and substance abuse to high-risk youth and adolescents throughout Long Beach. The Mobile Van, equipped with health educational materials and videos, is deployed at parks and community centers during after school hours to</p>
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		<p>provide a safe and healthy place for youth to congregate.</p> <p>The Men Achieving Goals in the Community (MAGIC) program was a male involvement program that provided education and prevention workshops to male youth and also parenting young fathers to prevent teen pregnancy and promote responsible fatherhood. The MAGIC program engaged youth in service learning activities, community services, and linked males to family planning services. MAGIC reached over 2,200 males annually until it was defunded by the State in 2008.</p> <p>A new Mental Health Coordinator for City of Long Beach Department of Health and Human Services was hired in December 2008. Funded by the County of Los Angeles, Board of Supervisor, 4th District Don Knabe’s office through the new Homeless Veteran’s Initiative (HVI) grant program, this position was created to assist with the outreach and coordination of mental health services with the City of Long Beach. The Mental Health Coordinator has accomplished the following:</p> <ul style="list-style-type: none"> <li>▪ Established outreach and educational strategies, including a yearly mental health wellness and resource event for the city. The event is a collaboration of 15 health, mental health and substance abuse agencies with a commitment to outreach, engage and advocacy. In addition, as a result of the Long Beach Hoarding Task Force, a yearly conference on hoarding will be held as well with sponsorship from various agencies.</li> <li>▪ Developed two collaborative groups, Long Beach Hoarding Task Force and Long Beach Discharge Collaborative group, to address pertinent mental health concerns in the city.</li> <li>▪ Participates on various action committees that provides mental outreach and education opportunities in the city such as Department of Mental Health, Mental Health Service Act task forces and Service Area Advisory Committee for SPA 8, California State University, Long Beach Suicide Prevention Task Force, Veteran’s Mental Health Council, Agencies and Programs on Aging, Elder Abuse Prevention Team, United Homeless Healthcare Partners, City of Long Beach Library Foundation Mental Health Project, Long Beach Police Department Mental Health Advisory Committee and National Alliance for Mental Illness.</li> <li>▪ Provide mental health education to interested groups as requested such as Rotary, Neighborhood Action groups, Long Beach City College Nursing Program, City of Long Beach Human Dignity Program, Long Beach Police Department.</li> <li>▪ The DHHS Women, Infant and Children (WIC) Program has provided supplemental healthy food vouchers to pregnant women and children 0-5 for more than 30 years. The program continues to provide nutrition information and parenting skills to more than 28,000 low-income and working-poor families in Long Beach.</li> </ul>
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<b>GOAL:</b>		
<b>Y3 Ensure that every child enters school ready to learn.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y3.1	The full-time Childcare Coordinator included in the Department of Health & Human Services' 1999-2000 budget will work collaboratively	The Comprehensive Childcare Strategic Plan, developed by the DHHS in conjunction with the Early Childcare and Education (ECE) Collaboration in 2006-07, is updated

	to develop and implement a comprehensive citywide childcare plan that increases Long Beach's capacity to provide quality childcare options for Long Beach families and to create an employment registry to provide information and services to childcare providers and prospective employees. The Childcare Coordinator will report to the Youth Commission as needed.	every two years. The Collaboration includes Head Start, CDC, public and private childcare providers. The DHHS Childcare Coordinator, in partnership with the ECE, has developed funding from the California Community Foundation, Verizon and public and private agencies for sustainability and advocacy for ECE plan, trainings and events.
Y3.2	Increase by 30%, the number of childcare providers who complete childcare training programs. Long Beach City College, California State University Long Beach, and the Children's Home Society must expand their training programs and work collaboratively with the City to promote the availability of these programs.	Per the Strategic Plan, the ECE encourages childcare providers to obtain certification and training. Under the guidance of the Childcare Coordinator, the ECE holds an annual ECE Symposium focusing on strategies and training for childcare providers. Funding for the annual symposium is raised by the Childcare Coordinator and ECE members from foundations, businesses, and private donations.
Y3.3	Seek funding to increase the number of Family Resource Centers and other community-based, family-friendly facilities which provide resources and opportunities for individual and group development to families with children in the 0-5 age category.	Literacy and health services for preschoolers are provided via a mobile van to family-based childcare providers in the 90813 zip code as a result of collaborative efforts of several agencies.
Y3.4	Increase the number of programs for the 0-5 age category offered by the Department of Library Services, Parks, Recreation & Marine, and Health & Human Services and promote public awareness of these programs. City Departments should liaison with Long Beach Unified School District and link to services provided by Community agencies.	The City has initiated a number of new programs designed to increase literacy and provide improved access to preschool for children ages 0-5. A grant-funded Raising a Reader Program, provided by both the Library Services and Parks, Recreation and Marine Departments, improved reading and school readiness skills of over 1,000 preschool children and their families.  The DHHS promotes and provides programs for the 0-5 age category through WIC, the Center for Families and Youth, Healthy Active Long Beach, ECE, Weed & Seed, and the Growing a Healthy Family Series.

<b>GOAL:</b>		
<b>Y4 Support K-12 and higher education efforts to increase the percentage of students meeting high academic standards.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y4.1	Maintain and improve Long Beach Unified School District's position at the forefront of standards-based reform by continuing and expanding our efforts to make the attainment of high academic standards the top priority; expanding opportunities for two-way communication with parents and students about standards; and expanding School District-	The LBUSD received the Broad Foundation award for Best Urban Education, based on, among other things, the success of the District in narrowing the achievement gap. They were also the only Broad Foundation awardee to be amongst the finalists for the award in multiple years.

	provided after-school tutorial support through collaborative efforts with the City and others.	
Y4.2	California State University Long Beach, Long Beach City College, and Long Beach Unified School District will continue and expand seamless education activities, including successful faculty-teacher collaborations; improved teacher preparation programs; and encouraging advancement by School District students to higher education by counseling, recruitment, on-campus tours, etc.	In 2007, the LBUSD, LBCCD and CSULB adopted the College Promise that guarantees priority in admission to Long Beach youth who sign the Promise, take required courses and maintain an acceptable grade point average. To date, more than 17,000 Long Beach middle school students and their parents have signed the College Promise. LBCCD has offered every high school graduate in the Long Beach area a tuition-free first semester beginning fall 2011. LBCCD has become the top community college transfer institution. In addition, LBCCD has entered into the Pathways to Success Partnership with CSU Dominguez Hills to expand transfer opportunities.
Y4.3	The City, Long Beach Unified School District, Long Beach City College, and organizations such as the Long Beach Conservation Corps, the Federal Job Corps, and other youth service providers will continue and expand their efforts to redirect out-of-school youth to complete minimal educational requirements.	The City completed a joint study with the City of Los Angeles of the correlation between idle and out-of-school youth and lack of participation in the labor market in 2004. That data has assisted the City/Workforce Investment Network, education entities, and community-based organizations to continue very targeted investments and resource development around intervention strategies to help dropouts to complete high school and/or enter into post-secondary education or apprenticeships. An update to that 2004 Study is currently underway.

<b>GOAL:</b>		
<b>Y5 Increase youth engagement in productive activities.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y5.1	The City will support and participate in collaborative projects to enhance and augment after-school, weekend and off-track options for Long Beach youth. These projects shall seek additional funding to ensure that we provide programs to more youth and seek to improve the quality of programs offered.	The Early Child Care and Education Community Plan, created in partnership with the ECE Collaboration, under the guidance of the DHHS ECE Childcare Coordinator, serves as a guide to the community for creating safe and nurturing environments, provides access to comprehensive and culturally sensitive programs, and prepares children to become successful. The ECE, and the Childcare Coordinator, have sought additional funding to implement the plan through the California Community Foundation, Verizon, and public and private resources.  Targeted crime prevention and a number of literacy programs for youth have been

		<p>established</p> <p>The Junior Lifeguard Program, offering youth 9-17 years of age the opportunity to receive instruction in lifeguard rescue techniques, typically have over 400 participants.</p> <p>Through a partnership with LBUSD and other collaborative community organizations, state and federal grants, funded new after school programs at 62 school sites.</p> <p>With funding from the Long Beach Public Library Foundation, Family Learning Centers were operated at City libraries.</p> <p>With funding from the Long Beach Public Library Foundation, Family Learning Centers were maintained at all City libraries.</p> <p>The Library expanded teen programs, offering opportunities for expression through teen coffeehouses and discussion groups and established four Ten Councils to encourage participation in planning and implementing Library programs. Circulation of teen materials continues to significantly increase.</p> <p>Through a “Literacy Plus” grant, ninth graders at Jordan High School received tutoring in math, reading, writing, a school-based recreation activity each month and computer training at Houghton Park.</p> <p>The Parks, Recreation and Marine Department collaborated with the YMCA of Greater Long Beach to implement the “Teen Asset Institute.” This program was designed to help teens achieve adult self-sufficiency.</p> <p>Teen library cardholders increased significantly during measurable periods.</p> <p>The first annual Library outreach campaign targeting first graders resulted in a 66% increase in new borrowers. The Friends of the Long Beach Public Library sponsored the campaign.</p> <p>The Library instituted the annual Book Week program, a citywide festival of reading, featuring a broad array of programs related to books of current interest. Programs are held at facilities across the City and participation of adults, children and youth are encouraged.</p> <p>Over 3,500 youth were able to attend a clinic by world famous golfer Tiger Woods thanks to a partnership between the City and the Tiger Woods Foundation. In addition, the clinic qualified the City to receive grant funds to support future junior golf programming.</p> <p>A collaboration including the LBUSD, City and nonprofit youth providers received funding.</p>
Y5.2	Long Beach Community Partnership, through its administration of the Village 2000 Mentoring Program collaborative, will take the lead in	

	supporting and expanding existing mentoring programs and encourage high school students to mentor elementary and middle school students in after-school programs.	
Y5.3	The Office of the Mayor will hold an annual collaborative celebration of the benefits of mentoring in our community.	No celebration program has been established under either Mayor O'Neill or Foster. However, City Hall has created numerous community mentoring opportunities.

<b>GOAL:</b>		
<b>Y6 Increase involvement of parents (and other principal caregivers) in support of the social, emotional, and academic growth of children.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y6.1	The Childcare Coordinator's work (See Goal 3) will be augmented by additional staff (to be included in the 2000-2001 Budget) who would be responsible for developing and implementing a comprehensive, citywide program to increase parental involvement with their children. Staff serving in this capacity would report to the Youth Commission, as needed.	The DHHS Childcare Coordinator works with the DHHS Center for Families and Youth, ECE, Weed & Seed, Role of Men and WIC programs in the absence of funding for additional staff. The Childcare Coordinator recruits and works with undergraduate and graduate student interns from CSULB, CSUDH, USC and UCLA to assist as additional unfunded staff.
Y6.2	The Long Beach Council PTA will lead a collaborative effort to examine the current status of parent involvement within the LBUSD. Based on this review, the PTA should recommend to the Board of Education a parent/family involvement policy and a parent/family involvement program at every school site.	ASK LBUSD
Y6.3	LBUSD, in a collaborative effort, will increase the number of community schools in Long Beach by bringing school, parents, and community agencies together.	[Ask LBUSD]
Y6.4	CSULB will develop a program whereby teacher candidates and other undergraduates can receive training as part of their curriculum to help them partner with parents, schools, and communities, including placement at School District schools and/or with a youth services provider.	While CSULB has not developed a formal program, Long Beach BLAST (Better Learning After School Today) was created in 2000, as a direct result of the Strategic Plan. BLAST is a nonprofit organization which annually provides approximately 600 college students from LBCC and CSULB to school and community-based sites where, both during and after school, they mentor and tutor at-risk youth who attend the LBUSD. CSULB's Center for Community Engagement also seeks opportunities for college students to work with Long Beach youth. CSULB's SERVE program continues to place College of Education students in local schools.

<b>GOAL:</b>		
<b>Y7 Increase cultural respect, awareness, and sensitivity of youth and their families.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y7.1	National Conference for Community & Justice will lead a collaborative effort to create a group of youth working together on multi-cultural issues. Objectives include identifying and training youth representatives to establish an action plan supporting this goal and increasing the availability of effective programs that offer diversity training and multi-cultural awareness.	The DHHS Weed and Seed Program works closely with the CCEJ to accomplish this objective.
Y7.2	PTAs will make a concerted effort to reach parents of all cultural groups and increase opportunities for training of parents and families in diversity and multi-cultural awareness.	
Y7.3	Public Corporation for the Arts will promote cultural respect and understanding by establishing programs for students to research family traditions of Long Beach's ethnic groups.	The PCA continues to promote such activities.

