



Date: September 23, 2019

To: Mayor and Members of the City Council

From: Thomas B. Modica, Acting City Manager 

Subject: **Framework for a Strategic Vision for 2030**

At its February 5, 2019 meeting, the City Council directed staff to outline a framework for the preparation of a Strategic Plan for 2030 (2030 Plan), to include resources needed, an estimated timeframe, potential community engagement strategies, and accountability mechanisms. This framework is outlined below, along with an estimated fiscal impact and recommendation.

Background

During the 2019 State of the City address, the Mayor called upon City of Long Beach (City) leaders to develop a comprehensive 2030 Plan. As Long Beach continues to grow, the City must plan for a future that builds on its thriving initiatives, embraces new opportunities, and focuses on diversity. A thorough strategic planning document would codify a long-term vision for the City and engage stakeholders to identify key future priorities including, but not limited to, climate change, housing affordability, infrastructure, and transportation.

The City last embarked on a strategic planning process nearly 20 years ago. Adopted in 2000, the Long Beach 2010 Strategic Plan (2010 Plan) (Attachment) laid out goals and strategic actions to address neighborhood development, education and youth, community safety, business growth and workforce development, and the environment. The planning process began in 1997 with robust community outreach, including forums, surveys, and a five resident-led task force. The resulting 2010 Plan was a published articulation of the City's aspirations rather than a roadmap to implementation. That said, many of the Plan's recommended actions have since been achieved, including completion of the Emergency Communications and Operations Center (Goal S3.1), creation of a citywide economic development plan (Goal B1.1), and creation of the Office of Sustainability (Goal E1.1).

To be successful, the strategic planning effort through 2030 will require a collaborative, meaningful commitment from community members and City leaders alike. The 2030 Plan should be built upon community involvement and reflect the goals of Long Beach residents, including those from underrepresented and underserved groups. To be an effective 2030 Plan, future policies should be aligned with the plan's stated goals and vision.

Existing Strategic Plans

The City has recently completed, or is in the process of completing, many departmental strategic plans, which are listed below. The processes to develop these plans included engagement of thousands of residents and stakeholders, whose voices were represented in these plans. The City's next long-term planning document should build upon and synthesize the goals, priorities, and actions described in these existing and upcoming plans:

- General Plan Element Updates (i.e., Mobility Element, Housing Element)
- Library Strategic Plan 2017-2020
- Strategic Plan for Older Adults
- HIV/STD Strategic Plan 2019-2022
- Early Childhood Education Strategic Plan
- Animal Care Strategic Plan
- Infrastructure Master Planning (Pavement Management Plan, Sidewalk Plan, Alley Plan, Facilities Plan)
- Safe Streets Long Beach Action Plan
- Westside Livability Plan
- North Long Beach Open Space Vision Plan
- Fiber Master Plan
- Airport Sustainability Plan
- Affordable Housing Plan
- Everyone Home Initiative
- Economic Development Blueprint
- Everyone In
- Digital Inclusion Roadmap
- Bicycle Master Plan
- CX3 Pedestrian Plans
- Port of Long Beach Strategic Plan

Currently in Development:

- Youth and Emerging Adult Strategic Plan
- Health and Human Services Strategic Plan
- Parks, Recreation, and Marine Strategic Plan
- Climate Action and Adaptation Plan
- Uptown Planning Land Use and Neighborhood Strategy (UPLAN)
- Veterans Affairs Strategic Plan
- Safe Long Beach Violence Prevention Plan

Resources Needed

Successful preparation of a 2030 Plan will require both internal and external resources:

- **Mayor and City Council:** The Mayor and City Council must provide consistent and continuous high-level policy direction to inform the focus areas and breadth of the 2030 Plan. The Mayor and City Council may also support community outreach activities and convene neighborhood forums to solicit input on plan development. Finally, the Mayor and City Council will need to utilize the plan's goals and vision as they develop policy initiatives and provide direction to City staff on future initiatives and funding decisions.
- **City Commissions:** City Commissions may be leveraged to assist with community outreach and priority setting. As Long Beach residents with formalized, specialized subject matter expertise, Commissioners may be called upon to provide input on the 2030 Plan's proposed goals and action items, while also serving as community ambassadors to empower their communities to participate in the plan process.

- Community Organizations and Members:** The 2030 Plan will require investment from community members for it to truly reflect a shared, long-term vision of the City. The plan must be developed through a community-centered planning process that builds their capacity and partnerships with the City, strengthens physical, social, and community infrastructure and resources, and develops community members’ skills through a shared learning and participation process.
- City Staff:** City staff time will be required for overall project management of the 2030 Plan, including close coordination with the other stakeholders detailed below. City staff will also be critical in scoping out the strategic planning process, convening a high-level project team, supporting community outreach and engagement, and offering input into the plan via surveys or interviews. City staff will also review previously completed citywide and Departmental Strategic Plans to ensure the 2030 Plan is aligned and consistent with existing plans. Finally, as the group charged with ultimately executing the 2030 Plan’s actions, City staff throughout all departments must be engaged to inform the plan’s actions, priority areas, and guiding principles.
- Professional Consultants:** City staff may engage one or more consultants with expertise in strategic planning and/or community engagement. The consultant team would assist in project coordination, prepare community outreach and communications materials, offer insight on strategic goals based on best practices and comparable cities, inform the overall structure and breadth of the plan, and create the final 2030 Plan deliverable.

Timeframe to Completion and Alternatives

The timeframe to prepare a long-term strategic plan will depend on its scope. Comprehensive strategic planning is typically a multi-year effort and expensive. The City’s 2010 Plan took nearly three years to complete. More recently, the Imagine Boston 2030 Plan and Los Angeles Metro Vision 2028 Strategic Plan both took over two years to complete and leveraged multi-year community outreach efforts to directly reach tens of thousands of stakeholders.

Alternatively, some municipalities choose to create abridged and compressed “strategic vision” plans that clearly outline their broad goals and vision in a synoptic and succinct way. These plans may build upon and unite existing topic-specific plans, such as the City’s Economic Development Blueprint or Early Childhood Education Strategic Plan. For example, Los Angeles County developed a 12-page 2016-2021 Strategic Plan to provide direction to departments, track performance outcomes, and serve as a mechanism to ensure County efforts were aligned with Board priorities.

The time estimates for the two alternatives for 2030 Plan preparation are provided below:

Plan Phase	Comprehensive Plan	Strategic Vision
1. Project pre-planning, including plan scoping and consultant procurement/ selection	8 months	4 months
2. City staff outreach	4 months	2 months
3. Community outreach	18 months	5 months
4. Plan development	6 months	3 months
5. Implementation/adoption	2 months	2 months
<i>Total</i>	<i>3 years, 2 months</i>	<i>1 year, 4 months</i>

Costs

The cost of a strategic plan will also depend on its scope. Currently, no funding has been identified. Staff estimate that a full comprehensive plan as described above would have a financial impact roughly estimated at \$600,000 to \$1 million. The 2010 Plan was estimated to cost more than \$600,000 in 2019 dollars. Costs would include City staff, outside professional consultants, materials, and design services. However, staff estimates that an abridged, but thorough 2030 Strategic Vision would cost approximately \$150,000. This estimate is based on costs of recent topic-specific plans, such as the Parks, Recreation and Marine Strategic Plan and the Youth Strategic Plan.

Both scenarios will incur significant staff time from across the entire organization, requiring a reallocation of priority to various assignments, though the compressed version would be less intense.

2030 Strategic Vision

Staff recommend that due to resource constraints and competing citywide priorities, the City engage in an abridged 2030 Strategic Vision that states the City's values and priorities, provides focus to the City, builds upon the community outreach completed through prior strategic planning initiatives, and is supplemented by additional community engagement and focused methods of soliciting input from those typically left out of the planning process. Planning efforts for the 2030 Strategic Vision could commence in the fall of 2019, with a final product completed near the end of 2020.

A 2030 Strategic Vision would provide focus for City staff to address key citywide priorities sourced from Long Beach stakeholders and work toward a co-created vision for a thriving, diverse, equitable, and inclusive City. Long Beach would benefit greatly from a 2030 Strategic Vision. The City's priorities and key services are growing, diverse, and constantly adapting. Yet, there is no visioning document to guide the organization's work and provide direction to staff and the community toward its priorities. A comprehensive plan with specific action items, like the 2010 Strategic Plan, may be challenging and costly to implement. Instead, a compressed synoptic plan, like a 2030 Strategic Vision, would clearly state and prioritize the City's values to guide both staff's work and the Mayor and City Council decision-making. An organization can make municipal miracles happen with determination and focus. A 2030 Strategic Vision would provide the City with that focus.

Community Engagement Strategies

A 2030 Strategic Vision would require participation from community members to identify key issue areas and guiding principles. The community-driven plan should tap into local knowledge to gain insight into the opportunities and constraints related to the plan's priority issue areas. Community engagement strategies would empower community stakeholders to participate in the strategic planning process and remain involved after plan adoption. The strategic planning process will involve those historically marginalized from City-led planning processes, including young people, low-income households, underrepresented and underserved communities, and those with limited English proficiency.

Methods of community engagement would not be limited to traditional public forums and town hall meetings. The planning team would consider strategies that meet stakeholders in their environment and deploy a multitude of accessible methods of engagement, including a variety of meeting types, locations and times, online engagement, community conversations, interviews,

and surveys. The 2030 Strategic Vision would also have a project brand, logo and templates, content for a project website, email content, press releases, and social media content that aligns with the project mission.

Performance Mechanisms

Ensuring the goals of the 2030 Strategic Vision are carried-out over the next ten years is vital to the success of the plan. Without proper formal and informal accountability and performance mechanisms, the 2030 Strategic Vision will lose its significance and may result in a disengagement from residents in future City planning efforts. As new elected officials come into and leave office, the 2030 Strategic Vision must also be institutionalized into formal City processes and regulations. It should inform the Mayor and City Council's policies in a transparent manner while providing focus for City staff amidst often competing priorities.

Potential performance mechanisms for the Mayor and City Council include: publicly-available reports on the achievement of the plan's priorities; a 2030 Strategic Vision Impact section (similar to the Fiscal Impact section) on City Council agenda letters and staff reports related to budget impacts or policy changes; a section in the City Manager's annual budget that reviews achievement of the 2030 Strategic Vision; and, a monitoring and reporting regularly on 2030 Strategic Vision progress to the community and the Mayor and City Council.

Funding

To fund the effort, the City Manager would put together a budget of approximately \$150,000 using existing resources from all appropriate and eligible funds, and ask non-City Manager departments to contribute to the effort as well. The General Fund portion is expected to be minimal and would be absorbed within existing budget. If this approach is not feasible, City staff would return to the City Council to request additional resources. This approach will require significant staff resources from several different departments to conduct the outreach, and will have a significant impact on existing services, leading at times to diversion of City staff from lower priority assignments. Despite the impacts to existing workload, City staff believe this would be a very productive and valuable effort that will help align future workload and provide guidance and direction on priorities.

Next Steps

City staff will work to create an internal team to launch this strategic planning effort and identify the consultants necessary to support the internal team. This effort will officially begin in October/November 2019, with the larger community outreach efforts occurring in late 2019 and early 2020 and a completion date by end of 2020.

If you have any questions regarding this matter, please call me at (562) 570-5091.