<b>GOAL:</b>		
<b>Y8 Increase safety of Long Beach youth.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y8.1	The City will lead a collaborative effort to develop an explicit set of citywide strategies to prevent and respond to youth violence, striking balance between suppression and prevention/intervention, as well as developing methods for identifying behaviors that may indicate risk of youth violence. Participants should collaborate on grant opportunities offering funding for reducing youth violence.	<p>In 2005-06, the DHHS applied to the Federal DOJ for funding for the Weed &amp; Seed Program and was granted over \$1 million to lead a collaborative effort with more than 40 partnering agencies to address suppression of gang activity and violence and promotion of youth leadership, education, neighborhood stability and family involvement.</p> <p>The City monitored and addressed potential youth and neighborhood issues to deter gang violence.</p> <p>Approximately 100,000 third graders per year received fire safety training through the use of a Fire Safety House, which was acquired through State grant funds and a truck donated by Worthington Ford. Grant monies from Allstate Insurance Company supported the ongoing costs of the programs. The Fire Safety House visits every third grade class in the Long Beach Unified School District.</p>

		<p>In an effort to foster a safe environment on Long Beach Unified School District’s high school campuses, Long Beach Police Officers are assigned to, and participate in, a collaborative program involving parents, school administration and students.</p> <p>Coordinated efforts through multiple committees and task forces addressing youth and gang violence prevention and suppression have led to a number of successful projects funded through the Workforce Investment Act, the State Office of Emergency Services, and the U.S. Department of Education.</p>
Y8.2	The Greater Long Beach Area Child Abuse and Domestic Violence Council will launch a collaborative effort to increase access to child abuse, domestic and relationship violence prevention, education and intervention programs.	<p>Traumatized children can receive immediate care through the Child Abuse Response Team (CART). A police detective and a psychologist are on-call 24 hours a day to respond to incidents meeting certain criteria. CART responded to 38 incidents in the first short period of operations.</p> <p>The DHHS Center for Families and Youth Family Preservation Program, Weed and Seed Program, WIC, Public Health Nursing and the Role of Men Program work with the local domestic violence prevention council and families in the community to prevent domestic violence, child abuse, and elder abuse.</p>
Y8.3	The City will review its Gang Intervention & Prevention Program to maintain appropriate levels of staffing, resources, and services based upon the changing needs of the community.	<p>Currently, the City does not have an active Gang Intervention &amp; Prevention Program. However, there are other City programs that help prevent youth becoming involved in gangs. These include the Weed &amp; Seed program, recreation and enrichment activities provided by the Parks, Recreation and Marine and Library Services Departments, as well as those offered by LBUSD and community-based organizations.</p>
Y8.4	Increase the number of safe places for youth with leadership from the Mayor’s Faith Leaders for Youth and by the Department of Parks, Recreation & Marine examining park safety issues.	<p>West Long Beach Little League held their season on new fields at Silverado Park thanks to Anaheim Angels Outfielder Darin Erstad and a matching grant from Angels Care. This \$90,000 donation paid for a complete renovation of the facility.</p> <p>Area youth who would not otherwise have access to a skate park were given that opportunity through the City’s “Skate Park on Wheels” mobile skate program</p> <p>Leaders from The Mayor’s Faith Leaders for Youth have not participated in any city wide efforts to achieve this action.</p> <p>The DHHS Weed &amp; Seed Program has established Martin Luther King Park and McBride Park, as safe havens for families and youth working in partnership with LBPD and the Weed &amp; Seed Collaboration.</p>
Y8.5	The City will seek to reduce the availability of guns to youth by having a City Council member represent Long Beach in the Municipal Gun Violence Working Group; nominating an individual to participate in the Women Against Gun Violence Committee; and by supporting responsible gun control legislation.	The City discourages gun ownership.

<b>GOAL:</b>		
<b>Y9 Increase youth readiness for jobs, college, and other productive post-high school pursuits.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
Y9.1	The Mayor will form a Youth Council of the Workforce Development Board to discuss current workforce needs and how to convey this information to Long Beach youth.	The Youth Council of the Workforce Investment Board was formed in 2001, whose purpose is to help plan and guide workforce and career tech ed. strategies funded by the City's Workforce Investment Network.
Y9.2	The City, its educational institutions, and the School-to-Career Consortium will continue and augment their efforts to eliminate academic barriers to successfully entering college.	The School-to-Career Consortium merged with the Youth Council of the WIB in 2006. The collaborative work of that body continues, alongside the USD, LBCC, CSULB, and many others, to prepare and position young persons for post-secondary education and workforce successes through work experiences, job shadowing, tutoring, and assistance in education and career planning - through its Hire-A-Youth Program.  See Y4.2 re: the College Promise initiative
Y9.3	School-to-Career Consortium, with support from the City and our education institutions, will seek to improve the school-to-career transition of our youth by providing incentives to educators, businesses, and students to increase work experience. Efforts will also be made to better communicate occupational trends to youth and parents.	The DHHS, through the Weed & Seed Program, provided work experience sites with meaningful job experience for summer youth and youth participants from Workforce Development.
Y9.4	The Long Beach Public Library will lead a collaborative effort to create a web-based registry of community service opportunities for youth. Educational institutions will increase the number of teachers who utilize service learning. The City will conduct an annual "Service to Long Beach" event to recognize citizens who have improved the lives of our youth through community projects.	The Library Services Department continues to update its educational opportunities via its website.
Y9.5	The Training and Employment Division of the City's Department of Community Development, and other collaborative partners, will establish a state-of-the-art youth center for disadvantaged, at-risk youth, bringing together the full range of job preparation and support services.	The City has opened the Youth Employment Opportunity Center that is operating as a center for youth in the City to access information about jobs and receive job training.  The Workforce Investment Network opened its downtown Youth Opportunity Center in 2001, which was relocated to Bixby Knolls in 2007. In 2008, the City re-dedicated the Center with an improved space - one that was designed and inspired from layout, to staffing, to messaging, and aesthetics - by youth that would utilize the Center. Over the last few years, more than 5,000 young adults have successfully accessed the City's Hire-A-Youth, WIA Youth Career Academies, and other partnerships located onsite. In 2009, the City received the Natl League of Cities' Gold Award for Municipal Excellence for the design and programming strategies incorporated.

## PUBLIC SAFETY TASK FORCE

<b>GOAL:</b>		
<b>S1 Extend community policing to include all areas of the City equally.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
S1.1	Ensure that community policing remains a core competency of the police force through ongoing training, evaluation, and feedback.	Community policing is the adopted philosophy of the Long Beach Police Dept. and now uses community-based problem-solving models. It is taught in the Police Academy for cadets to become police officers. Community Policing teams have monthly training sessions to ensure that Community Policing techniques become a core competency for Police Officers.
S1.2	Continually emphasize the need for officers to learn and understand the special needs of the neighborhoods they serve and protect.	This is part of community policing. Officers are assigned to a beat for one year so that they may learn and understand the neighborhood they are assigned to work in. Officers are encouraged to “walk” and “talk” with residents of the neighborhood. The department furnishes weekly crime trend reports and crime “hot spots” maps at the district level to assist officers working in particular neighborhoods. Police Officers regularly attend cultural awareness courses to enhance their ability to work with diverse populations.
S1.3	Construct two new police substations in the north and east parts of the City, improving existing police and fire substations and making them highly visible, user-friendly, and technologically networked.	The police substation in Scherer Park is up and running. The new police substation in the east part of the City is awaiting BRAC (Base Realignment and Closure) approval. The north station is highly visible, user-friendly, and technologically networked, as will be the east station, if approval is given.
S1.4	Maintain the highest possible number of officers on uniform patrol.	The police department has a philosophy that the highest number of officers should be on uniform patrol at all times, and follows that philosophy. Through COPS, more grant funding, use of non-sworn administrative support has been possible. This funding has also increased technical support and enhanced the use of technology to allow more uniformed police officers to be on the street rather than in administrative positions. As a result, police officers continued to respond to Priority One calls for service in an average time of less than five minutes.
S1.5	Deploy officers to ensure that at least one officer is patrolling every beat at all times.	The LBPD has a policy that there is a minimum of one officer per beat, 24 hours a day, seven days a week, 365 days a year. This practice continues to be reviewed for efficiency. Weekly forecasts are provided to Patrol Officers to increase their awareness of criminal activity.
S1.6	Work together with county representatives to fund and build a Justice Center for all of Long Beach that would include courts, prosecution, defense, police and fire services in one location.	The State of California is currently in the process of selecting a development team to build a new County courthouse in Long Beach. This courthouse will encompass both criminal and civil courts, and will be located immediately adjacent to LBPD Headquarters and Fire Station No. 1.

S1.7	Increase community policing and problemsolving training in the basic recruit academy so that all officers are thoroughly trained as police officers in the community policing/problem-solving approach so they are able to see the world through their customers' eyes.	See comment to S1.1 and S1.8. Human relations training for all officers is conducted by the CCEJ. Training is conducted for new recruits in the academy which supports and reinforces community policing issues
S1.8	Promote citywide diversity acceptance and community harmony to reduce the potential for inter-group conflict and civil unrest through the Human Dignity Program of the City of Long Beach.	<p>The City has established a response team specifically trained to address hate crimes. The LBPD has provided increased training to officers on issues related to cultural diversity. There are currently 15 Chief Advisory Groups representing community members that advise the Police Chief on community issues and sensitive matters related to ethnic diversity. Members of the Police Department regularly attend community meetings and events. Through the Human Dignity Program, community volunteers are trained to participate as part of an Inter-group Conflict Resolution Team.</p> <p>The DHHS Weed &amp; Seed Program and Collaboration work with the Police in beats 4 &amp; 5 to strategize on issues with the Martin Luther King Park youth and family service providers, neighborhoods, and surrounding areas. LBPD meets with community members and youth through the Weed &amp; Seed Program.</p>
S1.9	Maintain staffing levels necessary to meet community safety needs.	Staffing levels of sworn officers are constantly under review to ensure they meet community safety needs.

<b>GOAL:</b>		
<b>S2 Encourage public involvement in public safety.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
S2.1	Encourage and actively seek public participation in anti-crime programs, such as neighborhood, business, and apartment programs.	<p>Public participation in anti-crime programs, including Neighborhood and Business Watch and Apartment Watch Programs, have been instituted. Crime prevention information is delivered during frequent presentations to the community about public safety.</p> <p>The DHHS Weed &amp; Seed Program and Collaboration work with the Police in beats 4 &amp; 5 to strategize on issues with the Martin Luther King Park youth and family service providers, neighborhoods, and surrounding areas. LBPD meets with community members and youth through the Weed &amp; Seed Program.</p>
S2.2	Publicize anti-crime efforts and provide information about the policing function in newspapers, over the Internet, and through other means.	The LBPD Public Information Officer is responsible for publicizing anti-crime efforts and providing information about the police function. In addition, the LBPD has a website and regularly sends out e-blasts to the community, as needed.

S2.3	Encourage citizens to submit safety suggestions to public safety departments.	<p>The LBPD has 15 advisory groups that submit safety suggestions. Community input is encouraged at all public meetings as part of Community Policing. The LBPD website provides email access to citizens to email the Police and Fire Departments with their questions and concerns. Citizens also have opportunities to discuss policing and crime issues as part of the Chief's Advisory Group meetings. The DHHS is working with representatives from the LBPD, social service agencies, Long Beach City College, City Prosecutor's Office and the community in developing a strategic plan to address local issues related to domestic violence. The plan will include issues related to education, training and community awareness.</p> <p>The DHHS utilizes its task forces and advisory boards (Homeless Services Advisory Commission and Board of Health &amp; Human Services, etc.) to encourage community input with regard to health and human service issues that impact public safety (such as residential and commercial hazards, threats of acts of bioterrorism, and communicable disease control).</p>
S2.4	Create hearing rooms in neighborhood police substations and other public buildings and hold informational meetings to inform the public of policing issues and to encourage community input.	The west and north substations, as well as the revitalized police department in downtown Long Beach, have neighborhood rooms where informational meetings are held. The West station has a designated Community Meeting Room and the new North station has one as well. The East station uses its squad rooms to hold community meetings and the South Division Public Safety Building has a community room.
S2.5	Utilize fire stations to provide City services to local communities.	The DHHS works in partnership with the Fire Department by holding a variety of community services – such as health fairs and immunization clinics – at fire stations.
S2.6	Provide alternative dispute resolution facilities and services.	The City Prosecutor's Office has instituted a diversion program for low-grade misdemeanors. Neighborhood/Apartment/Business Watch programs provide a venue for dispute resolution. Community policing techniques are designed to help resolve disputes and domestic issues.
S2.7	Start fire station/school partnering and mentoring programs to promote community safety.	The Fire Department has completed its fourth year of a student-mentoring program and will graduate 11 youths. The Long Beach Fire Ambassadors continue to promote fire safety by visiting every third grade class in the City. The fire chief has also set a goal of increasing the number of CERT teams and, as a result, there are over 400 graduates.
S2.8	Enhance the current Senior Volunteer Program by expanding their duties and responsibilities to include those functions typically performed in other Southern California cities. Provide the volunteers an appropriately marked City vehicle to be used while volunteering.	The Senior Volunteer Program has been expanded in duties and responsibilities to match other Southern California cities. Senior volunteers work in appropriately marked City vehicles. This program, entitled the Senior Police Partners (SPP) has expanded since its inception and has extended the program to all Division Commanders. Each Commander assigns specific specialized duties to volunteers depending on their abilities. A recent example includes the assistance given by SPPs to the Forgery Fraud Detail. In addition, several new tasks have been assigned to SPPs including clerical support, presentation of crime prevention programs, performing

		vacation home checks, checking on the well-being of shut-ins and many more. The DHHS, as part of its Senior Strategic Planning Process, had over 50 individuals from the Long Beach Senior Community who participated in a Senior Strategic Planning Process to address the health needs of Long Beach seniors.
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<b>GOAL: S3 Maintain strong emergency preparedness.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
S3.1	The ECOC Project should be completed as expeditiously as possible, and the new facility should be placed in operation by December 2002.	The ECOC Project was completed in 2003.
S3.2	Increase community-based fire prevention and disaster preparedness training.	CERT (Community Emergency Response Team) programs have been instituted in neighborhoods throughout the City. Over 400 citizens are currently participating in CERT programs around the City. CERT trained more than 100 residents to prepare for and provide immediate help during a major emergency. The American Red Cross and Long Beach City College, in collaboration with City staff, have trained several thousand people in CPR.  In order to prevent a public health disaster, the DHHS in collaboration with the Long Beach Unified School District (LBUSD), the Medical Reserve Corps, the Red Cross and other volunteers held free H1N1 vaccination clinics at five (5) LB high schools; and the Convention Center during November and December 2009 targeting children aged 6 months to 19, pregnant women, and adults aged 24 – 64 with a chronic health condition as priority for vaccination. Clinics were promoted using multiple media sources (i.e., LBUSD notification system, newspapers, DHHS website, information line).
S3.3	Increase fire and police training capabilities and reliable state-of-the-art public safety communications systems.	Training and communications are continually being enhanced and upgraded. The Fire Department recently completed a remote training program so that each firefighter can receive decentralized training in his/her own assigned station. The Fire Department also recently completed converting to its new “station alerting” system. Police use extensive in-service training for monthly skill enhancements.
S3.4	Implement terrorism preparedness training through an interdepartmental team consisting of the Fire, Police, and Health and Human Resources Departments, in cooperation with the Los Angeles County Terrorism Working Group.	Terrorist preparedness training is conducted on an ongoing basis. The LBPD is a member of the Threat Early Warning Group that coordinates with federal and state agencies and airport and port security teams. The City received a \$1 million grant from the federal government for anti-terrorism efforts. The implementation of the terrorism preparedness training has taken place and the training in this area is ongoing. Coordination of the grant and an additional \$6.4 million in funding has required much work, including the development of a needs assessment, a threat study, and the creation

		<p>of a response plan. Since then, significant additional federal funds have been received to be used by the City and neighboring jurisdictions to better prepare for acts of terrorism.</p> <p>The DHHS has developed an All-Hazards Preparedness and Response Plan to protect the public from a bioterrorism threat and other public health emergencies. Program components include bioterrorism preparedness, disease surveillance improvements, increased laboratory testing capacity, improved communication, health education and risk communication. The DHHS is a member of the Los Angeles County Joint Regional Intelligence Center (JRIC) and key staff completed the Terrorism Liaison Officer (TLO) basic training. Preparedness activities are coordinated in conjunction with federal, state, county and local authorities. DHHS continues to work with local response partner agencies, participating in joint education, exercises and recent real events, such as the H1N1 Pandemic Vaccination Response. Ongoing training activities include mass notifications drills, disease investigation, and disaster epidemiology training.</p> <p>A Natural Hazards Mitigation Plan, providing a comprehensive approach to reducing risk and preventing loss of life and property from natural hazards, such as earthquakes and flooding, was prepared.</p>
S3.5	Ensure fire fleet readiness consistent with national standards.	The fire fleet readiness is consistent with national. Fleet readiness targets for Police and Fire vehicles meet national standards. The Fire Department recently received and put into service seven new pumpers and is ordering a replacement lifeguard boat with firefighting capabilities. The Fire Department received 11 Chevy-sponsored vehicles to replace existing fleet and will receive 10 new rescue squads.

<b>GOAL:</b>		
<b>S4 Create a city free of street gangs and related activities.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>

S4.1	Increase protective factors and reduce risk factors for youth who are in peril of gang involvement and juvenile crime.	<p>This is a work in progress. The City Prosecutor’s Office uses gang injunctions and there are a number of youth and after-school programs that target risk factors for youth who are in peril of gang involvement and juvenile crime. A Youth and Gang Violence Prevention Task Force, composed of community members and City staff, was formed to develop strategies to address detrimental youth activities. The LBPD is continuing to provide community services – providing Long Beach Workforce referrals, continuing officer participation to identify at-risk juveniles that could be helped by referral programs, recruiting volunteers from the Long Beach POA Honoraries and the local Retired Police and Firefighters among other senior organizations to developing a “mentoring” program for youth. The goal is to have a mentor for every at risk juvenile. The LBPD continues to participate in “Erase the Past” tattoo removal program. The Library established four Teen Councils to encourage teen participation in planning and implementing library programs. The Library expanded teen programs and offered opportunities for expression through teen coffeehouses and discussion groups.</p> <p>The DHHS Weed &amp; Seed grant funded from 2006 to the current year, is a collaboration with 41 community agencies including LBPD, focusing on Police beats 4 &amp; 5, which includes the MLK Park Neighborhood and surrounding area. The grant promotes youth leadership programs, summer youth job opportunities, mentoring, parenting classes, neighborhood clean ups, park restoration and public and private partnerships with Home Depot and Verizon.</p>
S4.2	Identify ways to reduce the availability of guns to the City’s youth.	<p>The Police Department has an agreement with the Bureau of Alcohol, Tobacco and Firearms whereby all guns related to offenses committed by youth (under 18 and 18-24) are tracked to determine their last point of sale. Gun dealers who sold guns to youths are put out of business. Additionally, all captured guns are registered in a national database, which allows Police to track and tie specific weapons to one or more crimes. Police Department Pawn Detail regularly checks weapon sale records and monitors gun sales to prevent sales to minors.</p>
S4.3	Increase understanding and tolerance between people of different beliefs, perspectives, age groups, and lifestyles within Long Beach.	<p>Many programs have been introduced after school and evenings including teen centers, youth sports, classes, arts and cultural activities and other supervised “drop-in” activities as well as gang prevention and intervention services for at-risk youth. 125 teens participated in the Teen Volunteer Mentor Program, in which the youth donated a minimum of 100 hours of services. In 2002 the City tracked 184,000 volunteer hours, 50,000 of which were devoted to Parks, Recreation and Marine activities. LBPD is continuing participation in the Cambodian New Year celebration, Martin Luther King, Jr. Parade and Celebration, and Cinco de Mayo to enhance cultural awareness and show support for the city’s ethnic communities. 400-500 youth participated in the Peace Walk and Youth Fair.</p> <p>All DHHS programs, especially the Weed &amp; Seed Program, embrace diversity and promote culturally specific community programming.</p>

S4.4	Increase the number of safe places, after-school programs, and job opportunities for City youth.	<p>The Pacific Gateway Network is designed to increase the number of safe places and after-school programs for City youth. The LBPD assists in providing a wide variety of after-school and evening programs for youth. See S4.3 above. The Youth Services NETWORK has been dedicated to increasing communication, cooperation and collaboration among 170 youth serving organizations in the city. Youth can receive homework assistance at 12 Family Learning Centers located at the Main Library and 11 neighborhood libraries. Teen Councils are established at four library locations and reading programs are available at all libraries. The library provides an outreach librarian as part of an after-school enrichment program at six locations. The Youth Opportunity Center is upgrading job placement activities through expansion of job matching system, development of a “first source” hiring project for City Place and development of “soft skills” workshops. The Department of Parks, Recreation and Marine continues to be a national leader in programs and activities for youth and young adults. The LBUSD and other community-based youth organizations also provide programs and activities for youth.</p> <p>The DHHS Weed &amp; Seed Program and Collaborative have established Martin Luther King Park and McBride Park as safe havens that include youth leadership, family stability programs, youth summer jobs and internship programs.</p>
S4.5	Encourage senior citizens, local colleges, and parents to volunteer to staff after-school and evening activities for youth to expand alternatives to street life.	<p>LBPD has an ongoing need for volunteers and has established an active recruiting system to recruit volunteers. DHHS, through the Senior Strategic Plan will be designing opportunities to involve seniors in programs that engage youth in safe and healthy activities. Parks, Recreation and Marine is continuing support of Better Learning After School Today (BLAST) by recruiting volunteers and hosting trainings for the Library and Family Learning Centers. Department of Library Services is expanding outreach to potential volunteers by working with LBCC, LBUSD and CSULB. In addition, the Bookworm Buddy Read Aloud program is involving volunteer readers working with children in all neighborhood libraries.</p>
S4.6	Implement methods of suppression and punishment of youth crime other than incarceration, including requiring community service to be performed within the area where the offensive behavior occurred, when appropriate.	<p>Those arrested for graffiti can be given community services to do paint-our work in the area they tagged. Other youth crimes and violators are dealt with by sending minors to traffic court, referrals to “Project Short Stop” and to the Probation Department’s “601 Program.” This requires cooperation from the courts.</p>
S4.7	Promote greater awareness of the problems of violence, abuse, neglect, and exploitation of all citizens.	<p>Community Relations staff has been severely reduced by budget cuts but Gang Detail members speak at neighborhood meeting and collect information on gang problems. The LBPD notifies the public of gang activity through regular press releases on gangs and violence. The Crime Prevention Unit participates in several monthly crime prevention meetings with the public. Community Policing Officers continue to address local problems and actively investigate and prosecute taggers.</p> <p>The DHHS promotes the prevention of violence, abuse, neglect and exploitation of individuals through the Elder Abuse Prevention Team, Hoarding Task Force, Long</p>

		Beach Strategic Plan for Older Adults, Mental Health Coordinator Programs, Homeless Services Programs, Weed & Seed Program, Nursing Programs, Role of Men, and Center for Families & Youth.
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<b>GOAL:</b>		
<b>S5 Eliminate common neighborhood nuisances.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
S5.1	Encourage a team approach among residents and the City working together on nuisance abatement and code enforcement efforts.	The City's Dept. of Community Development, Public Works, LBPD, and the City Prosecutor's Office have developed a team approach to address nuisance abatement and code enforcement issues. The City completed a comprehensive review of its Code Enforcement function and began implementation of a consolidated, geographically based system. "Fresh Start" is one of the programs which is a combined enforcement approach using multiple departments. The Community Code Enforcement Program is a community-based program involves community leaders, multiple departments and agencies in enforcement activities. (See N4.3)
S5.2	Eliminate illegal dumping of trash and debris by providing more opportunities for "large item" trash pickup, additional locations for drop-off of household hazardous materials, and more stringent penalties for illegal dumping.	E-waste programs have been established on a rotating basis throughout the city and individual councilmanic districts. Flexible, tailored programs are available that are coordinated through City Council offices. City departments are among others that report illegal trash and debris for clean-up. The "Fresh Start" Program identifies locations with trash dumping problems. To provide convenient opportunities for the disposal of large items, City-serviced accounts may pick up two bulky items per year free of charge. Each pickup may consist of five large or bulky items or fifteen minutes of staff time to collect refuse. City departments continue to report incidents of illegal trash and debris for cleanup. Public Works has implemented new refuse collection routes. One objective of the new route plan is to improve response time for collection of illegally dumped items. The City of Long Beach continues to participate in the Los Angeles County Household Hazardous Waste Roundup program, which is currently the most cost effective means of providing waste disposal service. At least two roundups are held in Long Beach each year. Photo enforcement is now in effect to discourage illegal dumping at critical sites. Community Policing teams coordinate with council staff to target problem areas.
S5.3	Severely reduce illegal vending, soliciting, and panhandling.	Ordinances are being enforced by the LBPD. The Environmental Services Bureau provides litter law training. Ordinances regarding vending, soliciting and panhandling are distributed to officers. Patrol works closely with DHHS and Business Licensing to enforce ordinances.
S5.4	Eliminate illegal loitering by providing more after-school youth activities, evening activities for young adults, and increased police foot	The Department of Parks, Recreation and Marine continues to be a national leader in programs and activities for youth and young adults. The LBUSD and other

	and bicycle patrols.	community-based youth organizations also provide programs and activities for youth. LBPDP continues to promote foot and bicycle patrols.  The DHHS Weed & Seed Program in the Martin Luther King area has programs focused on youth.
S5.5	Eliminate alcohol and drug-related loitering by establishing “drug free” zones near parks and other public facilities, promoting tougher state penalties for dealing drugs near where children congregate, and by increasing foot and bicycle patrols in areas of chronic street drug vending.	Drug-free zones near parks, schools, and other public facilities, as well as increased foot and bicycle patrols in areas of chronic drug use, have been established. Organized sweeps are conducted in targeted areas for loitering. Criminal cases involving drug-related arrests within 1,000 feet of school and parks involve long sentences.
S5.6	Ensure alleys are clean and safe through a citywide program of weekly alley street sweeping, and holding property owners responsible for maintaining the area of alley adjacent to their building.	Alley condition survey was funded and provided important information about the condition of alleys. NSB assists with 300 neighborhood clean-ups per year, which cleans streets and alleys. The North Long Beach Redevelopment Project has funded an Alley Improvement Program through the RDA. Occasional alley sweeping is conducted when staff and vehicles are available. The City assisted with 198 neighborhood and alley cleanups through its Neighborhood Clean-up Assistance Program and Free Paint Program. LBPDP North Division has a “pick of the week” program where a problem location is targeted all week. The Environmental Services Bureau attends squad meetings to heighten awareness and coordinate on solutions.  The DHHS Weed & Seed Program participates in cleanups in and around the Martin Luther King Park neighborhood and area.
S5.7	Reduce homelessness by supporting programs that focus on factors contributing to homelessness, including mental illness, substance abuse, educational barriers, and deficits in basic life skills and job readiness.	The LBPDP has a quality of life detail where two officers are assigned to deal with homeless issues on a full-time basis. The City developed the Ten-year Plan to Address Chronic Homelessness. DHHS operates Multi-Service Center for the Homeless that houses 14 agencies providing services to homeless individuals and families. DHHS is working with the Downtown Long Beach Association to address human service issues in the downtown area including issues related to homelessness.  The DHHS Homeless Services Division continues to work with the Gateway Cities Council of Governments on Regional Planning efforts, including implementation of the ARRA Stimulus funding for Homeless Prevention and Rapid Rehousing Program (HPRP) .
S5.8	Expand resources and volunteer efforts for graffiti abatement programs to include volunteer services, use of court referrals, city staff, and the graffiti paint program.	The City has adopted a graffiti removal program. The Graffiti Abatement Program is actively monitoring and enforcing graffiti ordinances. LBPDP Youth Services Division identifies and arrests individuals responsible for graffiti. The City contracts for graffiti removal, with a 24-hour response.
S5.9	Eliminate substandard buildings and increase property maintenance standards citywide through increased code enforcement.	Code enforcement has increased. Code Enforcement Teams are actively addressing instances of substandard buildings. The Fire Department continues to work closely with the Department of Development Services and DHHS to address issues related to

		substandard housing when needed. LBPDP Community Policing targets problem locations in each division. Also, through a recently developed policy, Administrative Citations are issued to applicable property owners in support of this Strategic Action.
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**BUSINESS GROWTH AND WORKFORCE DEVELOPMENT TASK FORCE**