ATTACHMENT: LONG BEACH 2010 STRATEGIC PLAN

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DEPARTMENT HEADS

LONG BEACH

2040
strategic plan



CITY COUNCIL MEMBERS

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Jenny Oropeza	1st District
Dan Baker, Vice-Mayor	2nd District
Frank Colonna	3th District
Dennis Carroll	4th District
Jackie Kell	5th District
Laura Richardson-Batts	6th District
Ray Grabinski	7th District
Rob Webb	8th District
Jerry Shultz	9th District

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Note: This Strategic Plan is based upon the reports of the five citizen task forces which were presented to the City Council on December 9, 1999 and upon the Goals and Action Steps adopted by the City Council on June 20, 2000 (printed in full in Appendix B).



L O N G | B E A C H | 2 0 1 0

Long Beach will be a community of neighborhoods focused on youth and education, with safety and economic opportunity for all, and a responsive, accountable government, in a healthy, green environment.

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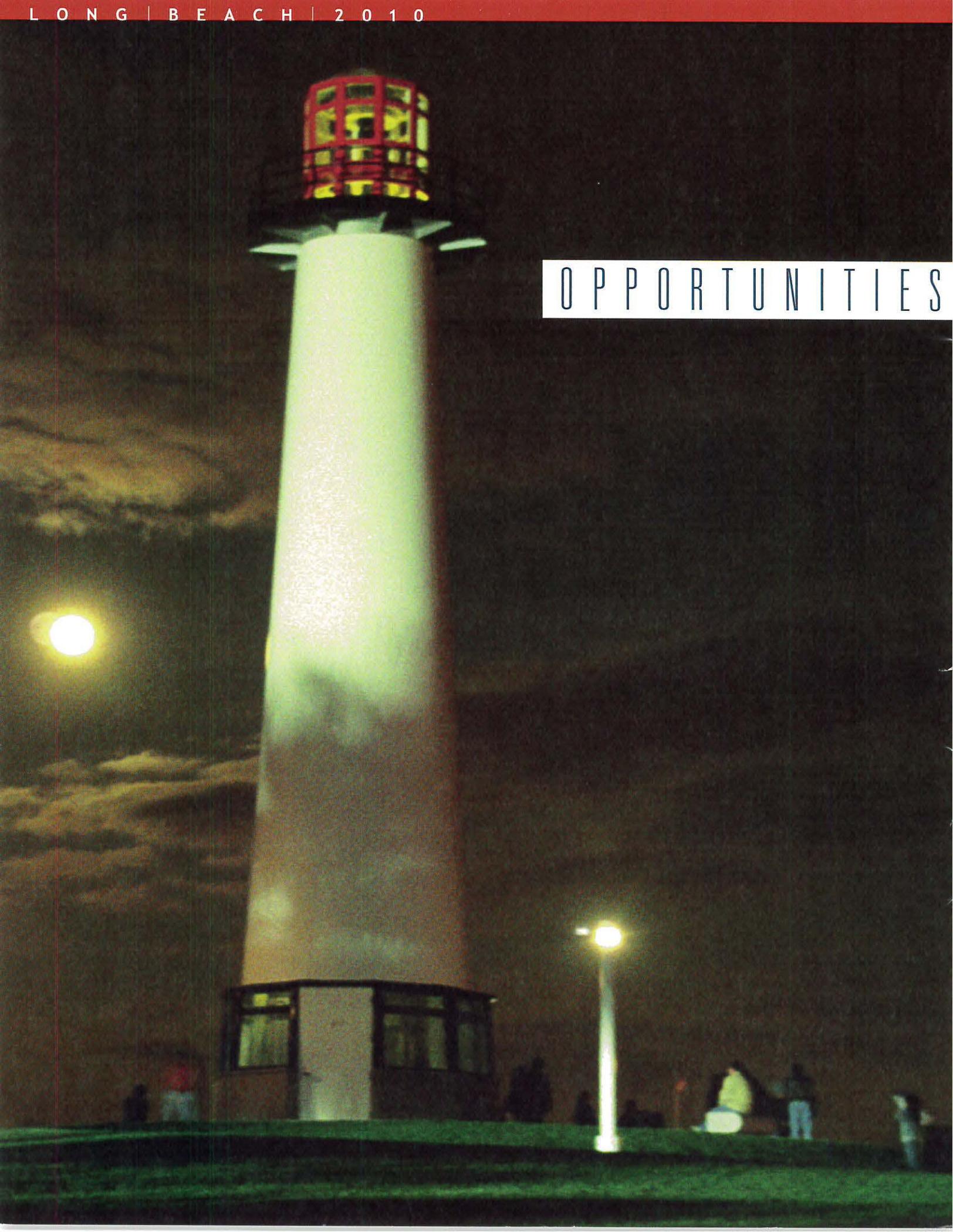
e have a new vision for the City of Long Beach—and a Strategic Plan in place to achieve it.

Long Beach will face unprecedented opportunities and challenges in the coming decade. In this fast-paced, rapidly changing world, we need to be smart, earnest, realistic, and compassionate in our planning for the future.

In September 1998, over 100 Long Beach residents, representing our neighborhoods, ethnic groups, business and education interests, and environmental and community organizations, joined with city staff to create a vision and plan that will guide our city to 2010. We began with a community survey that identified the key issues and concerns of our residents. After many community meetings, two public forums, and two years of work, we determined our essential vision: Long Beach will be a community of neighborhoods focused on youth and education, with safety and economic opportunity for all, and a responsive, accountable government, in a healthy, green environment.

Our Strategic Plan—now approved by the City Council—will help make this vision a reality by focusing on goals in five areas: neighborhoods, youth and education, safety, economic opportunity, and the environment. Technology will help link us together and improve the delivery of services. An implementation organization will be created to monitor our progress by developing a community scorecard and identifying needed civic initiatives. This is our vision of Long Beach 2010—a living roadmap showing where we want to go and how to get there.

O P P O R T U N I T I E S



AND CHALLENGES

“This Plan seeks to effect a cultural change in our community. It aspires to forge new partnerships to create a sense of civic pride and involvement that is the necessary condition for civic improvement.”

— Doug Otto

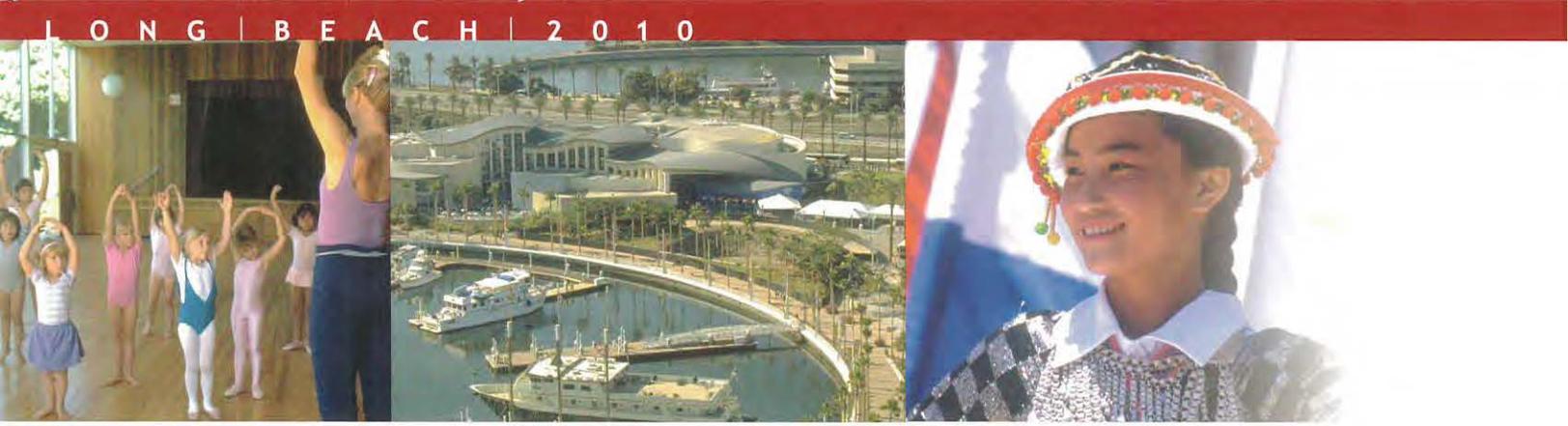
Facilitator, Strategic Plan Task Force

In the years after its founding in 1897, Long Beach became known as a resort town of sand, surf, and sun. Early development of the harbor established our role as a strong player in international trade and a port of call for ships from throughout the world. In the 1920s, the discovery of oil added a new element to the economy and shaped our image as an oil town. During World War II, we became a Navy town and soon added aerospace as an important segment of our economy. After World War II, Long Beach was a stable and successful community. Then, beginning in the late 1970s, the city experienced the same sharp growth and immigration as the rest of Southern California.

Our first Strategic Plan, in 1986, recognized the city’s tremendous growth in population and diversity and the need to broaden the economic base to provide the jobs and tax base necessary to manage this growth. It identified our oceanfront location as our most important resource, and focused on increasing international trade, revitalizing the downtown, and building the infrastructure necessary to restore our resort appeal.

Long Beach today has achieved much of what we set out to accomplish in that 1986 Plan. We have the largest container port in the nation and the combined Long Beach-Los Angeles Port is the third largest in the world. Our revitalized downtown is beginning to thrive with restaurants, retail, and new housing. We are recovering from economic recession, the loss of the Navy and the downsizing of Boeing. Our expanded Convention Center, world-class Long Beach Aquarium of the Pacific, and two respected art museums make Long Beach a destination point for visitors to Southern California from throughout the world. We have much to take pride in and much to build on.

But Long Beach continues to change. It’s critical that we understand the forces now reshaping our city so we can recognize both our opportunities and challenges.



A Growing Population

Population change continues to have a critical impact on the city. Throughout our history, Long Beach has welcomed newcomers seeking opportunities on the western edge of the continent and enfolded their cultures, visions, and energy into a greater whole. Initially, migrants came from the United States heartland. During the past 25 years, immigrants have come mainly from Mexico, Latin America, and Southeast Asia. Many of these families are now in their second generation, and are increasingly important participants in our business community, educational institutions, political system, and cultural life.

Our city is projected to continue growing and to become even more diverse, adding about 33,000 people in the next ten years. By 2010, Long Beach is expected to be a community with a balance of four major ethnic groups: 36 percent Hispanic, 31 percent Caucasian, 19 percent Asian, and 12 percent African-American. This Plan will help us create a prosperous, livable community that can gracefully accommodate population growth and change, and provide an enduring sense of place.

Demand for Homes

Long Beach is a built-out city—little land is left for new housing or industrial expansion. As a result, new housing construction has not kept pace with population growth, resulting in a lack of affordable housing and severe overcrowding, especially in the central and southwestern areas of the city. In addition, home ownership has declined from 60 percent in 1960 to 41 percent in 1990. The increase in housing prices and rents make it increasingly difficult for many households to afford decent rental units or to purchase homes. As our community prospers, upwardly mobile residents may be forced to look elsewhere for quality housing unless we can meet their needs here in Long Beach. We need to confront the issue of quality, affordable housing in order to ensure our success as a community.

Education

Our educational system, too, shows the effects of growth and diversity. More than 38 different languages are spoken in Long Beach, straining the resources of the classroom. The public schools now enroll 92,000 students in schools designed to serve just 65,000. The School District is accommodating its 27,000 overflow students with portable classrooms, year-round schools, and busing. While educational achievement has been rising, Long Beach test scores remain

below the statewide average. Young people with low achievement will be unable to succeed in our increasingly competitive, global information-based economy. Youth and education must be a focus of our plan for the future.

Needed Youth Services

A burgeoning population of children and youth, as well as an increase in the population of working parents, has left many youths on their own. Our parks, playgrounds, and libraries are crowded. Non-profit agencies and City departments offer some organized, constructive social activities for teens, but there is not enough. As a result, many youths are not realizing their full potential, not realizing the importance of belonging to a community, and are at risk for anti-social behavior. We must find the resources to encourage youth to engage in productive activities.

The Need for Economic Well-Being

While Long Beach suffered tremendous economic hits in the early part of the last decade, strong leadership and an aggressive economic development program have enabled us to rebound. Still, an above average poverty rate continues to affect our community. Partly, this is because the growth in employment has been disproportionately in lower paying jobs. In the future, economic growth needs to be measured not just in the number of new jobs, but also in the quality of those jobs. Economic well-being for the entire community can only be attained by developing a comprehensive business plan that provides the tools to allow Long Beach residents to help themselves and encourages job development in the new knowledge-based economy.

Enhancing Our Environment

Our identity as a city is closely tied to our rivers, wetlands, oceans, beaches and open space. Growth, however, may stress these assets. Our challenges are to overcome the potentially negative impacts of growth, to enhance the environment, and to add value to our neighborhoods and life experiences. This Plan recognizes those challenges and sets forth "sustainability" as the overall guiding principle to achieve our vision (see sidebar). The Plan creates the mindset necessary for a superb interconnected system of waterways, beaches, open space and livable neighborhoods. A healthy environment is the essential "soft infrastructure" of a successful and livable city.

sustainability

We have embraced "sustainability" as the basic guiding precept for our Strategic Plan. That means that we will meet the needs of the present without compromising the ability of future generations to meet their needs. It means that we will attempt to protect and restore our natural resources, not deplete or degrade them. It means that we will integrate goals to achieve the most successful and enduring outcomes.

A sustainable city is like a three-legged stool, with economic, environmental, and social legs equally supporting, providing the opportunity for a prosperous, healthy and dignified life for everyone.



a community scorecard will help monitor progress

Residents today want their government and leaders to be more responsive and more accountable. We need to develop a community scorecard to monitor progress toward meeting our Plan goals.

The community scorecard will keep residents informed, help ensure accountability, identify trends, promote quick response to emerging problems, and guide strategic choices. Scorecard information can be available over the internet to the entire community.

The scorecard may also become a model for other cities: this recommendation has led the prestigious National Civic League to select Long Beach as one of four cities nationwide to participate in a two-year study to develop performance measures for public services.

Our Strategy for the Future

As we strive to maintain and improve the quality of life of all our residents, our wonderfully diverse population offers new energy, entrepreneurship, and cultural opportunities. For Long Beach to be successful in the marketplace of Southern California cities, we need a new vision and a new strategy. Our challenge is to strengthen our neighborhoods, encourage local leadership and self-help, and attack the forces that lead to physical deterioration and social disintegration.

Implementing this far-reaching Plan will inevitably change the way the City does business and relates to its residents. The City's leaders, staff, neighborhood organizations, schools, businesses, not-for-profits, and religious groups will need to create collaborative partnerships more intense and committed than our city has ever seen before.

A Collaborative Implementation Organization

To accomplish our goals, we will need to develop a new, independent organization to advise the City and act as an "advocate" for timely implementation of the Plan. The organization will include representatives of neighborhoods, and the education, business, not-for-profit and religious communities. The group will help identify the public policy issues vital to the Plan's success and present them to our political leadership.

It will first be responsible for developing a "community scorecard" to measure progress on each part of the Plan (see sidebar). As necessary, the new organization can also develop new public policy initiatives and civic programs, forums, and communication projects that will aid implementation of the Plan.

Initially, this collaborative organization will need some City funding, but it is expected that business and foundation funding will help support the organization's program in the future.

And—Most Important—People

When the work of the community is done by the community, benefits accrue to individuals, neighborhoods, and the community at large. The key to Long Beach 2010 is that it was developed by representatives of all perspectives and interests within the community with a sense of optimism and civic pride. The new partnerships we are forging among our municipal corporation, neighborhoods, schools, business, and religious groups ensure it will be implemented in the same spirit.

Every resident and business can have an impact on the future—your ideas and your input will craft the decisions that affect your neighborhood and your city. This Plan creates new priorities, new approaches to governance, and a new consensus on the community that we want to be in the 21st century.

guiding principles

Our Plan has a set of principles to help steer us in the right direction and to serve as touchstones for our decision-making.



compassion

Our community cares about itself by caring for others. Our well being is the responsibility of the entire community.



community involvement

We commit ourselves to a continuous civic dialog to build community strength and self-sufficiency.



diversity

We value individuality, celebrating the uniqueness and diversity of our people.



justice

We create systems that strive to promote fairness and equity in government.



equity

We concentrate our resources—money, energy and time—on neighborhoods and issues that need them most.



integrity

Our actions and decisions flow from these guiding principles.



courage

We expect from our leaders the courage to put aside parochial interests and to make decisions that best serve our entire community.

O U R C O M M U N I T Y



O F N E I G H B O R H O O D S

“For decades the City’s primary focus has been the downtown and its need to be revitalized....Now it is time for the neighborhoods to be in the spotlight.”

— Jim Brophy

Chair, Neighborhood Development
Task Force

Restoring neighborhoods as the center of community life is the most important step the City of Long Beach can take to build a positive future.

Something deep within human nature needs to identify with a geographical area—a neighborhood—to help create a sense of belonging. One of Long Beach’s greatest strengths is its rich tapestry of neighborhoods: Belmont Shore, Bixby Knolls, Bluff Park, California Heights, Carroll Park, the Central area, College Square, DeForest Park, Drake Park, Los Altos, North Long Beach, Ramona Park, Rose Park, Sunrise, Westside and Wrigley, to name a few. Over the years, the quilt has grown more varied, with new neighborhoods in the downtown, the East Village, and the West End.

Many neighborhoods have already mounted efforts to strengthen their identities and to promote new connections and collaborations. Our challenge now is to support each neighborhood’s unique identity while aggressively working to halt urban decay and turn around deteriorating neighborhoods. In the end, we will empower residents to make their own decisions about priorities in their neighborhoods and to partner with the City, schools, and businesses to attain their goals.

Goal 1: Build a strong network of healthy neighborhoods

We will identify our neighborhoods, determine their assets and weaknesses, and form strategies to meet community needs by reallocating resources, forming partnerships, distributing services at the neighborhood level, and leveraging technology to make the most of scarce resources. Action steps:

- Establish a citywide network of neighborhood centers in public schools, libraries, commercial centers, and other locations selected by the neighborhoods to link people with government, public, and private resources.
- Set up a technological infrastructure to support a network of neighborhood technology centers in the neighborhood centers (see sidebar).
- Make public and private services, including health, medicine, education, day care, and sports and recreation, more accessible via the internet and at neighborhood centers.
- Enact neighborhood identity initiatives that use master planning, cultural programs, and signage.
- Decentralize City services to the neighborhood level, including decision-making, accountability, and coordination.
- Increase shared use of public facilities, such as schools, after hours.

Goal 2: Strengthen community leadership and collaboration and increase public participation

Leadership building is the heart of community building. With ever-scarcer resources, public and private organizations and community members must promote initiatives together. With more men and women working today, time is also scarce. But we can nurture leaders by expanding successful programs such as Leadership Long Beach and the Leadership Academy run by the Department of Community Development. Action steps:

- Develop more quality neighborhood associations.
- Encourage each City Council member to set up a council of neighborhood organizations within his or her district to help identify and address local issues and trends and to promote inter-neighborhood cooperation.
- Invest in leadership by developing programs to build leadership, including a citywide leadership academy.
- Foster programs and technological methods to help community leaders meet, network, and learn from one another.
- Make agendas, staff reports, and public hearings electronically accessible to increase opportunities for residents to participate in political decisions that affect their lives.

Goal 3: Celebrate the diversity of our neighborhoods and residents, using arts and cultural programs to build mutual acceptance

By 2010, Long Beach will be much more diverse in age and ethnicity. Our diversity is a source of strength, but with diversity comes the challenge of appreciating different viewpoints. To realize the benefits of diversity, we must consciously and concertedly create ways to break down ignorance about other cultures and generations. Bringing arts and cultural programming to the neighborhoods is an ideal way to increase awareness, acceptance, and collaboration. All the city's major organizations must participate—schools, churches, public agencies, businesses, and community organizations. Action steps:

- Enact a Diversity Plan for the city.
- Establish a new source of revenue to bring arts and cultural programs into every neighborhood, focusing on people working together.
- The National Conference for Community and Justice will spearhead the creation of a youth group to work on multicultural issues, including training in leadership and diversity.
- The PTA will reach out to parents of all cultural groups, developing and offering programs to increase multicultural awareness.
- The Public Corporation for the Arts will establish student programs to research family traditions among different ethnic groups, promote cultural respect, and share the information with others.
- Support cultural initiatives that promote understanding and tolerance, such as an international marketplace, a cultural awareness day, and multicultural appreciation activities.



- Actively implement the City's Human Dignity Policy, working with the Human Dignity Coordinator appointed by the City Manager, and show zero tolerance of hate crimes.
- Implement plans to meet the needs of the city's seniors, including health, safety, transportation, housing, and quality of life.
- Implement plans to meet the needs of those with disabilities, including health, safety, transportation, housing, and quality of life.

Goal 4: Support neighborhood efforts to create beauty and pride

Our neighborhood infrastructure is gradually deteriorating and a number of neighborhoods in central, downtown, and west-side of Long Beach are severely deteriorated. We need new public policy, infrastructure and land planning strategies to ensure reinvestment in our neighborhoods. Action steps:

- Improve neighborhood infrastructure: green spaces, median islands, streets and alleys, sidewalks, drainage structures, signage, curbs and gutters, parking.
- Eliminate illegal trash dumping by providing more frequent large-item trash pickups, additional drop-offs for hazardous materials, and increased penalties for illegal dumping.
- Set up a program for weekly alley sweeping and hold property owners responsible for maintaining alleys near their buildings.
- Establish Adopt-A-Street, Clean Street, and graffiti abatement contests in neighborhoods linking schools, students, parents, and businesses.
- Intensify code enforcement and increase staff to eliminate substandard buildings.
- Promote historic preservation and neighborhood appreciation.
- Implement a comprehensive program to "underground" utility lines.

- Educate neighborhoods about the benefits of Property-Based Improvement District assessments to help improve infrastructure more rapidly.