<b>GOAL:</b>		
<b>B1 Retain, expand, and attract business by encouraging development centered on the City’s strengths.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
B1.1	Develop a citywide economic development plan overseen by the Economic Development Commission.	Economic Development Plan, “Jobs and Business Strategy”, was developed by the Economic Development Commission and adopted by the City Council in 2006. To create opportunities for businesses and job creation, and to guide the use of Redevelopment funding in the North Long Beach Redevelopment project Area, the North Long Beach Strategic Guide to Redevelopment and the North Long Beach Master Plan were developed by the North Long Beach Redevelopment Project Area Committee, community residents and City staff.
B1.2	Assemble and utilize “Red Teams” to identify and attract new business development and to retain the businesses we have.	<p>“Red Teams” to identify and attract new business were organized and successfully used for the Boeing C-17 program. The City launched the single largest business retention effort in California in 2006, as 5,500 Boeing employees faced job loss. This resulted in the federal funding of 10 additional C-17s. Red Teams have also been used to attract Carnival Cruise Lines, which brings 300,000 cruise passengers per year through Long Beach. The Teams were also used in discussions for the CSULB Technology Park research, development and manufacturing center. Finally, an ad hoc Checkered Flag Team was used to attempt to induce Kelvokan, to move the Champ Car headquarters to Long Beach.</p> <p>The City and its Workforce Investment Network entered into service contracts in January 2010 with the L.A. Economic Development Corporation, the LB Chamber, and other partners to continue and expand efforts related to "red team" responses.</p>
B1.3	Provide business location incentives for business activity directly related to international trade, healthcare, knowledge-based technologies, and other growth sectors that create high-paying jobs.	<p>Community Development created the “Long Beach . . . Get More!” marketing campaign to attract major corporate, retail and technology companies to Long Beach and distributed over 2,000 packets of information.</p> <p>The City has marketed and promoted the Long Beach Enterprise Zone and other incentive programs extensively.</p> <p>In the area of international trade, The City is working to expand the Foreign Trade Zone to include PacificCenter and to assist trading partners on a one-on-one basis with education programs and counseling to grow international businesses.</p>
B1.4	Leverage the local visual and performing arts industries to create an environment that identifies Long Beach as the region’s art center.	The City incorporated the oversight of the arts into the City structure to oversee public art and promote the arts in the City. Because of this strong City focus, the public

		awareness of arts programs has increased. For years, October has been Arts Month in Long Beach, and the Public Corporation for the Arts held its annual fund-raising luncheon in September. The Public Corporation for the Arts also developed a marketing campaign in which all of the major arts groups participated.
B1.5	Protect, preserve, and build upon the greater Long Beach industrial sector through rezoning and in-fill development.	While the industrial sector of the Long Beach economy has been negatively affected by the economic downturn, the Magnolia Industrial Area (MIG) and the Westside Industrial Area both continue to be important components in the City's industrial framework. The Douglass Park center conceived by Boeing is through the entitlement process and is anticipated to be an area of growth during the next decade. The annexation of the Rancho Dominguez industrial area is a process the City has been working on since 2007.
B1.6	By the year 2001, develop a strategy for land use at the Long Beach Airport that maximizes the airport's economic return to the community.	Easy, enhanced access to the expanded Long Beach Airport was created. The widening of Lakewood Boulevard between Willow and Carson includes double left-turn lanes at all major intersections, new state-of-the-art traffic signals, a storm drain system to improve drainage, and improvements to sidewalks, curbs and gutters. Each commercial flight slot available at Long Beach Airport is estimated to exceed \$6 million in total economic impact and to generate 92 jobs. In May 2001, JetBlue assumed the operation of 41 commercial airline flight slots at the Airport. Terminal improvements were completed at the Long Beach Airport including major painting, landscaping, carpeting, and new furniture acquisition. \$8 million in discretionary funding was secured from the Federal Aviation Administration to begin the reconstruction of the Airport's 10,000-foot primary runway. Groundbreaking for a new parking structure has occurred and terminal modernization is scheduled to begin next year.
B1.7	Develop, build, and lease versatile and efficient port facilities that make the maximum use of Port of Long Beach land.	High profile Port projects that involved various City departments have been initiated which include a \$576 million investment for the redevelopment of 375 acres of former Naval Station and Shipyard property. The Port signed a 25-year lease with Hanjin shipping Co. of South Korea to use the new shipping terminal. The Middle Harbor project of the Port of Long Beach has been approved and continues as a work in progress.
B1.8	Complete the development of the Queensway Bay Project and continue to create and market other tourist attractions downtown and throughout the City.	The Queensway Bay project has been completed. More than \$3.6 million has been invested in activities to market Long Beach to visitors and convention goers through the Tourism Business Improvement Station.
B1.9	Develop vibrant retail centers with a variety of shopping opportunities easily accessible to residents and works, as well as tourists and conventioners.	Numerous retail centers are in place with considerable City attention. Towne Center, Los Altos, Marina Pacifica, Retro Row, Broadway Corridor, Bixby Knolls, Naples, Belmont Shore, Wrigley Marketplace, Plaza Redevelopment/Queensway Bay are all examples of retail centers the City has focused time and resources on. New Best Buy, Marshall's and Trader Joes' stores have opened in Bixby Knolls. Several Fresh N Easy markets have also opened in Long Beach. Significant expansion of the Towne Center, including a new Wal-Mart store and a Target store in North Long Beach, has

		also increased Long Beach’s retail. Nevertheless, retail has been adversely affected by the recession. The downtown waterfront development continues with the addition of new restaurants, entertainment venues and retail outlets at the Pike at Rainbow Harbor, which includes over 20,000 square feet of retail space. CityPlace, 454,000 square feet of retail and 332 residential units, continued to transform downtown Long Beach as apartments and retail on Pine Avenue were completed.
B1.10	Use Long Beach’s leadership in international trade to create high-paying jobs for Long Beach residents.	The City’s Workforce Investment Board designated the Transportation Sector as a key focus area in 2006, which in turn has led to a number of strategic partnerships and investments with the Port of LB, LBCC, CSULB, the United Way, and the City of Los Angeles toward preparing and placing people in good-paying trade-related careers.
B1.11	Target business retention and attraction efforts within high technologies: aviation/aerospace, electronics, transportation, healthcare, and other growth technology sectors.	The City and its Workforce Investment Network entered into service contracts in January 2010 with the L.A. Economic Development Corporation, the LB Chamber, and other partners to implement regional business retention/layoff aversion strategies in the industries most impacted by economic
B1.12	In under-served areas/neighborhoods, use Community Development Impact Teams combining multiple city bureaus to exert coordinated efforts to assist small businesses through newly-established community centers.	The City’s Workforce Investment Network convened a wide partnership of City, county, state, federal, nonprofit and business partners (including So Cal Edison and Best Buy) in 2006 to produce the Small Business Resource Guide - both in print and on-line. The Guide was updated, expanded and re-distributed in 2008.

<b>GOAL:</b>		
<b>B2 Create a comprehensive and accountable Workforce Development Plan based on the needs of local and regional employers which promotes quality jobs and wages.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
B2.1	Convene all workforce development stakeholders to create a workforce development plan which includes specific quantifiable benchmarks: In high unemployment areas, lower the unemployment rate by 50% in 5 years. Increase by 10% per year the number of students in city schools who complete core math and science classes. Increase computer literacy among all segments of the community by 25% by 2010. Increase business satisfaction with workforce development services by 10% per year.	<p>The Workforce Development Board was formed to address workforce issues. The plan addresses three themes: soft employment skills, key (and emerging) industries in Long Beach, and the skills gap between job seekers and employers. The Civic Gateway Workforce Board provides jobs in Long Beach, Torrance, Lomita and Wilmington.</p> <p>The Workforce Investment Board adopts two-year Strategic Business Plans, organizing its broker, convener, and community organizer actions around key areas of action. Current Plan elements include focus on meeting employer skill needs; identification of opportunities and need; expansion of industry-sector initiatives; expansion of Hire-a-Youth employer strategies; career pathways focus by Youth Opportunity Center and its partners/service providers; mobilized messages and use of champions to assist with economic and workforce development opportunities; maintaining a Board well-versed</p>

		and able to speak on issues of importance to the WIB and the economy; and close tracking of local/state/federal agendas that connect with the need for a skilled workforce and strong economies. Key measures of performance are in place across these nine Priorities.
B2.2	Address the needs of local employers by providing training in areas of skill shortages and ensuring the availability of qualified applicants for hard-to-fill occupations.	<p>The Workforce Development Board convened two industry summits to address workforce issues and immediate needs in the nursing and construction fields.</p> <p>The Workforce Investment Board has prioritized industry training and recruitment strategies to ensure skilled workers in seven key sectors. The Board has established its Industry Resource Committee to further that priority. The Workforce Investment Network made this happen through collaborative projects with its community college/university/labor/CBO partners, alongside businesses and industry associations.</p> <p>Almost 95,000 customers accessed employment assistance and resources through the Career Transition Center.</p> <p>The Business Services Center, which served over 900 customers, was created to better coordinate services delivered to local employers to assist with recruitment, job fairs, pre-screening of applicants and other workforce development strategies.</p>
B2.3	Assess a minimum wage and benefits requirement in contracting for City services in the context of the study of a potential marketization program that is agreed upon by the City Council.	All City contracts must adhere to state and federal laws regarding Minimum Wage and Prevailing Wages. The City's current grounds maintenance and custodial services contracts contain a health benefit requirement.
B2.4	Develop mechanisms for consistently gathering input from the employer community as to their workforce needs: create industry clusters that reflect the local labor market and use them to create a minimum of 10 career pathways (for training and employment) each year.	<p>The Workforce Development Board has been charged with the task of gathering input on workforce needs.</p> <p>The City and its Workforce Investment Network entered into a service contract with a nonprofit organization in January 2010 to strengthen its understanding of industry needs and trends through business forums, seminars, round table events, targeted employer interviews, and surveys. The strategy builds on existing efforts to ensure "workforce intelligence" on key issues and needs of businesses in the city and its surrounding areas - including regional work through the CA Workforce Association, the CA Endowment, and the City of Los Angeles. The WIB first embarked on this strategy with its 2004 convening of the healthcare industry.</p>
B2.5	Maximize public funding resources and prioritize allocations based on return on investment considerations.	<p>The City has adopted the Resource Allocation Model used by the State of Maryland to prioritize funding allocations.</p> <p>The City's Workforce Investment Network and the Board have adopted nine strategic plan areas that include focus on seven key sectors. Those areas of focus have provided the blueprint for partnership development, resource and fund development, and regional partnering - including contracting-in with other cities and communities in the</p>

		Region.
B2.6	Provide easy access and support services to all segments of the community, especially the unemployed, working poor, and unskilled.	<p>Workforce Development Programs have addressed the issues of support services that are accessible to the community.</p> <p>The Concentrated Career Services Effort was established in high poverty areas and includes the development of the Center for Working Families at Renaissance Square.</p> <p>Support services are provided to adults looking for work through the Career Transition Center and to youth accessing education/workforce training through the Youth Opportunity Center. Almost 95,000 customers accessed employment assistance and resources through the Career Transition Center.</p> <p>The Business Services Center, which served over 900 customers, was created to better coordinate services delivered to local employers to assist with recruitments, job fairs, pre-screening of applicants and other workforce development strategies.</p> <p>In 2006, opened the 5,653 square foot Center for Working Families to expand employment and training resources to residents in central Long Beach. The City has implemented the Career Transition Center (1997), the Center for Working Families (2006) , and the (newly re-opened) Youth Opportunity Center (2008); has funded dozens of community- and economic development organizations annually; and implemented its on-line Virtual One-Stop System (VOS) to ensure easy and comprehensive access to services by all residents and special populations throughout the City. The City embarked on a pilot in 2008 to allow the Workforce Investment Board as one of twelve in the State to test simplified and strengthened service access at its Centers through a functional integration with onsite State agency counterparts. That effort, along with a re-order of the physical Career Transition Center space has allowed the City to grow ten-fold the number of residents accessing skills development training resources.</p>
B2.7	Develop a service provider selection and review process which expands successful programs while eliminating non-performers.	The City's contracts for workforce development services have incorporated strong standards of analysis and performance. Data on funds usage, intensity of services, and tethers to the Workforce Investment Board's federal performance measures are used to determine continued funding, reduced funding, and expansion of strategies. Those elements are incorporated into the Youth Council of the Board and to the Executive Committee's oversight and funding recommendation roles. The larger Workforce Investment Board also engages in an oversight role, including the review of all federal performance measures, and the adoption of an annual resource plan/budget.
B2.8	Support businesses that provide quality jobs and career development potential.	The City and its Workforce Investment Network entered into a service contract with a nonprofit organization in January 2010 to strengthen its understanding of industry needs and trends through business forums, seminars, round table events, targeted employer interviews, and surveys. The strategy builds on existing efforts to ensure