Goal 5: Improve the quality and availability of housing

Home ownership in Long Beach is declining. In some areas, especially the southwest and central parts of the city that are home to low- and moderate-income families, housing is scarce and units are overcrowded. We will need to house 33,000 more residents by 2010. In order to improve neighborhood stability, we need to find locations for high density housing, where transportation and other public and private services can support it. Action steps:

- Update the Housing Element of the General Plan with special attention to overcrowding, home ownership, and affordable housing.
- Revise the Land Use Plan to allow increased density where it can be accommodated, particularly in Downtown and along major transit corridors.
- Increase home ownership to 50 percent, through assistance programs for first-time homeowners and others, construction of new for-sale units on infill sites, and replacement of substandard rentals.
- Provide remodeling assistance and develop joint projects with home-improvement contractors and retailers to improve substandard rentals and develop educational programs about home care for residents.
- Increase public investment in low-interest improvement loans for blighted neighborhoods.
- Address home ownership and rentals for people with special needs, through housing assistance, ownership programs, and renovation loans.

technology in the neighborhoods

Just like the infrastructure that came before it—canals, roads, railroads, and telephone networks—the new information highway expanding throughout our culture will radically change our society.

Long Beach can use this new technology to meet our goals for livable neighborhoods, sustainability, economic growth, and government accountability. We can include everyone in the use of high-speed, high-capacity, digital communication by creating a network of neighborhood technology centers located at community centers and other public facilities with communication and information processing facilities. The centers will:

- Give neighborhoods the tools to determine, prioritize, and communicate their needs directly to those responsible for delivering them.
- Help public and private organizations cost-effectively deliver services to neighborhoods.
- Help institutions provide telemedicine, distance learning, other social services, and commercial products directly to residents.
- Allow residents and businesses to comment on city issues, pay utility bills, apply for building permits or reserve athletic fields directly.
- Improve inter-neighborhood communication and cooperation. With this network, Long Beach can provide all residents with free access to today's information technology. Gaining the "intelligence edge" will yield huge benefits for everyone.

O U R C H I L D R E N



AND SCHOOLS

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any people believe that the overall health of a community can be measured in the way it treats its youth.

Youth in Long Beach face many challenges. One-third of Long Beach children live in poverty. The demand for childcare exceeds the supply by more than 10,000 spaces. Educational test results are below the state and national averages. Five Long Beach zip codes are among the state's hot spots for teenage pregnancy. Our youth programs and services need to be better coordinated among government and private providers.

In the next decade, we must create a city where children and youth of diverse backgrounds live in safe and nurturing communities, with access to comprehensive, culturally sensitive programs and services that make them healthy, happy and well-educated, preparing them to become successful, responsible, and contributing members of the community.

“Long Beach has clearly expressed its desire to make the well-being of youth a top priority. If we ensure the success of our children, the prospects for strong neighborhoods, a safe city, economic prosperity and a healthy environment will be far better. If we fail our children, none of our other goals will be realized.”

— Jean Egan,

Chair, Education and Youth Task Force

Goal 1: Maintain a citywide focus on improving the well-being of youth and families

We need citywide partnerships, oversight, planning, and measurements of Long Beach's efforts to improve the well-being of our youth. Action steps:

- Create a city Youth Commission with representatives from government and private agencies, which will develop a Youth Scorecard to monitor and evaluate the well-being of our youth.
- Form a working group including the Mayor, City Manager, School Superintendent, and representatives of nonprofit and religious youth service providers to address youth issues, including the maximum use of City and school facilities by youth.
- Increase the City's budget and staff for coordination of youth programs and increase the authority of staff to work in partnership with non-City organizations.
- Publicize available services for youth and families through newsletters, websites, and public media.
- Increase transportation options for youth to attend programs and services and work with Long Beach Transit to find low-cost providers.

Goal 2: Improve youth's physical, mental, and dental health

We must make sure all eligible children have health insurance and offer more services to those who do not. We must improve prenatal care, overall youth fitness and nutrition, and increase immunizations, while reducing teen pregnancy, disease, disability, and death among Long Beach's kids. Action step:

- Organize a collaborative effort among Long Beach and Los Angeles County government and community-based youth health-care providers, led by the Long Beach Department of Health and Human Services. Representatives of these agencies will coordinate their efforts to promote utilization and expansion of available healthcare resources and report progress to the new Youth Commission.

Goal 3: Make sure that every child enters school ready to learn

Research shows that early childhood experiences strongly affect how people function, from preschool through adulthood, so it is critical to ensure quality childcare and early childhood development. Action steps:

- Expand childcare training programs and increase the number of providers completing programs by 30 percent.

- Assign responsibility to the Childcare Coordinator in Long Beach's Department of Health and Human Services to create a citywide plan to provide quality childcare, including an employment registry for providers, and report progress to the Youth Commission.
- Seek funding for more Family Resource Centers and other community-based facilities that help pre-kindergarten children.
- Increase and publicize programs for children ages 0-5, offered by the Departments of Parks, Recreation & Marine, Library Services, and Health & Human Services.

Goal 4: Support efforts to increase the number of students meeting high academic standards

To ensure a bright future for Long Beach, we need high quality education for our youth. Our institutions must stay at the forefront of standards-based reform and "seamless education" from kindergarten through college. Action Steps:

- Continue Long Beach Unified School District's focus on high academic standards, communicate this focus to parents and students, and expand after-school tutoring to help students achieve these standards.
- Help the School District, Long Beach Community College, and California State University Long Beach expand their "seamless education" activities, including faculty-teacher collaboration, improved teacher preparation and advancement by School District students to higher education.
- Make sure educational institutions work with the City, the Long Beach Conservation Corps, and the federal Job Corps to help out-of-school youth complete educational requirements.



Goal 5: Increase youth engagement in productive activities

Constructive activities after school, during evenings, and on weekends increase positive behavior and development. We need to provide programs to more youth and improve the educational quality of programs offered. Action steps:

- Support and provide more funding for collaborative projects to enhance and increase after-school, weekend and off-track youth programs.
- Support and expand mentoring programs, encouraging older students to support younger students.
- The Office of the Mayor will hold an annual celebration of youth mentoring.

Goal 6: Increase involvement of parents (and other principal caregivers) in support of children

The loving involvement of parents and guardians is also an essential ingredient for a child's success and contributes to the community by fostering positive values. We seek to increase family programming, family support services and family-school-community partnerships.

Action steps:

- Provide the Childcare Coordinator additional staff to start a program to increase parental involvement with their children and report on progress to the Youth Commission.
- The PTA will evaluate parent involvement at every school and recommend parent/family involvement policies and programs to the Board of Education and Youth Commission.

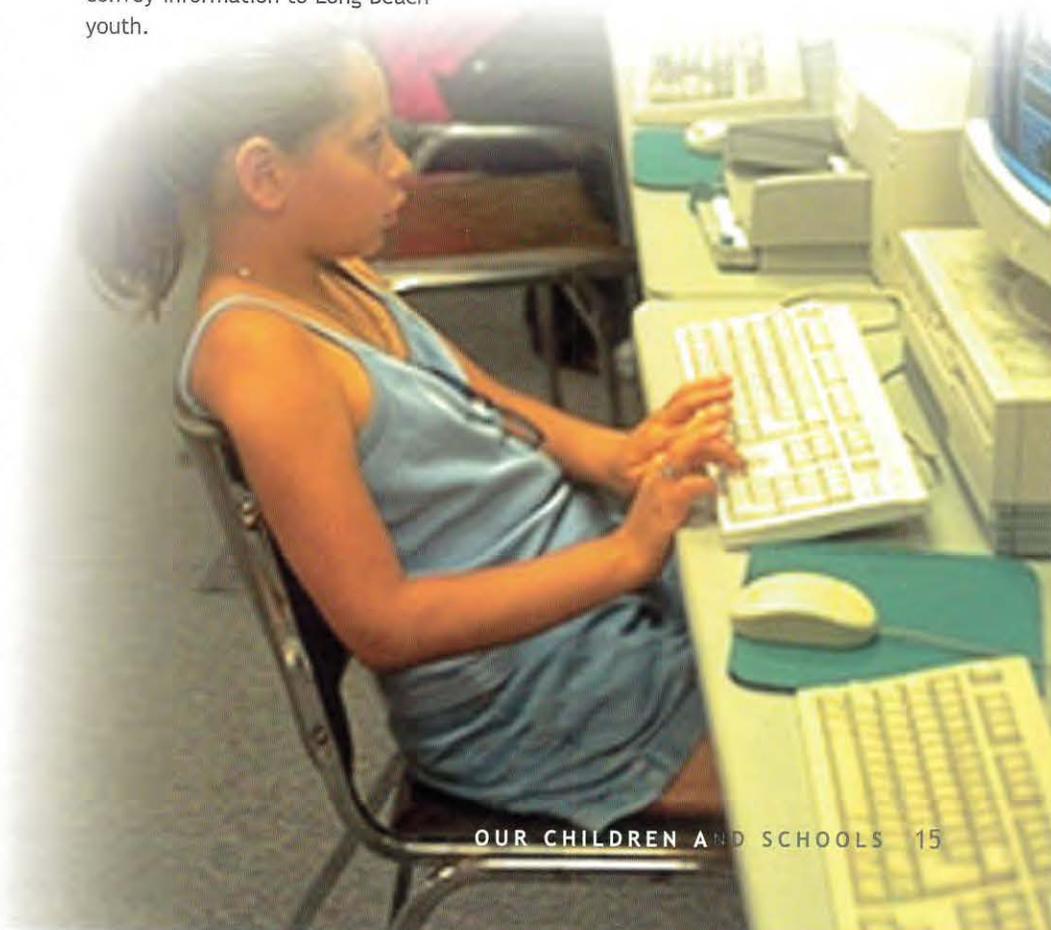
- The School District will increase the number of community schools by collaborating with schools, parents, and community agencies.
- California State University Long Beach will incorporate parent-school-community partnering activities into its teacher-training program.