		"workforce intelligence" on key issues and needs of businesses in the city and its surrounding areas - including regional work through the CA Workforce Association, the CA Endowment, and the City of Los Angeles. The WIB first embarked on this strategy with its 2004 convening of the healthcare industry. The Workforce Investment Board has prioritized industry training and recruitment strategies to ensure skilled workers in seven key sectors. The Board has established its Industry Resource Committee to further that priority. The Workforce Investment Network made this happen through collaborative projects with its communitycollege/university/labor/CBO partners, alongside businesses and industry associations.
B2.9	Create a workforce development system that provides business, industry, and job seekers with easy access to available resources and services.	The City has implemented the Career Transition Center (1997), the Center for Working Families (2006), and the (newly re-opened) Youth Opportunity Center (2008); has funded dozens of community- and economic development organizations annually; and implemented its on-line Virtual One-Stop System (VOS) to ensure easy and comprehensive access to services by all residents and special populations throughout the City. The City embarked on a pilot in 2008 to allow the Workforce Investment Board as one of twelve in the State to test simplified and strengthened service access at its Centers through a functional integration with onsite State agency counterparts. That effort, along with a re-order of the physical Career Transition Center space has allowed the City to grow ten-fold the number of residents accessing skills development training resources.
B2.10	Establish a system for ensuring that workforce development goals are obtained; a system of accountability that encourages successful performance.	The City's contracts for workforce development services have incorporated strong standards of analysis and performance. Data on funds usage, intensity of services, and tethers to the Workforce Investment Board's federal performance measures are used to determine continued funding, reduced funding, and expansion of strategies. Those elements are incorporated into the Youth Council of the Board and to the Executive Committee's oversight and funding recommendation roles. The larger Workforce Investment Board also engages in an oversight role, including the review of all federal performance measures, and the adoption of an annual resource plan/budget.
B2.11	Further develop and promote seamless education opportunities to establish Long Beach as a regional leader in innovative facilities and academic achievement.	The College Promise has forged a partnership between the LBUSD, the LBCCD, and CSU Long Beach in an innovative way to establish Long Beach as a regional leader in academic achievement. LBCCD was the only community college district in California to obtain three grants from the State of California for "green" jobs.

**GOAL:**

<b>B3 Create a balance between business growth and neighborhood needs.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
B3.1	Create physical and “electronic” one-stop business assistance centers throughout the City at community centers or other convenient locations.	Long Beach City College has become the hub for the Small Business Administration in Southern California. It controls all small business development centers in Los Angeles, Ventura, and Santa Barbara counties. The facility at Long Beach City College is a one-stop assistance center, and a more cost-effective than having multiple such centers in the City of Long Beach. The establishment of the E-Government strategic plan has made City services readily accessible to businesses.
B3.2	Create non-banking financing systems to assist inner-City growth.	The City is continued to provide support for smaller businesses through the Small Business Loan Program and micro loans with mixed success.
B3.3	Revitalize local shopping districts designed to meet the needs of neighborhoods rather than focusing exclusively on large retail (“big box” projects that can disrupt adjacent neighborhoods.	The City has focused on the needs of neighborhoods by working to revitalize corridor shopping districts, including the Fourth Street Retro Row Business Improvement District, Cambodia Town along Long Beach Boulevard, commercial development on Broadway, and commercial development on Atlantic at South Street. To improve commercial corridors and support small business, façade, streetscape and infrastructure improvements were undertaken. In ten targeted commercial corridors, the City undertook major and minor façade improvements.
B3.4	Expand Long Beach Airport business opportunities, but only within existing noise compatibility ordinances.	An Airport Master Plan has been developed and the implementation of the plan is in progress. Daugherty Field and new restaurants at Daugherty Field (DaVinci’s) and a new restaurant in the airport terminal are some of the new Long Beach Airport business opportunities.
B3.5	Continue efforts to recreate Long Beach Plaza as a successful, modern facility serving downtown workers, residents, and visitors.	Long Beach Plaza has been torn down and City Place has been constructed with over 454,000 square feet of retail and 332 residential units.
B3.6	Continue to strengthen the Pine Avenue / Promenade North core of downtown between Queensway Bay and Long Beach Plaza.	The Downtown Dining and Entertainment District pilot program in was implemented in 2006. The Pine Avenue Improvement Plan and the Downtown Community Plan are both supporting this Strategic Action.
B3.7	Provide for inexpensive and ample parking downtown.	A Parking Master Plan has been developed and is in place. Downtown parking has been expanded and is sufficient for the needs of the area.
B3.8	The City should take a leadership role with the Southern California Association of Governments (SCAG) and other entities in addressing future airport capacity needs of the region while maintaining noise compatibility and other environmental limits at the Long Beach Airport.	The City continues to defend its noise ordinance.
B3.9	Pursue the strategies identified in the Empowerment Zone application of 1998.	The City actively promotes its Enterprise Zone, one of the largest in the State.

B3.10	Develop a neighborhood plan citywide for business development to ensure quality of life in the neighborhoods.	The City continues to expand its Business Improvement Districts (BIDs).
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<b>GOAL:</b> <b>B4 Encourage small business growth in neighborhood centers.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
B4.1	Provide a system of support services to small businesses in targeted industries.	<p>Union Bank of California at Renaissance Square, a \$1.2 million, 12,000 square foot complex, opened in July, 2004 providing traditional banking services to residents in central Long Beach.</p> <p>The City held bi-monthly outreach workshops for local, minority and woman-owned businesses covering topics such as how to do business and maximize contacts with the City and how to receive bid notification on line.</p> <p>A new bid management system was implemented than enable the Purchasing Division to send email notification to registered vendors about upcoming bids specific to their specific services and/or commodities.</p> <p>The Business Development Center made over 9,500 contacts in one year with the business community through its workshops, counseling and other outreach efforts.</p> <p>In partnership with trade and technology organizations, the City hosted its first Global Technology Conference bringing together technology-based companies, both regional and foreign, as well as investors and professionals desiring an inside look at the global technology landscape.</p> <p>Collaborated on a reciprocal agreement with the State in 2006 to certify Small and Microbusiness Enterprises.</p> <p>The City's Workforce Investment Network convened a wide partnership of City, county, state, federal, nonprofit and business partners (including So Cal Edison and Best Buy) in 2006 to produce the Small Business Resource Guide - both in print and on-line. The Guide was updated, expanded and re-distributed in 2008.</p>
B4.2	Recognize and maintain the unique qualities of the different neighborhood business centers.	Long Beach 2030 (LB2030), the update of the Land Use and Mobility Elements in the City's General Plan, is scheduled to be completed in mid-2010. The LB2030 Framework Element will identify significant qualities and characteristics of neighborhoods in the City and will propose specific goals for those neighborhoods.

B4.3	Provide small businesses with high-speed access to the Internet via neighborhood telecommunications centers, which also serve as a resource for training, coaching, and technical assistance.	The City's website promotes small business.
B4.4	Focus business assistance services in existing commercial centers in coordination with property managers and real estate brokers.	The Economic Development Bureau works with businesses and real estate brokers.
B4.5	Support and encourage local business improvement districts.	Business Improvement Districts have been created at 4 <sup>th</sup> Street, Andy Street, Cambodia Town, Anaheim and Broadway that is underway. This has attracted additional tourism to the City.
B4.6	Studying aging strip centers and commercial corridors for purposes of revitalization, and expand the City's Façade Improvement Programs to address areas where detrimental conditions are found to exist.	The City is studying aging strip centers on commercial corridors in North Long Beach, Central City, to look for opportunities for revitalization. The Mark Twain Library and MacArthur Park on Anaheim has created a civic anchor for the commercial corridor. The Kroc Center on Pacific Coast Highway provides a similar anchor for Pacific Coast Highway and helps to stabilize the neighborhood. Also, in support of this Strategic Action, the LB2030 Framework Element will include particular focus on the City's corridors and how they can be improved to better reflect the neighborhoods that they surround.
B4.7	Evaluate the creation of non-bank community development corporations to assist with inner-City business growth.	The City continues to review this.
B4.8	Provide incentives to encourage business and landowners to consolidate land parcels to stimulate small business growth.	The Redevelopment Agency has worked to consolidate parcels with dozens of land owners.

<b>GOAL:</b>		
<b>B5 Provide quality, cost-effective and accessible City services for businesses and neighborhoods and establish a dedicated source of funding for infrastructure repairs and improvements.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
B5.1	Continue existing and develop new policies that maintain a stable, balanced City budget.	The City Council adopted a set of Financial Policies to establish standards to be used by the Council and management to oversee the budget and financial activities of the City in order to maintain a course toward a healthy future.
B5.2	Identify dedicated sources of funds to pay for infrastructure maintenance and capital improvements independent of the City's general fund.	To address the expected increase in truck and other vehicle traffic, a CalTrans/City partnership was formed to sponsor the I-710 major Corridor Study, which was to result in the identification of alternative routes and be used as a step toward obtaining funding to construct the required improvements identified in the study. The City of Long Beach proposed an infrastructure ballot initiative to the people but the

		proposition failed. Currently, few funds exist for infrastructure investment.
B5.3	Continue to explore the potential of state revenue sharing based on such factors as population and economic activity; support legislation to distribute sales taxes to cities based on population.	State revenue sharing no longer exists.
B5.4	Conduct regular performance reviews of contract services.	This occurs annually.
B5.5	Expand, where applicable, City services to other communities on a fee-for-service basis.	Long Beach Animal Care Services contracts with the cities of Signal Hill, Lakewood, and Cerritos, as well as the City of Seal Beach Animal Control on an emergency basis. All of these provide revenue to the City of Long Beach on a fee-for- service basis.  The City's Workforce Investment Network used the dissolution of a neighboring workforce investment board as an opportunity to realign local workforce investment area boundaries with the State in 2007 to include the cities of Torrance and Lomita for a more regional approach. In 2008, the Network added the City of Los Angeles to that contract-in function to include the communities of San Pedro, Wilmington, Harbor City and Harbor Gateway.
B5.6	Continue the current City policy to maintain a budget reserve of not less than 10 percent of the operating budget.	The City meets all state standards in budgeting.
B5.7	Implement policies and train City staff to recognize the value of "business-friendly" customer service practices.	The City of Long Beach, with the leadership of the Mayor has instituted new administrative practices aimed at making the City more business friendly. The results of this have been very positive for businesses interacting with City employees and City departments. The City has been named one of the most business-friendly cities in Los Angeles County. The City implemented automated Easy Pay credit card service in the utility billing system, which allows utility customers to have their utility payments automatically deducted from their credit card.
B5.8	Utilize the Economic Development Commission to obtain feedback on the City's economic development performance.	Due to current vacancies on the Economic Development Commission, the Commission has stopped meeting.