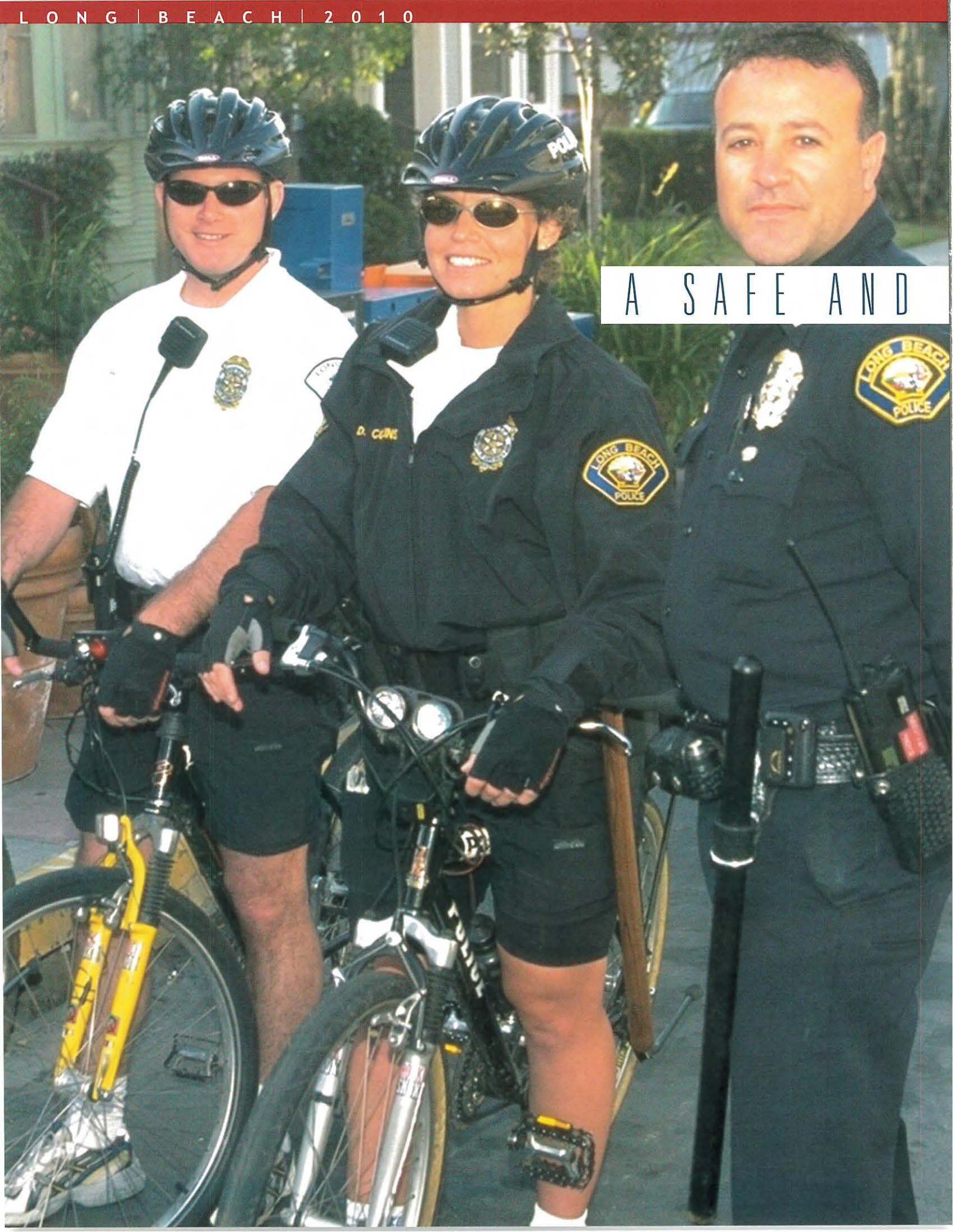
Goal 7: Increase youth readiness for jobs, college, and productive post-high school pursuits

Preparing youth for adulthood is critical to our community's future. We aim to improve work force and college readiness skills, heighten career awareness, strengthen the connection between youth and the community and offer more services for youth facing special barriers. Action steps:

- The Mayor will form a Youth Council of the Workforce Development Board to address work force needs and convey information to Long Beach youth.

- The Training and Employment Division of the Community Development Department and its partners will establish a state-of-the-art center for disadvantaged, at-risk youth, which will offer a full range of job preparation and support services.
- The City, its educational institutions, and the School-to-Career Consortium will augment their efforts to remove academic barriers to college entry, will provide incentives to educators, businesses, and students to increase youth work experience, and will increase the number of teachers who utilize service learning.
- The Long Beach Public Library will lead efforts to create a web-based registry of community service opportunities for youths.
- The City will conduct an annual "Service to Long Beach" celebration of citizens who have improved the lives of youngsters through community projects.





A SAFE AND

SECURE CITY

“To provide the highest level of safety for all residents, we need the active participation and support of both the City and our residents in community policing and fire safety programs, as well as nuisance abatement programs, code enforcement, and strong judicial response systems.”

— Connie Hamilton

Chair, Community Safety Task Force

In a great city, citizens are free to fully engage in the life of the community without fear for themselves or their loved ones. Public safety is the most important responsibility of any city government. In the community survey, crime prevention and public safety were the number one concern of Long Beach residents—nine out of ten residents believe that community police substations are critical for their safety.

Our vision of a safe and secure Long Beach builds on efforts by the Police and Fire Departments, whose community policing programs and strategic planning efforts have cut crime, increased efficiency, and implemented a customer-based approach to the delivery of services. We foresee more and more involvement by the residents of Long Beach in programs to control crime and improve the quality of life. With this approach, people will unite with public servants in mutual concern and respect to protect each other, our homes, and our civic spaces from crime, nuisances, and natural disasters.

Goal 1: Extend community policing to all areas of the city

Community policing fights crime by relying on a police officer's familiarity with a neighborhood, its residents, and its special problems and assets. The officer is visible in the community, working as a partner with residents and taking a problem-solving approach. Action steps:

- Make sure the police force keeps community policing as a core focus—through increased problem-solving training in the recruit academy and through ongoing training for officers about the special needs of the neighborhoods they serve.
- Maintain as many officers as possible on uniform patrol.
- Construct two new police substations in the north and east parts of the city, improve existing substations, and upgrade their technological networking capabilities.
- Pursue funding to build one Long Beach Justice Center for all courts, prosecution, defense, and central police and fire services.

Goal 2: Encourage public involvement in safety

Community policing goes hand-in-hand with intense public involvement in safety issues. Crime cannot be prevented without citizen participation. Action steps:

- Police and fire departments will provide opportunities for public participation in anti-crime programs.
- Establish a room for community meetings on public safety and other issues in each police substation.
- Publicize anti-crime efforts and other crime information via the internet, newspapers, and other media.
- Provide alternative dispute resolution facilities and services in the neighborhoods.
- Establish fire station/school partnering and mentoring programs.
- Enhance the current Senior Volunteer program by expanding their duties.
- Ensure fire fleet readiness consistent with national standards.
- Encourage public participation in anti-crime efforts such neighborhood watch programs, business and apartment watch programs.

Goal 3: Increase the safety of Long Beach youth

The energy and creativity of our youth must be channeled towards positive activities and away from street gangs and other negative behavior. We must find ways for them to feel protected and productive. Action steps:

- Develop citywide strategies to prevent and respond to youth violence, balancing suppression, intervention, and prevention approaches.
- Increase the number of safe places and job opportunities for youth through collaborative efforts by the Department of Parks, Recreation & Marine, the Mayor's Faith Leaders for Youth, volunteer senior citizens, parents, and other adults at after-school and evening activities.
- Ensure the City's Gang Intervention and Prevention Program has enough staff and resources.
- Make guns less available to youth by assigning a City Council representative to the Municipal Gun Violence Working Group, nominating a participant in the Women Against Gun Violence Committee, and supporting gun control legislation.
- Encourage community service opportunities in the neighborhoods instead of incarceration as punishment for youth crime, when appropriate.
- Charge the Greater Long Beach Area Child Abuse and Domestic Violence Council with spearheading a collaborative effort to increase access to programs that prevent, intervene in, and educate about child abuse and domestic violence.



Goal 4: Maintain emergency preparedness

We expect our government to respond efficiently and effectively to disasters, whether they are natural or man-made. Emergency preparedness means three things: avoiding or mitigating disasters, staying prepared for them, and responding swiftly to disastrous events. Action steps:

- By December 2002, complete construction of the Emergency Communications and Operations Center to manage local disasters and serious incidents.
- Increase community-based fire prevention and disaster preparedness training in the neighborhoods and reliable state-of-the-art public safety communications systems.
- Implement interdepartmental terrorism preparedness training in cooperation with the Los Angeles County Terrorism Working Group.

Goal 5: Eliminate neighborhood nuisances

Safe neighborhoods increase community "ownership" and responsibility. Action steps:

- Provide and support enhanced programs to reduce homelessness, such as mental illness care, substance abuse interventions, and job training programs.
- Encourage a team approach among residents and the City for nuisance abatement and code enforcement.

- Establish drug-free zones near parks and other public facilities and increase foot and bicycle police patrols in areas of chronic drug vending.
- Promote greater awareness of the problems of violence, abuse, neglect, and exploitation of all citizens through the media and over the internet.
- Eliminate illegal vending, soliciting and panhandling.



E C O N O M I C



OPPORTUNITY FOR ALL

The forces of new technology, the global economy, and immigration are weaving a new economic and social fabric in Long Beach. As this happens, our city has the opportunity to emerge as a leading center of the new economy.

Less than 10 years ago, a number of factors—the Boeing downsizing, the closure of both the Naval Station and Naval Shipyard, and the state’s fiscal crisis—shook Long Beach’s economic stability. But we have emerged better positioned than most Southern California cities to compete in the 21st century.

Our strategy was to develop a more diversified economy, based on our community’s strengths: trade, tourism, technology, and retail. These four elements became pillars of a new economic foundation for our city. Now, we can build on them—harnessing the new ideas and dynamic energy of our growing population and the entrepreneurs who are creating the knowledge-based economy.

**“The Plan is in place.
Now it is time for action.
Economic opportunity for
all will be forged by
disciplined, coordinated,
economic development
decisions.”**

— **Charles Mason,**
Chair, Business Growth and Workforce
Development Task Force

Goal 1: Encourage business development based on our strengths

Long Beach must develop a "business friendly" reputation for aggressive, progressive, and fair business services. "Aggressive" policies are those that convince businesses to come to Long Beach. "Progressive" practices are those that are proven to help businesses succeed. And "fair" ways of taxing, licensing, and giving information are those that encourage businesses to locate and participate in our community with pride.

Long Beach already possesses the talent and creativity to prosper in the new global network—we should continue to build on the solid foundation developed in the last decade. Action steps:

- Develop a comprehensive economic development plan to be overseen by the Economic Development Commission.
- Complete the Queensway Bay Project and create other tourist attractions.
- Assemble teams of business leaders and City officials through public/private partnerships, such as Strategic Marketing Inc., to identify and attract new businesses and retain current businesses.
- Provide incentives for specific industries to locate in Long Beach: international trade, healthcare, knowledge-based technology, and other high-paying growth sectors.
- Use re-zoning and in-fill development to preserve and expand the industrial sector.
- Develop and lease Port facilities that make efficient use of Port land.

- Develop a strategy for land use at the airport that maximizes the economic return to the community.
- Implement policies and train staff to recognize the value of "business friendly" customer-service practices.
- Foster the local visual and performing arts to strengthen our city's reputation as a regional art and cultural center.

Goal 2: Create a Work Force Development Plan to promote better jobs and wages

We need a skilled work force to attract and keep businesses and industry. That calls for education, training, and resources for all workers, including those with limited skills. Action steps:

- Develop a collaborative committee of all workforce stakeholders to create a plan to meet these milestones:
 1. Cut unemployment in half within five years in areas of high unemployment;
 2. Increase the number of students completing core math and science classes by 10 percent each year;
 3. Increase computer literacy in all parts of our community by 25 percent; and
 4. Improve business satisfaction with work force development services by 10 percent each year.

- Provide training in all areas with skill shortages and develop qualified applicants for hard-to-fill positions.
- Provide accessible support services to everyone, especially the unemployed, working poor, and unskilled; evaluate service providers and eliminate those that are not effective.
- Develop mechanisms to assess workforce opportunities and industry groups that can create at least 10 training and employment pathways each year.
- Prioritize public funding according to return on investment.
- Assess a minimum wage and benefits requirement in contracts for City services in the context of the study of a marketization program.

Goal 3: Balance business growth and neighborhood needs

The need for business to expand can conflict with quality of life in our neighborhoods. But with new technology and cleaner industrial processes, business growth does not necessarily mean more noise and pollution. Action steps:

- Develop a citywide neighborhood plan for business development that ensures the quality of life in the neighborhoods.
- Revitalize shopping districts serving neighborhoods, rather than focusing on large retail projects.
- Redevelop Long Beach Plaza as a modern retail center, attracting downtown workers, residents, and tourists.



- Continue to strengthen the Pine Avenue and Promenade dining, entertainment and retail areas, linking them with the Long Beach Plaza and Queensway Bay developments.
- Expand Long Beach Airport business opportunities, but only within existing noise ordinances.
- Pursue the strategies in the 1998 Empowerment Zone application.
- Take a leadership role with the Southern California Association of Governments to address future airport capacity needs of the region—maintaining noise and environmental limits at the Long Beach airport.

Goal 4: Encourage small business growth.

The economy of the future will rely increasingly on innovative, small service businesses. These businesses, especially those started by more recent residents, must be supported by increased access to financing, planning, and customers to succeed in the new marketplace.

Action steps:

- Use Community Development Impact Teams that combine City bureaus to coordinate efforts to assist small businesses in underserved areas and neighborhoods through the new neighborhood technology centers.
- Provide a system of support services to small businesses in targeted industries.
- Create non-bank financing and community development corporations to nurture inner-city businesses.
- Create physical and electronic business assistance centers at the neighborhood resource centers or other neighborhood locations (see sidebar).

- Study aging strip centers and commercial corridors for revitalization and expand the City's Façade Improvement programs.
- Coordinate business assistance services to existing commercial centers with property managers and real estate brokers.

Goal 5: Deliver needed City services and infrastructure to businesses in the most cost-effective manner

We need to establish a dedicated source of funding for City infrastructure repair and capital improvements rather than paying for deferred maintenance through moneys in the general fund. This will reassure businesses about our long-term stability and commitment to quality of life for residents and workers. Action steps:

- Establish a dedicated source of funds for infrastructure maintenance and capital improvements.
- Explore state revenue sharing based on population and economic activity and support legislation to distribute sales tax to cities based on population.
- Regularly review contract services.
- Expand services to other cities and towns for a fee.
- Continue the current policy of maintaining a stable budget with a reserve of at least 10 percent of the operating budget.
- Require the Economic Development Commission to provide annual data on the City's economic development performance.

technology and small business

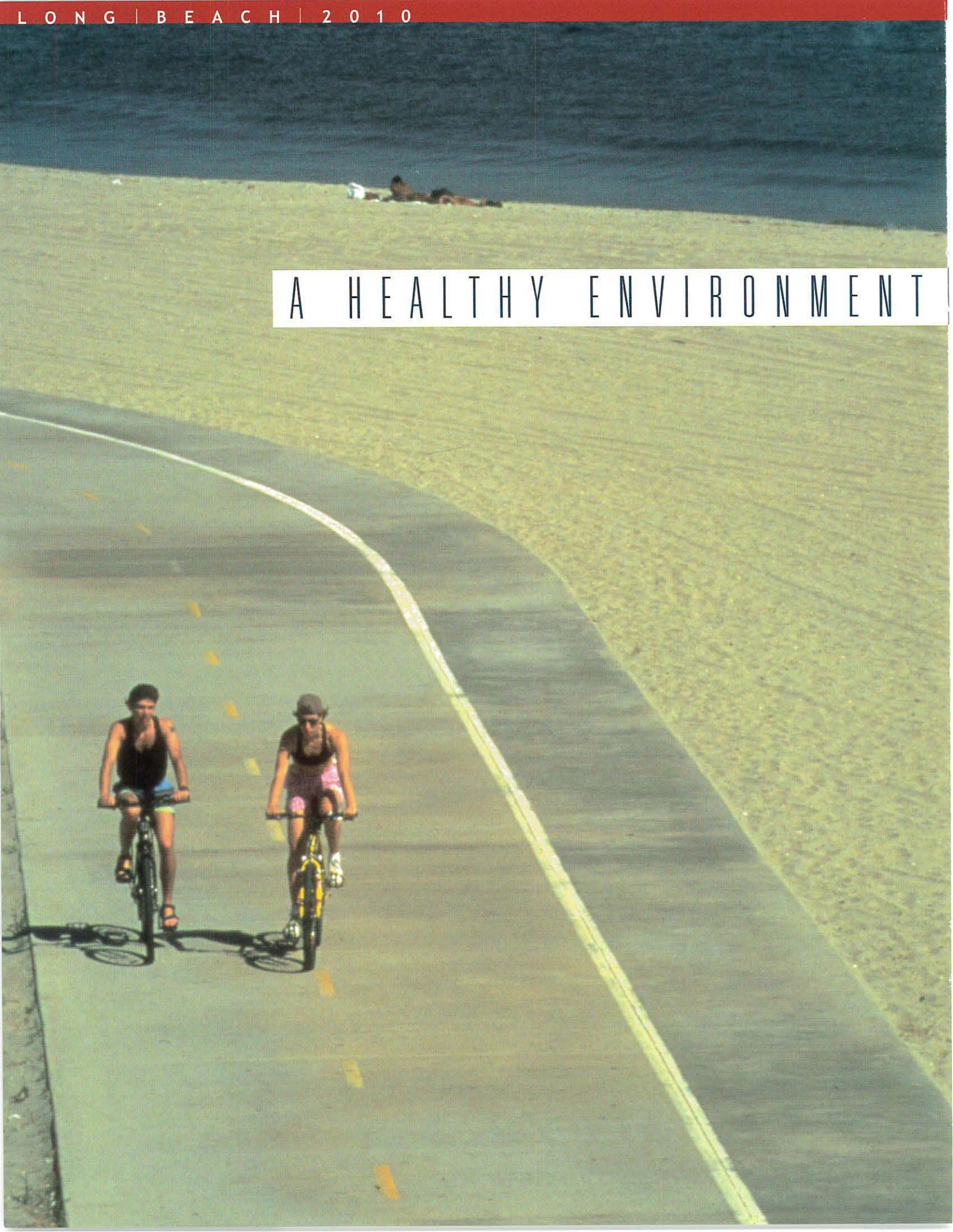
A cornerstone of the Long Beach Strategic Plan is an envisioned network of citywide neighborhood technology centers, each containing up-to-date information technology—including hardware, software, internet and email access, and video and audio conferencing.

For workers, these centers will offer tools for training, job-seeking, and career advancement.

For youth, the centers will also offer employment and volunteer opportunities and job preparation resources.

For small businesses, these centers can provide one-stop assistance in training, business development, coaching, technical help, grant and loan information, and city, state, and federal requirements for specific industries.

A HEALTHY ENVIRONMENT



A SUSTAINABLE CITY

“We are committed to pristine waterways, beaches and open spaces, raising the aesthetics of our neighborhoods and providing an excellent outdoor experience. Great things happen automatically when you create a healthy environment.”

— David Sundstrom

Chair, Environmental Task Force

Long Beach is blessed with a wealth of natural resources: rivers, wetlands, ocean and beaches. Collectively, along with our open space, they help to define the physical identity of our city. Our stewardship of these resources helps to define our character and civic identity.

By setting high standards of environmental quality, we provide many benefits beyond enhanced aesthetics, human health, and quality of life. For example, states with high environmental standards have healthier economies than states with weak standards, according to a recent Bank of America study.

We believe that the future of our city depends on its being a desirable place to live, and that a healthy environment is an essential ingredient for a desirable Long Beach.

Goal 1: Become a Sustainable City

Our goal is to transform Long Beach into a sustainable city. Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. It also promotes a less obvious value: it encourages and compels us to regard one another as we plan our future together.

Action steps:

- Establish a Sustainable City Board, with funding to develop a Sustainable City Program and a management position to serve as staff.
- Coordinate all City departments under the Sustainable City Program.
- Assign a multidisciplinary team of City leaders, staff, and community members to establish baseline data and benchmarks against which to measure progress.

- Use full-cost accounting (life-cycle analysis) for all decision-making.
- Evaluate City policies to ensure environmental responsibility in all contracts and purchases.
- Use financial incentives to motivate participation in sustainability initiatives.
- Educate the public about air and water quality issues, alternative transportation and the environmental impact of population growth.
- Develop Green Building Development Guidelines to ensure aesthetic and environmental compatibility of new projects.
- Collaborate with the Air Quality Management District, Regional Water Quality Control Boards and other agencies in regional efforts to reduce pollution.

Goal 2: Enhance open space

Open space is a precious resource in Long Beach. The open space we have is distributed unequally, and the amount per person will decrease as our population grows. Action steps:

- Provide for early notice to the public before any consideration is given to development of public open space.
- Convert city-owned parcels to green uses and buy former oil drilling sites for parks and habitats.
- Make it a priority to increase open space in underserved neighborhoods.
- Reduce paved areas at new school sites and convert asphalt to green space at existing schools.
- Encourage human-scale, pedestrian-oriented, mixed-use developments that preserve open space.
- Create an urban forest management program to increase street trees.
- Integrate Long Beach neighborhoods with the rivers and shorelines by developing vegetated linkages consistent with the Los Angeles River Master Plan.



Goal 3: Improve management of water resources and restore wetlands and riparian habitat

Two rivers, the Los Angeles and the San Gabriel, help define the western and eastern borders of our city and miles of beaches attract tourists, businesses, and local citizens. Open space dedicated to wildlife, especially our wetlands, provides a break from urban living. We need to pay close attention to the condition of these Long Beach resources. With more than 95 percent of California coastal wetlands lost to development, Long Beach must preserve and restore its remaining wetlands. We need to carefully manage our water resources to ensure our beach and river areas are accessible, attractive, and have acceptable water quality. Action steps:

- Develop a comprehensive beach, harbor, rivers, and wetlands master plan that improves recreational water areas while balancing recreational, environmental, and economic benefits.
- Develop collaboration between the City, the Aquarium of the Pacific, environmental groups, agencies, and upstream cities to eliminate pollution at its source, restore wetlands, and coordinate recreational opportunities along the rivers.