## ENVIRONMENT TASK FORCE

<b>GOAL:</b>		
<b>E1 Create a sustainable city program.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
E1.1	Coordinate all City departments with relevant activities under the umbrella of a Sustainable City Program.	Funds were added to the Planning & Building Department budget in FY 02-03 for a Sustainable Development Consultant. In 2008, the Office of Sustainability was created. The City of Long Beach Office of Sustainability, which reports to the City

		<p>Manager, was created to facilitate the process of developing and implementing model sustainability programs for the City of Long Beach. The Office of Sustainability provides leadership and supports practical solutions to improve the environmental, social and economic health of Long Beach.</p> <p>The Office of Sustainability delivers policy and programs that integrate efforts related to buildings and neighborhoods, urban nature, transportation, water, energy, waste reduction and eco products and services. For these areas, the Office of Sustainability has primary responsibility within the City of Long Beach for setting the agenda and goals and works with City Departments to jointly implement projects and programs to accomplish these goals. The Office of Sustainability is also staff to the Sustainable City Commission.</p>
E1.2	Create a Sustainable Development Board with adequate funding to help develop and evaluate the Sustainable City Program and a management position to serve as staff to the Board.	<p>The City reviewed the possibility of forming a Sustainable Development Board but no action was taken. In 2007, the Sustainable City Commission was created. The eleven member Sustainable City Commission advises the City Council on environmental issues such as buildings and neighborhoods, urban nature, transportation, water, energy, waste reduction and eco products and services, and is responsible for creating a Sustainable City action plan. The Sustainable City Commission meetings are held the 4th Thursday of each month at 4:00 pm in the City Council Chambers.</p> <p>From 2008-2010, a planner and an analyst act as Sustainability Coordinators in the Office of Sustainability. There is a third vacant program specialist position. None of these positions are management positions. The Office also has an internship program and currently has six interns.</p>
E1.3	Establish baseline data and sustainability benchmarks to measure future progress using a multi-disciplinary team comprised of City departments, the City Manager, Sustainable Development Board and its staff, community members, and other interested groups.	<p>The process of formulating baseline data and benchmarks was to be assigned to the City's Sustainable Development Consultant. Baseline data and sustainability benchmarks were established in the Green Building and Environmentally Preferable Purchasing Policies adopted by the City Council on June 17, 2003.</p> <p>Part of the Sustainable City Commission's charge is to create a Sustainable City Action Plan. This plan is intended to be a tool for creating a sustainable city by helping to guide future operational and policy decisions. The plan has been created, was presented to the community and unanimously passed by the Sustainable City Commission and the Environmental Committee and will be presented to the City Council for approval on February 2, 2010. From there a green report card will be produced in April each year to provide a status on the goals in the plan. The baseline year for the green report card will be 2009-2010.</p> <p>All Office of Sustainability information can be found at: <a href="http://www.sustainablelb.com">www.sustainablelb.com</a></p>
E1.4	Utilize full-cost accounting (life cycle analysis) to inform all policy considerations and decision-making.	<p>Training on full-cost accounting was assigned to the Sustainable Development Consultant.</p>

<p>E1.5</p>	<p>Evaluate City policies to ensure environmental responsibility and help support markets for renewable materials.</p>	<p>Analysis of purchasing practices to ensure environmental responsibility in all contracts and purchases was initiated. The purchasing policy on environmental responsibilities along with the green team recommendations were established and appeared on the purchasing division’s intranet page. The following contract enhancements have been accomplished:</p> <ul style="list-style-type: none"> <li>• Multiple contracts with recycled paper product alternatives</li> <li>• Environmentally friendly cleaning products available</li> <li>• Recycled toner cartridges (at a cost savings) recommended on the office supplies contract</li> <li>• Ban of all Styrofoam products on City contracts</li> <li>• Street sweeping debris must be composted or re-used Alternative Daily Cover at a diversion rate of 95%</li> </ul> <p>Environmental products are advertised and showcased at an annual citywide office products show. Because the City did not have a mechanism for tracking environmental purchases made by departments, no incentive programs were established.</p> <p>The City established its first Environmentally Preferably Purchasing Policy in 2003. This policy was designed to encourage the purchase of services and products that reduce toxicity, conserve natural resources, materials and energy and maximize recyclability and recycled content. In 2009, the City has updated this policy to create a Citywide Green Purchasing Policy that reaches farther and establishes requirements that promote waste reduction and product efficiency, solicit “Green” businesses that use materials and practices that are environmentally friendly and includes language for 3rd party vendors/contractors that also require them to follow this policy when doing business with the City.</p> <p>The City has expanded their green purchasing commitment through the Sustainable Office Supply or “SOS” program. This program creates automatic product substitution, substituting non-green products for green products automatically. The City has also reduced the number of delivery days for office supplies from five to three days per week. This reduces emissions associated with transportation and delivery of orders. The SOS program is estimated to increase green spending from 10% to 15% and reduce cost by an estimated 10% to 12%.</p> <p>The City of Long Beach is home to five farmers markets throughout the City, offering fresh food grown by local farmers. These markets include East Village, Alamitos Bay Marina, World Trade Center, Marine Stadium and Atlantic/46th Street. Farmer’s Markets give residents the opportunity to purchase healthy, locally grown food while supporting local businesses.</p> <p>The Shop Local. Shop Long Beach. Campaign is designed to educate and encourage</p>
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residents to spend their money locally, with each dollar spent supports public safety, libraries, parks, infrastructure improvements and helps to create more local jobs. Shopping locally has many sustainable benefits, including reducing vehicle miles traveled, which contributes to less air pollution, reduces our carbon footprint, and helps save money on gasoline as well as helps support the local economy.

In 1992, Long Beach created the first of 40 RMDZs across the state. RMDZs were created to assist sustainable companies that use recyclables as feedstock in manufacturing. The Long Beach RMDZ is combined with the City's Enterprise Zone and the economic benefits that both programs offer can greatly assist in corporate development and expansion. To date, eight companies have taken advantage of the technical and fiscal benefits offered, including a company that retreads used tires, one that processes used oil filters into recyclable components, one that manufactures wood pallets from scrap wood, a company that grinds scrap asphalt and concrete into road base, and another corporation that manufactures consumer items from recycled plastic pellets.

Engineered, structural treatment devices, also known as Best Management Practices, selected specifically because of their pollutant removal capabilities are used as control measures to treat runoff. This three-stage "Treatment train" is the trash and debris excluder, the filter baskets set inside the catch basin and the catch basin outfall pipe screen. This approach captures oils, grease, pesticides, sediment and bacteria. and is designed to capture in the at the end-of-pipe.

Long Beach Water Department (LBWD), the L.A. Department of Water & Power and the United States Bureau of Reclamation, have constructed a 300,000 gallon-per-day prototype desalination facility, the largest seawater desalination research & development facility of its kind in the U.S. In addition, LBWD & the Bureau have designed & constructed an "Under Ocean Floor Seawater Intake & Discharge Demonstration System", the first of its kind in the U.S., to demonstrate that desalination intake & discharge systems can be effective & environmentally responsible.

The Long Beach Airport installed six solar trees that track the movement of the sun to produce electricity. Considered to be one of the most advanced solar systems in the region, the system is expected to create 15,000 kilowatt hours annually, save at least \$5,000 a year and offset nearly a half-million pounds of carbon dioxide emissions over the system's 25-year lifespan - which equates to planting three acres of trees.

The City's Redevelopment Agency installed solar powered pay stations at three parking lots in Downtown Long Beach. These new state of the art systems accept cash, coins and credit/debit cards, and replace old 'honor boxes'. Solar powered pay stations are the cutting edge in parking technology and by replacing the old honor boxes with these new pay stations, the City is not only providing more reliable service to customers, but also putting its money where its mouth is in terms of utilizing

		<p>environmentally friendly innovation.</p> <p>The Long Beach Convention and Entertainment Center installed a 750 kilowatt solar panel array on its roof. The Long Beach Convention Center has one of the largest public facility solar panel installation on the West Coast and generates over 1 million kilowatt hours of pollution-free electricity annually.</p> <p>The most ambitious anti-pollution program ever developed at a global seaport, the Clean Trucks Program, kicked off at the Port of Long Beach in 2008. Old, dirty trucks built before 1989 were banned from Port terminals and by 2012, only EPA-certified 2007 trucks or better will be allowed at Port terminals, reducing pollution by an overall 80 percent from 2008 levels.</p> <p>Long Beach Transit has taken an active role in reducing their carbon footprint by retrofitting their buses with particulate traps to further reduce emissions from their already clean burning gasoline buses. They have also begun replacing older diesel buses with new hybrid technology “E-Power” buses, which are the first hybrid gasoline-electric buses to be introduced into regular transit service in the world.</p> <p>The first facility of its kind in the U.S., Bikestation Long Beach is strategically located on the First Street Transit Mall, a nexus for light rail, buses, bicyclists, pedestrians, and a local shuttle that services neighborhoods and key attractions. Bikestation also partners with the City of Long Beach for City Bike Share, which provides free bikes to city employees providing a green, healthy form of transportation to downtown locations.</p> <p>One of America’s greenest fleets of City-owned vehicles, the City of Long Beach’s low emissions, alternative fuel approach won the City the US Department of Energy’s Green Fleet Award as the number one greenest fleet in North America. The City has over 250 alternative fuel vehicles, including CNG, electric, hybrid, LNG, biodiesel, and propane powered vehicles. Recently, four City Priuses were outfitted with plug-in technology that allows these vehicles to get upwards of 100 mpg.</p>
E1.6	Utilize financial incentives to motivate participation in sustainability initiatives.	Financial incentives in the form of residential rebates will be offered as a part of the City’s Energy Efficiency Block Grant funding, which is part of the American Recovery and Reinvestment Act of 2009 (ARRA). Residential rebates will be offered on a first-come, first-serve basis for solar photovoltaic panels, solar hot water heaters and tankless hot water heaters. The program has not begun, but will likely be operational after March 2010.
E1.7	Encourage public environmental education, awareness and involvement in areas such as air and water quality, the deleterious impacts of automobile reliance, and the unintended consequences of unchecked population growth.	The Stormwater Management Division (SWMD) partners with all City departments via the NPDES Citywide Task Force to encourage public environmental education, awareness and involvement. Externally, the SWMD works with the Long Beach Chamber of Commerce membership, LBUSD (“School News”), and Assemblymember Karnette’s Environmental Forums (“Let’s Talk Trash”), development and financial support of the Health Department’s Junior Health Inspector Program, Spring Beach Cleanup, Fall Annual Coastal Cleanup (Statewide), Earth Day, Long Beach Beautiful

		<p>(street and alley cleanups), the Golden Shore Watershed Cleanup Project, Marine Advisory Commission Interactive Presentation, and the Martin Luther King Parade outreach event.</p> <p>Parks, Recreation and Marine provides numerous educational programs about the environment, including more than 500 school tours and 600 classes at the Nature Center. The City’s Adopt-a-Beach and Adopt-a-Watershed programs as well as the international Coastal Cleanup are fun by the department as is the new watershed/wetland educational center at Colorado Lagoon. Special events at the Lagoon and the Nature Center such as International Migratory Bird Day, Baby Animals Day, Endangered Species Day, Population and Environmental Day, Giving Thanks to Earth Day, Habitat Stewardship Training. The City initiated a new volunteer program called Sharing Nature in the City. The Nature Center holds a mini special event each month called Simple Saturday that provides visitors ideas on how to live more sustainably. The Nature Center’s van is an LNG powered vehicle, modeling clean air practices. International City Theater performed a play about ocean pollution at 24 park sites.</p> <p>Environmental education is provided through classes. The Environmental Health Bureau provides literature and training on the proper disposal of hazardous waste at businesses and in residential areas to prevent waste from entering the storm drain system (beaches and bays) and the environment and education programs to improve environmental conditions, including a community-based pollution reduction program, multi-lingua environmental educational materials, and a school-based environmental health curriculum.</p> <p>The Health Department’s Community Asthma and Air Quality Resource Education (CAARE) Project provides asthma education and resources for adults with asthma. This is a grant program administered by AQMD with settlement funds from BP. Workshops, community events and a referral system have been implemented as part of this program. Environmental risk factors in each program participant’s home are evaluated with the goal of reduction or elimination of health hazards contributing to asthma, allergies and other respiratory illnesses.</p> <p>The City implemented a new educational program called “Exploring Southern California Shores, Mountains and Slopes,” a series of natural history classes. Developing an urban educational outreach program (i.e. naturemobile). International City Theater performed a play about ocean pollution at 24 park sites.</p> <p>DHHS Environmental Health Programs participate in the Annual Pollution Prevention (P2) Campaign to promote environmental education and pollution prevention strategies to the general public.</p> <p>Environmental Services Bureau (ESB) provides environmental public education through a wide variety of media. The award winning public education effort includes continuously updated versions of brochures, flyers and junk mail reduction kits, which</p>
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		<p>are distributed at special events, community meetings and are, in some cases, available on the City's website at <a href="http://www.longbeach-recycles.org">www.longbeach-recycles.org</a>. ESB has recently completed extensive refurbishments to its Traveling Recycling Education Center (TREC). TREC is an interactive environmental educational center that Long Beach schools can schedule for 4th grade students to learn about the benefits of a sustainable lifestyle by reusing, reducing and recycling materials as well as reducing litter and pollutants in our everyday lives. ESB has also converted 26 new automated refuse collection vehicles and all street sweepers to Liquid Natural Gas (LNG) burning vehicles.</p> <p>The Harbor Department sponsored and participated with the Faster Freight Cleaner Air Conference, which brought people together from various industries and environmental agencies to discuss solutions to making goods movement more efficient and environmentally friendly. Additionally, the Harbor Department sponsored several other conferences, including the AQMD Asthma Conference and the AQMD Ultrafine Particles Conference. The Harbor Department is also sponsoring the \$2.5 million Harbor Arbor Urban Reforestation Program. These projects will provide trees, shrubs and other sustainable landscaping features to enhance air quality, reduce noise, decrease summer temperatures and beautify communities surrounding the 710 Freeway, one of the primary transportation corridors for goods movement at the Port of Long Beach. Hudson School and College Park were the first two sites elected for the six-year program. Harbor Department sponsors and Employees annually participate in the Los Angeles River Clean-up.</p> <p>The City experienced a 40% increase in recyclables as a result of new recycling carts and an extensive public education campaign.</p> <p>To improve the aesthetic beauty of our community, a comprehensive citywide litter reduction and public education campaign was initiated. Long Beach businesses garnered recognition in their community for keeping their property clean and for participating in the "No Litter Zones" program.</p> <p>Over 1,500 people participated in International Coastal Cleanup coordinated by Parks, Recreation and Marine.</p> <p>A comprehensive citywide Human Health Risk Assessment was developed to provide information on potential sources of environmental health risks in the community.</p> <p>For more than 30 years, the El Dorado Nature Center's 102.5 acres has been an oasis of greenery in the midst of Long Beach's busy urban landscape. Two lakes, a stream, 2 miles of dirt trails and a ¼ mile paved trail wind through meadows, coastal sage scrub and woodlands offering visitors a serene getaway. The Center provides habitat for</p>
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		<p>many wild animals and the museum has interactive hands-on exhibits and a mini zoo. Educational programs are provided monthly for adults and youth that focus on our natural world, and how to live a more sustainable life.</p> <p>The Litter-free Long Beach Campaign is designed to expand awareness of the impacts of litter—how it detracts from the safety of our neighborhoods and negatively impacts property values, the economic vibrancy of business corridors and the health of our environment. Campaign strategies focus on engaging residents and neighborhood associations, partnering with LBUSD schools to reach students, parents and teachers, sponsoring neighborhood litter clean-up events, providing access to programs that allow local businesses to get involved and conducting outreach throughout the City to encourage support and sustain participation</p> <p>The amount of water imported into southern California has been permanently reduced. Using the remaining water wisely must become one of our highest priorities. Over the years, Long Beach has sustained one of the most effective water conservation programs in California; although the City’s population has increased 28% over the last 25 years, its demand for potable water has decreased 17%.</p>
E1.8	Develop Green Building Development Guidelines to optimize aesthetic and environmental compatibility of new projects.	<p>The City of Long Beach adopted a Green Building Policy for Municipal Buildings in 2003, which states that all new construction of City-owned and operated buildings will meet the LEED (Leadership in Energy and Environmental Design) standard. In November 2006, the City Council implemented an interim green building policy for private development. In October 2007, the City Council approved the creation of a permanent green building policy for private development, which will be approved in November 2008.</p> <p>The Port completed their LEED Silver Command and Control Center for security operations and is designing two LEED Gold fire stations. In November 2008, the Port approved the LEED Silver rated Administration and Operations Buildings (76,000 Square Feet) and is designing the first Maintenance and Repair complex buildings to Silver LEED (100,000 Square Feet). This will be a first set of industrial open-bay buildings designed to this rating. The Mark Twain Library is the City’s first LEED building constructed under the City’s Green Building Policy. The Library opened in August 2007 and has received a LEED Silver rating, using 27% less energy than a comparable building. The Library is a model for future public buildings that are safe and healthy for people and that protect the environment.</p> <p>In 2007, the City implemented a Construction and Demolition Debris Recycling Program. This program is helping to reduce solid waste going to landfills by requiring the largest development projects across the city to ensure that at least 60% of the waste materials generated during a building demolition or major construction activity reused or recycled.</p>