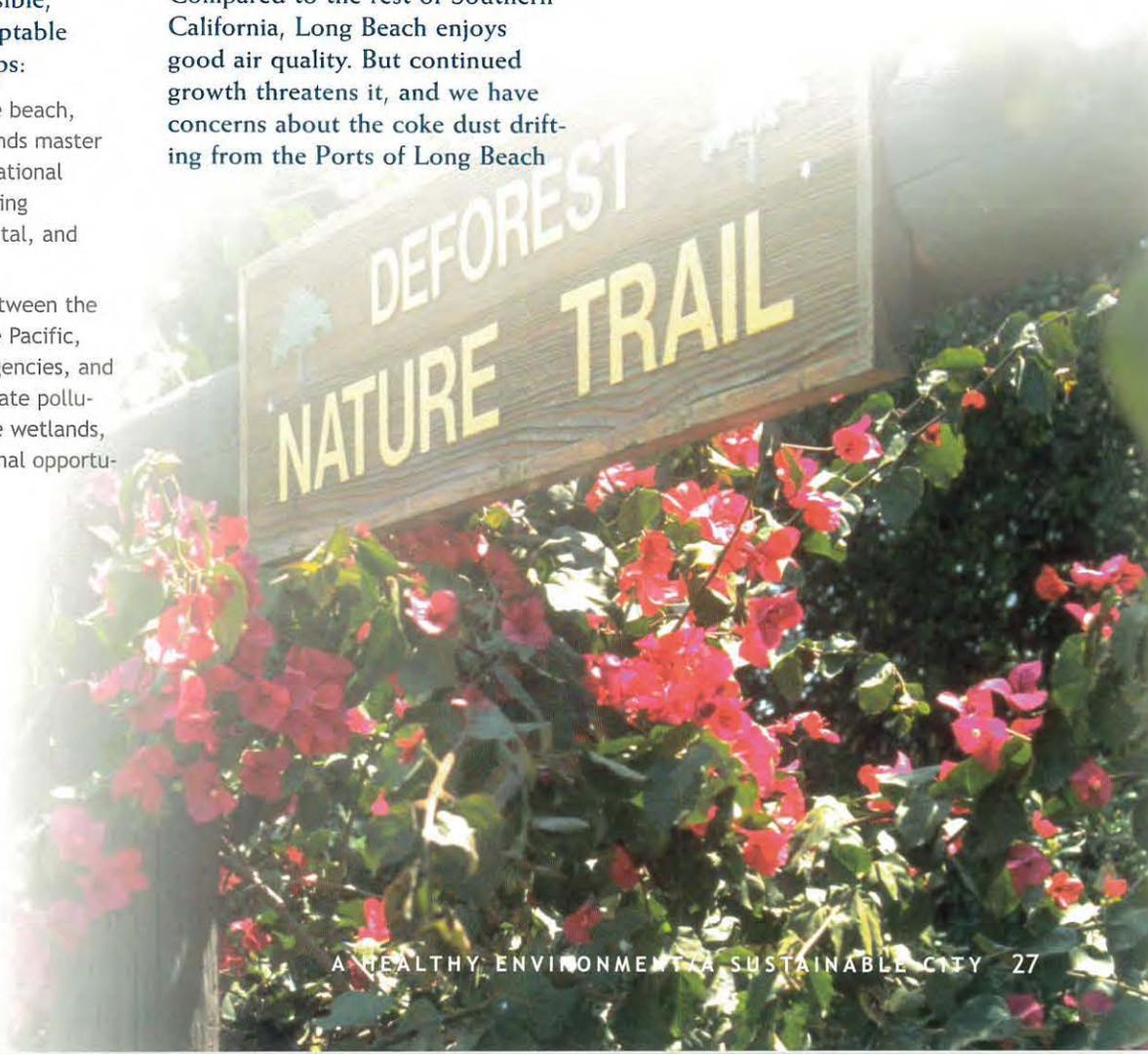
- Implement additional strategies to prevent pollution from entering storm drains and the ocean.
- As sources of pollution are eliminated, start phased cleanup of contaminated sediments.
- Identify funding sources to acquire more land for public use from sources such as mitigation for harbor expansion or storm water run-off.
- Work with the Cities of Seal Beach and Huntington Beach and the federal government to identify and purchase land for wetlands and bird fly zones.
- Regularly publicize ocean water quality via a range of media to increase public awareness and stewardship.

Goal 4: Improve air quality

Compared to the rest of Southern California, Long Beach enjoys good air quality. But continued growth threatens it, and we have concerns about the coke dust drifting from the Ports of Long Beach

and Los Angeles, as well as the pollution from trucks, buses, and cars. Action steps:

- Speed compliance with Air Quality Management District Rule 1158 and upgrade infrastructure to reduce dust emissions from the harbor area.
- Reduce emissions from School District and Long Beach Transit buses by converting to clean air technology.
- Utilize the Bicycle Master Plan to interweave cycling into new development and capital replacement projects.
- Coordinate with other jurisdictions in the air basin to establish air quality plans and implementation programs, particularly with regards to interstate and international commerce (aircraft, ships, trains and diesel trucks).



APPENDICES

Appendix A

A PLAN BASED ON COMMUNITY INPUT

In 1997, civic leaders, city staff, and community members realized that it had been more than 10 years since they had adopted the last Strategic Plan, Long Beach 2000. Much progress had been made, but the demographics and economics of the City had changed and it was time to formulate a new vision of how Long Beach will succeed in the new millennium.

That year, the City Council conducted a community survey of more than 1,000 Long Beach residents and businesses to determine what they liked and did not like about the city, how they viewed the future of Long Beach, and the areas of most concern to them. The survey represented a wide range of diverse ethnic groups, community segments, age groups, and businesses.

The survey identified five key areas of concern: neighborhoods, education and youth, safety, business growth and work force development, and the environment. The Mayor and the City Council formed five task forces, one for each of these areas. More than 100 citizens representing various ethnic groups of the city, worked with city staff on the task forces.

The task forces met as a group to develop an overall vision of our community, then met separately for nine months to define visions and goals for their respective areas of concern.

In February 1999, a well-attended forum for the whole community explained the process to citizens and asked for further input. The task forces then fanned out across Long Beach, holding more than 50 meetings in every Council district to gather more input, get expert testimony, refine goals, and develop the specific actions to be taken by City and community agencies.

In June 1999, a second community forum was held to present the Draft Plan to the community. The task force refined the Plan based on comments made at the forum, and presented a recommended Plan to the City Council on December 14, 1999. After several public hearings, the Council referred the Plan to implementing agencies for comment.

On June 20, 2000, the Long Beach City Council adopted this Strategic Plan 2010. Appendix B presents the specific wording of the goals and action strategies adopted by the Council.

Appendix B

GOALS AND STRATEGIC ACTIONS

Approved by the Long Beach City Council, June 2000

The reader is referred to the full report of each of the five task forces for a more detailed discussion of the recommendations of the Plan (available through the City Manager's office).

Neighborhood Development

N1 BUILD A STRONG NETWORK OF HEALTHY NEIGHBORHOODS IN LONG BEACH.

- N1.1 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).
- 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.
- 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.

N2 STRENGTHEN COMMUNITY LEADERSHIP, COLLABORATION AND STEWARDSHIP AND INCREASE PUBLIC PARTICIPATION.

- 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 input on citywide issues.
- N2.2 Encourage development of neighborhood associations where there are none and encourage more active participation where they already exist.
- N2.3 Develop and institutionalize successful programs that build community / neighborhood leadership, including a citywide leadership academy.
- N2.4 Expand the number of neighborhood leaders and enhance their leadership skills by investing in leadership development.
- N2.5 Identify and develop indigenous or emerging leadership by providing outreach, education and connections with other leaders and policy-makers.
- 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.
- 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.

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.

- 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."
- 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.
- 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.
- N3.4 Develop and implement a plan to address the needs of the elderly, including health, safety, transportation, housing and quality of life.
- N3.5 Develop and implement a plan to address the needs of individuals with disabilities, including health, safety, transportation, housing and quality of life.

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.

- N4.1 Educate the neighborhoods about benefits and uses of Property Based Improvement District assessments.
- N4.2 Establish "Adopt a Street" programs and "Clean Street" contests linking schools, students, parents and local businesses.
- N4.3 Develop and implement strategies to improve code enforcement, including increasing staff dedicated to this effort.
- 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.
- N4.5 Develop and implement strategies to increase utilization and shared-use of public facilities, e.g. school facilities after hours.
- N4.6 Promote historic preservation and neighborhood appreciation.
- N4.7 Improve the quantity and/or quality of parklands, beaches and recreation facilities and services.
- N4.8 Improve neighborhood infrastructure including green spaces along streets and roads, streets, sidewalks, drainage structures, alleys, signage, median islands, curbs, gutters and parking.
- N4.9 Adopt and implement a program to underground utility lines that meets or exceeds that proposed by Southern California Edison.

N5 IMPROVE THE QUALITY AND AVAILABILITY OF NEIGHBORHOOD HOUSING BY ADDRESSING DECLINING HOME OWNERSHIP, NEIGHBORHOOD STABILITY AND INCREASING OVERCROWDING.

- N5.1 Update the Housing Element of the General Plan by 2001.
- 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.

- N5.3 Review and revise Long Beach's land use plan to allow for appropriate and feasible housing densities, including increasing densities - with appropriate development standards and design guidelines - in the downtown and along major and minor arterials with access to public transportation.
- N5.4 Educate first time home buyers about how to obtain and care for homes.
- N5.5 Improve and expand first time home ownership financial programs, e.g. sweat equity, second mortgage and down payment assistance.
- 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.
- 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.
- 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.
- N5.9 Address home ownership and rental opportunities for people with special needs (seniors, disabled, shelters, etc.)

N6 CREATE HEALTHY NEIGHBORHOODS WHERE DIVERSITY IS EMBRACED AND CELEBRATED.

- N6.1 Implement and publicize the City's Human Dignity Policy and adopt a zero-tolerance policy toward hate crimes.
- 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.
- N6.3 Increase understanding and appreciation for all people by strengthening and expanding programs that promote inter-cultural awareness, dialogue, understanding and tolerance.
- 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.

Education and Youth

Y1 MAINTAIN A CITYWIDE FOCUS ON IMPROVING THE WELL-BEING OF YOUTH AND FAMILIES.

- 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.
- Y1.2 Create a working group, including the Mayor, City Manager, Long Beach Unified School District Superintendent, and leading representatives from the nonprofit youth services providers and the youth-serving faith community to address youth issues, including the maximum use of City and school facilities by youth.
- 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.

- 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.
- Y1.5 Increase transportation access to programs and services for youth by 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.

Y2 IMPROVE THE HEALTH (PHYSICAL, MENTAL AND DENTAL) OF YOUTH EACH YEAR FOR THE NEXT TEN YEARS.

- Y2.1 Organize a collaborative effort, led by the Long Beach Department of Health & Human Services, to improve the health (physical, mental and dental) of youth, ages 0 to 19, which will promote utilization of available healthcare 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 healthcare. 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 healthcare to children not eligible for insurance programs; (3) promote utilization of healthcare 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 healthcare 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.

Y3 ENSURE THAT EVERY CHILD ENTERS SCHOOL READY TO LEARN.

- Y3.1 The full-time Childcare Coordinator included in the Department of Health & Human Services' 1999-2000 budget will work collaboratively 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.
- 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.
- 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.
- 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.

Y4 SUPPORT K-12 AND HIGHER EDUCATION EFFORTS TO INCREASE THE PERCENTAGE OF STUDENTS MEETING HIGH ACADEMIC STANDARDS.

- 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-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.
- 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.

Y5 INCREASE YOUTH ENGAGEMENT IN PRODUCTIVE ACTIVITIES.

- 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 educational quality of programs offered.
- 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.

Y6 INCREASE INVOLVEMENT OF PARENTS (AND OTHER PRINCIPAL CAREGIVERS) IN SUPPORT OF THE SOCIAL, EMOTIONAL, AND ACADEMIC GROWTH OF CHILDREN.

- Y6.1 The Childcare Coordinator's work (See Goal Y3) will be augmented by additional staff 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.
- Y6.2 The Long Beach Council PTA will lead a collaborative effort to examine the current status of parent involvement within the Long Beach Unified School District. 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.
- Y6.3 Long Beach Unified School District, in a collaborative effort, will increase the number of community schools in Long Beach by bringing schools, parents and community agencies together.
- Y6.4 California State University Long Beach 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.

Y7 INCREASE CULTURAL RESPECT, AWARENESS AND SENSITIVITY OF YOUTH AND THEIR FAMILIES.

- 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.
- Y7.2 PTA's 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.

Y8 INCREASE THE SAFETY OF LONG BEACH YOUTH.

- 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.
- 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.
- 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.
- 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.
- 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.

Y9 INCREASE YOUTH READINESS FOR JOBS, COLLEGE AND OTHER PRODUCTIVE POST-HIGH SCHOOL PURSUITS.

- 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.
- 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.
- Y9.3 School-to-Career Consortium, with support from the City and our educational 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.
- Y9.4 The 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.
- 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.

Community Safety

S1 EXTEND COMMUNITY POLICING TO INCLUDE ALL AREAS OF THE CITY EQUALLY.

- S1.1 Ensure that community policing remains a core competency of the police force through ongoing training, evaluation, and feedback.
- S1.2 Continually emphasize the need for officers to learn and understand the special needs of the neighborhoods they serve and protect.
- 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.
- S1.4 Maintain the highest possible number of officers on uniform patrol.
- S1.5 Deploy officers to ensure that at least one officer is patrolling every beat at all times.
- 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.
- S1.7 Increase community policing and problem-solving training in the basic recruit academy so that all officers are thoroughly trained in this philosophy, which enables them to see the world through their customers' eyes.
- 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.
- S1.9 Maintain staffing level necessary to meet community safety needs.

S2 ENCOURAGE PUBLIC INVOLVEMENT IN PUBLIC SAFETY.

- S2.1 Encourage and actively seek public participation in anti-crime programs such as neighborhood, business, and apartment watch programs.
- S2.2 Publicize anti-crime efforts and provide information about the policing function in newspapers, over the internet, and through other means.
- S2.3 Encourage citizens to submit safety suggestions to public safety departments.
- 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.
- S2.5 Utilize Fire Stations to provide City services to local communities.
- S2.6 Provide alternative dispute resolution facilities and services.
- S2.7 Start fire station/school partnering and mentoring programs to promote community safety
- 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.

S3 MAINTAIN STRONG EMERGENCY PREPAREDNESS.

- S3.1 The ECOC project be completed as expeditiously as possible, and that the new facility be placed in operation by December 2002.
- S3.2 Increase community-based fire prevention and disaster preparedness training.
- S3.3 Increase fire and police training capabilities and reliable state-of-the-art public safety communications systems.
- S3.4 Implement terrorism preparedness training through an interdepartmental team consisting of the Fire, Police and Health and Human Resources Departments, in cooperation with Los Angeles County Terrorism Working Group.
- S3.5 Ensure fire fleet readiness consistent with national standards.

S4 CREATE A CITY FREE OF STREET GANGS AND RELATED ACTIVITIES.

- S4.1 Increase protective factors and reduce risk factors for youth who are in peril of gang involvement and juvenile crime.
- S4.2 Identify ways to reduce the availability of guns to the City's youth.
- S4.3 Increase understanding and tolerance between people of different beliefs, perspectives, age groups, and lifestyles within Long Beach.
- S4.4 Increase the number of safe places, after-school programs, and job opportunities for City youth.
- S4.5 Encourage senior citizens, local colleges and parents to volunteer to staff after school and evening activities for youth to expand alternatives to the street life.
- 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.
- S4.7 Promote greater awareness of the problems of violence, abuse, neglect, and exploitation of all citizens.

S5 ELIMINATE COMMON NEIGHBORHOOD NUISANCES.

- S5.1 Encourage a team approach among residents and the City working together on nuisance abatement and code enforcement efforts.
- 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.
- S5.3 Severely reduce illegal vending, soliciting, and panhandling.
- S5.4 Eliminate illegal loitering by providing more after-school youth activities, evening activities for young adults, and increased police foot and bicycle patrols.
- S5.5 Eliminate alcohol and drug-related loitering by establishing "drug free" zones near parks and other public facilities by 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.
- 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.
- 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.
- 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.
- S5.9 Eliminate substandard buildings and increase property maintenance standards citywide through increased code enforcement.

Business Growth and Workforce Development**B1 RETAIN, EXPAND, AND ATTRACT BUSINESS BY ENCOURAGING DEVELOPMENT CENTERED ON THE CITY'S STRENGTHS.**

- B1.1 Develop a citywide economic development plan overseen by the Economic Development Commission.
- B1.2 Assemble and utilize "Red Teams" to identify and attract new business development and to retain the businesses we have.

- 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.
- B1.4 Leverage the local visual and performing arts industries to create an environment that identifies Long Beach as the region's art center.
- B1.5 Protect, preserve, and build upon the greater Long Beach industrial sector through rezoning and in-fill development.
- 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.
- B1.7 Develop, build, and lease versatile and efficient port facilities that make the maximum use of Port of Long Beach land.
- B1.8 Complete the development of the Queensway Bay Project and continue to create and market other tourist attractions downtown and throughout the City.
- B1.9 Develop vibrant retail centers with a variety of shopping opportunities easily accessible to residents and workers, as well as tourists and conventioners.
- B1.10 Use Long Beach's leadership in international trade to create high-paying jobs for Long Beach residents.
- B1.11 Target business retention and attraction efforts within high technologies: aviation/aerospace, electronics, transportation, healthcare, and other growth technology sectors.
- 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.

B2 CREATE A COMPREHENSIVE AND ACCOUNTABLE WORKFORCE DEVELOPMENT PLAN BASED ON THE NEEDS OF LOCAL AND REGIONAL EMPLOYERS WHICH PROMOTES QUALITY JOBS AND WAGES.

- B2.1 Convene all workforce development stockholders 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.
- 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.
- 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.
- 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.
- B2.5 Maximize public funding resources and prioritize allocations based on return on investment considerations.
- B2.6 Provide easy access and support services to all segments of the community, especially the unemployed, working poor, and unskilled.
- B2.7 Develop a service provider selection and review process which expands successful programs while eliminating non-performers.
- B2.8 Support businesses that provide quality jobs and career development potential.

- B2.9 Create a workforce development system that provides business, industry, and job seekers with easy access to available resources and services.
- B2.10 Establish a system for ensuring that workforce development goals are obtained; a system of accountability that encourages successful performance.
- B2.11 Further develop and promote seamless education opportunities to establish Long Beach as a regional leader in innovative facilities and academic achievement.

B3 CREATE A BALANCE BETWEEN BUSINESS GROWTH AND NEIGHBORHOOD NEEDS.

- B3.1 Create physical and "electronic" one-stop business assistance centers throughout the City at community centers or other convenient locations.
- B3.2 Create non-bank financing systems to assist inner-city growth.
- 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.
- B3.4 Expand Long Beach Airport business opportunities, but only within existing noise compatibility ordinances.
- B3.5 Continue efforts to recreate Long Beach Plaza as a successful, modern facility serving downtown workers, residents, and visitors.
- B3.6 Continue to strengthen the Pine Avenue / Promenade North core of downtown between Queensway Bay and Long Beach Plaza.
- B3.7 Provide for inexpensive and ample parking downtown.
- 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.
- B3.9 Pursue the strategies identified in the Empowerment Zone application of 1998.
- B3.10 Develop a neighborhood plan citywide for business development to ensure quality of life in the neighborhoods.

B4 ENCOURAGE SMALL BUSINESS GROWTH IN NEIGHBORHOOD CENTERS.

- B4.1 Provide a system of support services to small businesses in targeted industries.
- B4.2 Recognize and maintain the unique qualities of the different neighborhood business centers.
- B4.3 Assist small businesses to obtain high-speed access to the internet via neighborhood telecommunications centers, which also serve as a resource for training, coaching, and technical assistance.
- B4.4 Focus business assistance services in existing commercial centers in coordination with property managers and real estate brokers.
- B4.5 Support and encourage local business improvement districts.
- B4.6 Study 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.
- B4.7 Evaluate the creation of non-bank community development corporations to assist with inner-City business growth.
- B4.8 Provide incentives to encourage business and landowners to consolidate land parcels to stimulate small business growth.

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.

- B5.1 Continue existing and develop new policies that maintain a stable, balanced City budget.
- B5.2 Identify dedicated sources of funds to pay for infrastructure maintenance and capital improvements independent of the City's general fund.
- 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.
- B5.4 Conduct regular performance reviews of contract services.
- B5.5 Expand, where applicable, City services to other communities on a fee-for-service basis.
- B5.6 Continue the current City policy to maintain a budget reserve of not less than 10 percent of the operating budget.
- B5.7 Implement policies and train City staff to recognize the value of "business-friendly" customer service practices.
- B5.8 Utilize the Economic Development Commission to obtain feedback on the City's economic development performance.

Environmental

E1 CREATE A SUSTAINABLE CITY PROGRAM.

- E1.1 Coordinate all City departments with relevant activities under the umbrella of a Sustainable City Program.
- 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.
- 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.
- E1.4 Utilize full-cost accounting (life cycle analysis) to inform all policy considerations and decision-making.
- E1.5 Evaluate City purchasing policies to ensure environmental responsibility and help support markets for renewable materials.
- E1.6 Utilize financial incentives to motivate participation in sustainability initiatives.
- 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.
- E1.8 Develop Green Building Development Guidelines to optimize the aesthetic and environmental compatibility of new projects.
- E1.9 Collaborate with Air Quality Management District, Regional Water Quality Control Board, and other agencies in regional efforts to reduce pollution.

E2 ENHANCE OPEN SPACE TO IMPROVE THE QUALITY OF LIFE FOR RESIDENTS IN ALL NEIGHBORHOODS.

- 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.
- 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.

- E2.3 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.
- E2.4 Explore opportunities with Long Beach Unified School District to enhance the aesthetic and environmental value of school sites.
- E2.5 Encourage the development of human-scaled, pedestrian-oriented mix-use projects that can accommodate a growing population while preserving existing open space.
- E2.6 Create an urban forest management program to increase the number of neighborhoods that can enjoy the beauty and shade provided by street tree canopies.
- E2.7 Integrate Long Beach neighborhoods with the rivers and shoreline by developing recreational and ecological opportunities along the riverbanks of the Los Angeles and San Gabriel rivers, and by providing “green” linkages from the central city and other neighborhoods to the beaches.
- 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.

E3 RESTORE WETLANDS AND RIPARIAN HABITAT.

- E3.1 Compile a list of restorable wetland areas and sources of funding for restoration.
- 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.
- E3.3 Identify funding for land acquisition, such as harbor expansion or runoff mitigation (TEA-21).
- E3.4 Where possible, recreate or create wetlands to serve educational purposes for the community.

E4 IMPROVE AIR QUALITY.

- 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.
- E4.2 Involve citizens in pollution reduction programs through community outreach, education, and the formation of a community consultative committee.
- 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.
- 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.
- E4.5 Continue development of linkages between transit, bicycles and other alternative transportation modes such as the Bikestation.

E5 IMPROVE WATER QUALITY AND BETTER MANAGE WATER RESOURCES.

- 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.

- E5.2 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.
- 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.
- E5.4 As sources of pollution are eliminated, initiate phased remedial actions to enhance the beachfront.
- 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.

Network Technology and Neighborhood Development

- T1.1 Create a network of neighborhood communication facilities to provide communication between the City and its citizens, between service providers and service recipients, among neighborhood and business associations, between associations and their members, and between all participants and larger networks (e.g., the internet).

Implementation

- I1.1 Create an independent organization with membership from City government, educational institutions, neighborhood organizations, business organizations, not-for-profit organizations, and the faith-based communities to monitor the progress in implementing the Strategic Plan (including a community scorecard), to educate and communicate with the community regarding the plan, and to solicit funding, build consensus and develop coalitions and partnerships to implement the goals and action recommendations of the Plan.

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