E1.9	Collaborate with Air Quality Management District, Regional Water Quality Control Board, and other agencies in regional efforts to reduce pollution.	<p>The City joined many other municipalities, state agencies, non-profit organizations and businesses by joining The Climate Registry and the California Climate Action Registry as a first step toward aggressively improving energy efficiency and reducing greenhouse gas emissions. Long Beach released their first annual citywide greenhouse gas emissions inventory in June 2009.</p> <p>The Stormwater Management Division (SWMD) partners with all City departments via the NPDES Citywide Task Force to encourage public environmental education, awareness and involvement. Externally, the SWMD works with the Long Beach Chamber of Commerce membership, LBUSD (“School News”), and Assemblymember Karnette’s Environmental Forums (“Let’s Talk Trash”), development and financial support of the Health Department’s Junior Health Inspector Program, Spring Beach Cleanup, Fall Annual Coastal Cleanup (Statewide), Earth Day, Long Beach Beautiful (street and alley cleanups), the Golden Shore Watershed Cleanup Project, Marine Advisory Commission Interactive Presentation, and the Martin Luther King Parade outreach event.</p> <p>The Port of Long Beach works to implement the Clean Air Action Plan (CAAP), designed to significantly reduce port-related air emissions over a 5-year plan, through a partnership with the Harbor Department and its tenants.</p>
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<b>GOAL:</b> <b>E2 Enhance open space to improve the quality of life for residents in all neighborhoods.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
E2.1	Preserve existing open space by adopting a City policy that City-owned open space will not be sold or developed as other than open space without public hearings and approval of the City Council.	<p>City Council Housing and Neighborhoods Committee has conducted public meeting on Parks in Perpetuity program.</p> <p>Open Space and Recreation Elements of the General Plan established the open space policy in 2002 and rezoned all parks to the “Park” Zone, requiring a rezoning hearing before the parks could be used in a non-park use. This was reinforced by the dedication of all parks.</p>
E2.2	Increase our inventory of open space through strategies such as converting City-owned parcels to green uses and acquiring former oil properties for parks and habitat.	<p>This policy was adopted in the Open Space and Recreation Element of the General Plan. Since the Open Space and Recreation Element was adopted, 30.93 acres have been acquired or converted to park uses, creating or expanding 24 parks. Also, 715.6 additional acres have been identified for future acquisition or conversion, many of which are in the planning, funding or negotiation stages.</p> <p>The property at Spring and Orange was fully evaluated and designed for a new Sports</p>

		<p>Park. However, funding could not be found to build it.</p> <p>The oil islands are expected to be operating for some time into the future and were considered in the plan.</p> <p>The Harbor Department is sponsoring the \$2.5 million Harbor Arbor Urban Reforestation Program (see above.)</p> <p>Efforts are ongoing consistent with available resources.</p>
E2.3	<p>Give priority attention in preserving and acquiring open space to those neighborhoods where rapid growth and increased density in past years has significantly reduced the supply of available parks and other open space.</p>	<p>The policy was adopted in the Open Space and Recreation Element of the General Plan. Twenty-one (21) of the 24 new or expanded parks since 2002 have been in underserved neighborhoods. The RiverLink study of creating a continuous river parkway along the east bank of the Los Angeles River was specifically targeted to identify additional open space sites in underserved neighborhoods and improve the access from the underserved neighborhoods to the open space resources along the Los Angeles River.</p> <p>The Harbor Department is sponsoring the \$2.5 million Harbor Arbor Urban Reforestation Program (see above).</p> <p>Pocket Park development prototype project has been completed. Additional parks will be considered based on land availability and financial resources.</p>
E2.4	<p>Explore opportunities with Long Beach Unified School District to enhance the aesthetic and environmental value of school sites.</p>	<p>Three cooperative efforts with LBUSD have been undertaken to create new open space and recreational opportunities. The first was the removal of the asphalt and replacement with turf for the playground at Birney Elementary School. The City funded the irrigation system and turf installation. The second was the after school use of Bancroft Middle School for girls softball. The City funded the installation of lights for night play on an existing turf field. Finally, joint use of a section of Caesar Chavez Park was critical in allowing Caesar Chavez School to be built on a tight downtown block, while allowing the joint funding of the incremental cost of converting a multi-purpose room into a gymnasium.</p>
E2.5	<p>Encourage the development of human-scaled, pedestrian oriented mix-use projects that can accommodate a growing population while preserving existing open space.</p>	<p>The LB2030 Framework Element will include particular focus on the intent of this Strategic Action. With concrete details for specific neighborhood areas, LB2030 will support land uses that will achieve this goal.</p>
E2.6	<p>Create an urban forest management program to increase the number of neighborhoods that can enjoy the beauty and shade provided by street tree canopies.</p>	<p>The urban forest management program was initiated.</p>
E2.7	<p>Integrate Long beach neighborhoods with the rivers and shoreline by developing recreational and ecologic opportunities along the riverbanks</p>	<p>The RiverLink Plan was specifically conducted with this goal along the Los Angeles River. Although not complete, RiverLink is already being hailed by regional agencies</p>

	of the Los Angeles and San Gabriel rivers, and by providing “green” linkage from the central city and other neighborhoods to the beaches.	as a model for the region of multi-use resource based planning. Extension of RiverLink concepts to the beach and the San Gabriel River will follow completion in spring or summer 2006. Watershed Education at the Nature Center includes special events such as Rollin’ Down the River, a river cleanup and bird watching day held 4 times a year. The establishment of the Colorado Wetland and Marine Science Education Center as a focal point for the study of the base of the San Gabriel River watershed will offer the community an opportunity to learn and enjoy our rich aquatic environment. The Harbor Department is sponsoring the \$2.5 million Harbor Arbor Urban Reforestation Program (see above).
E2.8	Focus growth in the downtown area and along major and minor arterials where new residents living in well-designed, human-scaled, mixed use developments can add to the vitality of those neighborhoods while preserving open space throughout the City.	Focus growth in the downtown area and along major and minor arterials where new residents living in well designed, human scaled, mixed-use development can add to the vitality of those neighborhoods while preserving open space throughout the City.

<b>GOAL:</b>		
<b>E3 Restore wetlands and riparian habitat.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
E3.1	Compile a list of restorable wetland areas and sources of funding for restoration.	<p>Assist Parks, Recreation and Marine in evaluating acquisition, mitigation and restoration costs associated with oil operations within wetlands areas.</p> <p>Parks, Recreation and Marine staff has worked with the California Coastal Conservancy, the Rivers and Mountains Conservancy and the Wetland Recovery Project to identify and fund restorable wetlands. Active projects include DeForest and Dominguez Gap, Wrigley Heights, Drake/Chavez Greenbelt, El Dorado Park and Nature Center, Los Cerritos Wetlands, Sport Park (Willow Springs) sites. Completed projects include Golden Shore Reserve, Jack Dunster Reserve, and Sims Pond. Privately developed and maintained for 25 years, Parks, Recreation and Marine has developed and will implement a restoration plan for Sims Pond. Rainbow Lagoon Wetland has also been identified as a restoration potential and plans are being developed in cooperation with the Port of Long Beach. Conceptual plans have also been developed for the Chitlick Field/Hamilton Bowl site. The Public Works Department has taken the lead in developing restoration plans for and obtaining grants to fund the restoration of Colorado Lagoon.</p>
E3.2	Collaborate with the City of Seal Beach, City of Huntington Beach, and the United States government in setting aside the maximum possible contiguous acreage for wetlands and bird fly zones.	A joint powers authority has been formed with the Rivers and Mountains Conservancy, Los Angeles County Department of Public Works, the City of Seal Beach and the City of Long Beach to acquire and manage the Los Cerritos Wetlands. Discussions are ongoing. More than \$6.8 million in grant funding was secured for park and wetlands

		development projects.
E3.3	Identify funding for land acquisition, such as harbor expansion or runoff mitigation (TEA-21).	Catch basin inserts and pump station trash nets were installed to substantially reduce the trash that gets washed out to the ocean through the storm drain system. Parks, Recreation and Marine has aggressively sought and obtained funding from several state agencies under State bond acts 12, 13, 40 and 50, and from the Long Beach Redevelopment Agency. Letters of interest have also been submitted to the federal Corps of Engineers, and for Land and Water Conservation Fund grants.
E3.4	Where possible, recreate or create wetlands to serve educational purposes for the community.	All identified wetland sites are planned to have an educational component of the restoration efforts. Rainbow Harbor and Golden Shore Reserve have educational signage, and Colorado Lagoon has a recently completed Marine Science Education Center developed in cooperation with the local neighborhood group, Friends of Colorado Lagoon and the science programs of several surrounding LBUSD schools. Coordinated by El Dorado Nature Center, interpretive programs at Golden Shore Marine Reserve, Sims Pond, Dunster Reserve and Colorado Lagoon have been implemented. A new Education Center at Colorado Lagoon has been opened and a program developed for students through Adopt-a-Watershed. Part of the DeForest Nature Trail Wetland Restoration Study is the inclusion of facilities for public educational programming, like that currently offered at the El Dorado Nature Center. The Harbor Department is sponsoring the \$2.5 million Harbor Arbor Urban Reforestation Program (see above).

<b>GOAL:</b>		
<b>E4 Improve air quality.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
E4.1	Accelerate compliance with AQMD Rule 1158 by the City and its Harbor Department so reductions in particulate matter from the harbor area (exhaust particles, coke dust, and road debris) are implemented ahead of schedule.	Coke piles have been covered in compliance with AB1158. As a result of the Baseline Air Quality and Noise Human Health Risk Assessment report that was prepared by the DHHS in 2005, it was recommended that the Long Beach Air Quality Element (AQE) be updated and implemented to include diesel particulate concerns, PM2.5 federal standards, and land use planning near major roadways. The Harbor Department, within the confines of its local jurisdiction, has taken aggressive steps to improve air quality and reduce particulate matter through the following programs: The Green Flag Vessel Speed Reduction Program, a \$2.2 million annual incentive program that will reduce 1.5 tons of NOx per day; Shore-Side Electrification, which will reduce emissions by allowing vessels to shut off their auxiliary engines while at berth; Diesel Hybrid Locomotives, which is expected to eliminate 22.8 tons of NOx per year and .4 tons of PM per year; Contributions to the Gateway Cities Truck Replacement Program; Truck Trip Reduction Program, including PierPass, the Virtual Container Yard, and additional on-dock rail; Alternative Fuels including the use of three LNG yard trucks. Twenty-six automated refuse collection vehicles and 20 street sweeping vehicles operation on liquefied natural gas, a cleaner burning fuel. The City implemented the California Air Resources Board program to install particulate traps on heavy-duty vehicles to reduce air pollution.
E4.2	Involve citizens in pollution reduction programs through community outreach, education, and the formation of a community consultative committee.	Stormwater Management Division's proactive outreach and educational programs include: Adopt-a-Waterway/Ecozone (generating \$195,000) and responsible for 165 million stormwater educational impressions, "Do It Yourselfers" Used Oil partnership with CIWMB to develop behavior modification programs, FATS, OILS and Grease outreach to avoid sanitary sewer overflows, participation in LBUSD's Annual Science Fair (5,000 students), Mentor and Principal of the Day program, speakers bureau, participation in community based outreach and beach cleanup events, interactive website <a href="http://www.lbstormwater.org">www.lbstormwater.org</a> , internet and hard copy newsletter; "Pelican Briefs," and the Stormwater Information and Reporting Hotline: (562) 570-DUMP. Status is ongoing. Participated in several holiday parades and passed out 5,000 "Solution to Ocean Pollution" flyers to spectators. The "Protect our Watery World" volunteer program continues to visit classrooms educating youth on non-point source pollution (25,282 LBUSD students). The Public Works Department continues to promote the "Adopt-a-Street" Program and support neighborhood cleanup projects. Public education is offered through the Traveling Recycling Education Center (TREC), which has components that address litter reduction and recycling issues. Environmental Services also supports Long Beach Beautiful. LBB offers local businesses the opportunity to participate in the "No Litter Zone" program which distinguishes

		<p>participating businesses as ones that take extra measure to keep their property litter free. ESB has replaced wire litter baskets located at bus stops with new, larger plastic containers with lids. These new containers prevent litter from escaping and control odor in public areas.</p> <p>ESB has developed a “Litter Abatement and Awareness” Campaign. City staff have conducted workshops with residents, businesses and the City’s commission on youth for input on how to best communicate a litter awareness message. As part of this campaign, ESB continues to promote the “Adopt-a-Street” Program and organize and support neighborhood cleanup projects. ESB has partnered with 192 businesses that support the City’s campaign as members of the “No Litter Zone” effort. These businesses commit to keep their storefront and surrounding areas free of litter and debris. In exchange, the City publicly recognizes their efforts and support of the program. ESB has also partnered with Long Beach Police Department to ensure that proper enforcement of litter laws continues. Public education is offered through the Traveling Recycling Education Center that has components that address litter reduction and recycling issues. Banners promoting litter awareness are posted on light poles throughout the City and at bus stops. An educational message for elementary school age youth has been developed. The City has developed a mascot for the program that will visit elementary schools to educate youth about the hazards of litter and the benefits of maintaining a litter free environment. The Environmental Services also continues to support Long Beach Beautiful. All print materials are translated into Spanish and Khmer.</p>
E4.3	Explore opportunities with Long Beach Unified School District and Long Beach Transit to reduce emissions from diesel bus fleets through conversion to clean air technology or other means compatible with operating and financial constraints.	The Harbor Department hosted the first ever Open House to provide an interactive opportunity for the public to learn about the Port’s groundbreaking Green Port Policy – a sweeping new framework for how the port is addressing environmental impacts and changing the very way it does business. There were more than 25 exhibits, booth and displays, including presentation on the Port’s air, traffic, water, soil/sediments, wildlife habitat, community engagement and sustainability programs. The open house included a freed 45-minute harbor cruise that took visitors out on the water to see many of the Port’s environmental programs in action. Demonstrations provided a look at clean air technology. Visitors were able to use high-tech instruments to identify polluted soil and water samples in mini-laboratories. The open house also highlighted “sustainability” programs such as conservation or recycling efforts that the public can implement at home. Attendees were able to dispose of their old electronics gear at the Ease-E-Waste Recycling Station.
E4.4	Encourage high quality mixed-use housing projects in the central City, in the downtown and along major and minor arterials to reduce emissions from single passenger automobiles while enhancing the use of public transit, bikes and pedestrian traffic.	P and B staff has started a “visioning” process with downtown stakeholders. The end result will be a comprehensive, community-based, update of downtown zoning.

E4.5	Continue development of linkages between transit, bicycles, and other alternative transportation modes such as the Bikestation.	Bicycle Master Plan has been finalized. Construction of the Downtown Bicycle Connector and the Belmont Bike Path realignment are complete. The Bicycle Master Plan has been updated since it was prepared to include a bike-transit hub at the Blue Line Willow Station. Grant funding has been received for projects that will be developed in the coming year, including east-west bicycle facilities linkages to the San Gabriel River Bike path from downtown and further north from Cal State Long Beach. Funding has also been awarded to the City for citywide bicycle parking and bicycle signage. Parks, Recreation and Marine (PRM) continues to plan and seek funding for off-road bicycle trails including better connections to the regional trails along the Los Angeles and San Gabriel Rivers, and Coyote Creek, and better identification of an access to those trails. PRM also seeks to improve the Beach Bicycle Path, completing a more direct connection over Belmont Pier that avoids a dangerous bicycle/automobile interface, and planning rest areas along the path.
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<b>GOAL:</b> <b>E5 Improve water quality and better manage water resources.</b>		
	<b>STRATEGIC ACTION:</b>	<b>COMMENT:</b>
E5.1	Prepare a comprehensive Beach, Harbor, Rivers, and Wetlands Master Plan to determine how best to improve the quality of our recreational waters while also maximizing the untapped economic, recreational and environmental potential of our varied aquatic resources.	The SWMD and its NPDES Task Force is working toward this goal. The Task Force is comprised of representatives from the Departments of Parks, Recreation and Marine, Development Services (formerly Planning and Building), Public Works, Port of Long Beach, Health, Water and Long Beach Energy. Since 2001, \$5.1 million in grant money has been brought in to fund projects (citywide) specific to water quality improvement. A \$200,000 Coastal Conservancy Grant to do a Colorado Lagoon Wetlands Feasibility Study was completed in 2005 (see <a href="http://www.longbeach.gov/pw">www.longbeach.gov/pw</a> ). Additional funding will be needed to implement the study's findings so the SWMD is requesting FY 05 CIP funding to implement a Colorado Lagoon Master Plan. The Open Space and Recreation Element sets broad, citywide policies. After adoption, the Development Services (formerly Planning and Building) Department intends to update the Conservation Element, which will address water quality and wetlands in more detail. The Department has funding and will begin an update of the Beach Section of the Local Coastal Plan. Beach, Harbor, Rivers and Wetlands Master Plan. One element of such a master plan is nearing completion in RiverLink. An RFP for consultant support to complete the beach portion of the plan has been developed and is under review. The Port developed a comprehensive program and took the novel approach of applying for a single permit that covers not only Port operations but also facilities operated by Port tenants. Because the Master Storm Water Pollution Prevention Program is centralized, with the Port administering a single permit and serving as facilitator, it is more effective and efficient than if each tenant applied for a permit separately. The goal of the program is to reduce pollutants in water that drains

		<p>into San Pedro Bay from facilities at the Port. Key program elements include training tenants on pollution reduction practices; using drip pans to catch engine oil and other pollutants while repairing equipment; sweeping sites frequently; conducting annual site compliance evaluations, and sampling and analyzing runoff water. For its innovation and comprehensive nature, the Master Storm Water Pollution Prevention Program won an award from the California Environmental Protection Agency. The Port of Long Beach is an active participant in the Dominguez Watershed Advisory Council, a public-private body that is creating a plan to develop, prioritize and carry out projects to maintain and restore the biological integrity of the Dominguez Watershed, including measures to reduce pollutants in storm water in much of Southern Los Angeles County. As part of its participation, the Port of Long Beach is undertaking a land use characterization study designed to describe the nature of storm water runoff from various land uses unique to seaports, including container terminal and other cargo-handling facilities. The Port of Long Beach is a proud sponsor of Adopt-a-Waterway, a public awareness campaign aimed at spreading the message that anything dumped into a storm drain ends up in the ocean, often causing a hazard to humans and marine life.</p>
E5.2	<p>Implement strategies to prevent water pollution at its source, including the use of design and structural Best Management Practices to prevent pollution from entering the storm drains and ocean.</p>	<p>Nearly \$5.3 million has been secured to install catch basin inserts to trap sediment, debris, metals and bacteria. LA River capture devices (retrofitted pump station screens and CDS/VSS units), beach and watershed cleanup programs and education programs are in place. Weekly street sweeping keeps potential debris from storm drains. The “Adopt-a-Street” program has been implemented to encourage local businesses to adopt street for litter collection to reduce pollution entering storm drains. Water, Public Works and Parks, Recreation and Marine are working cooperatively with up to 500 other agencies in developing an integrated Regional Water Management Plan that will help tie pollution to prevention to multi-use strategies that will also benefit water conservation, open space provision and habitat restoration. Beach cleanup programs have been successful in attracting volunteers and public interest and have resulted in cleaner beaches. Education programs have assisted in the effort including on-line education programs.</p> <p>The Mayor’s Water Quality Task Force, consisting of multiple City Departments, Ocean Scientists, Non-Profit Groups and other governmental agencies, has been successful in improving the water quality in Alamitos Bay. By diverting storm water pump stations around the bay to the sewer; over one million gallons of urban runoff are prevented from entering the bay every month. As a result, the water quality ratings in the bay have been significantly improved.</p> <p>The City Council has commissioned an Army Corp of Engineers “Breakwater” Reconnaissance Study to examine potential improvements to the ecosystem/water quality in East San Pedro Bay. Alternatives, including various reconfigurations of the breakwater are included in the study. The study is currently being evaluated by the Army Corp to determine if there is enough federal interest move forward to the next phase of the process.</p>

E5.3	Ongoing reports on water quality should be made available to the public over the Internet, in newspapers, and in City publications to increase public confidence in water quality.	Beach water testing programs has results are available to the press and the public. Internet posting of results has been one by-product of this effort. Press releases related to beach closures are sent to local newspapers and posted in the DHHS website. The DHHS communicates weekly water quality test results and beach closure information via its website and 24-hour Water Quality InfoLine (570-4199). The City’s Health Department is the source for water quality reporting (AB411) via the internet. Additionally the Health Department maintains a beach advisory hotline (562) 570-4199. The Health Department’s internet address is <a href="http://www.longbeach.gov/health/enviro_health.html">www.longbeach.gov/health/enviro_health.html</a> . Additional information on the City’s NPDES stormwater monitoring and links for reports on water quality statewide can be found on the Stormwater Management Division (SWMD) internet site at <a href="http://www.lbstormwater.org">www.lbstormwater.org</a> or by calling 562-570-DUMP (3867) or by listening to the message when on-hold during a call to the City.
E5.4	As sources of pollution are eliminated, initiate phased remedial actions to enhance beachfront.	A draft RFP has been prepared for a beach master plan and is under review by City staff.
E5.5	Establish collaboration between the City, Long Beach Aquarium of the Pacific, and environmental groups to pursue projects such as beach cleanup, wetland restoration, and the creation of recreational opportunities along the Los Angeles and San Gabriel rivers.	Aggressive cleanup programs have been put in place. Restoration programs are under review in cooperation with Rivers and Mountains Conservancy. SWMD participation in Annual California Cleanup Day and numerous outreach events. SWMD partners with Heal the Bay for “Keys to the Sea Program” (950 LBUSD students) and actively pursues interactive, educational, partnerships with the Aquarium of the Pacific (Sustainable Community and Scholarship sponsorship – 1,125 students/50 teachers) and Long Beach Unified School District (LBUSD). “Windows on Our Water” Tidepool Cruiser, an environmental educational program, is now visiting LBUSD schools teaching stormwater runoff pollution prevention. SWMD in partnership with LA County Environmental Defenders Educational Program (1,200 LBUSD students at 24 schools), Ecolink (Press Telegram Magazine), Surfriider Foundation, Long Beach Chapter, the 2nd Council District Office and Wetland Stewardship group conducted a six-weekend “Watershed Cleanup Project” aimed at cleaning and preserving the Golden Shore Wetlands Reserve. SWMD, in partnership with the LACDPW and the City of Signal Hill, received a \$783,000 Prop 13 award in 2003 to install pollution traps in Chitlick Field/Hamilton Bowl. SWMD received a \$200,000 Coastal Conservancy Grant for a Colorado Lagoon Wetlands Feasibility Study. Many partnerships are underway including the enhancement to the Aquarium Fountain as a watershed themed attraction, the development of watershed displays outside and inside the Aquarium, wetland restoration design input, and the improvements to Shoreline Aquatic Park Beach now in preliminary design as a dune habitat educational display and playground. Parks, Recreation and Marine partners with more than 40 community groups in the Adopt-a-Beach and Adopt-a-Watershed programs to clean up the beaches and wetlands four times per year. The annual International Coastal Cleanup has provided thousands of individuals, groups, and schools the opportunity to clean up our beaches. In addition, a new annual event, Independence from Litter Day on July 5th is

		<p>being created whereby youth and businesses can join together in taking care of our beautiful beaches. Coordination with the County of Los Angeles for the removal of debris from the Los Angeles River. Active participation in Los Angeles and San Gabriel River Watershed Council, the Beach Erosion Task Force and Contaminated Sediment Task Force. Active participation on the Tidelands Harbor Committee in coordinating the effort with the removal of debris from the Los Angeles River. Support public education efforts for cleanups. Provide recycling receptacles for recovered recyclable materials.</p>
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