

Innovation & Efficiency

INTRODUCTION

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

ECONOMIC DEVELOPMENT

Economic Development Blue Print

On April 4, 2017, the Mayor and City Council approved the City's Draft Blueprint for Economic Development (Blueprint) to guide the City's overall economic development work plan for the next ten years. At the request of Mayor Robert Garcia and the City Council, the Economic Development Department worked with the Economic Development Commission (Commission) to prepare a Blueprint to define priorities that lead to the creation of businesses, well-paying jobs, and economic inclusion for all residents.

The Blueprint was developed through a collaborative process that included a detailed economic analysis by Beacon Economics, stakeholder interviews, and public study sessions with industry experts. The Commission held a total of 26 study sessions, between October 18, 2016 and February 28, 2017, to review reports, receive presentations, and receive input from industry leaders in the areas of the creative economy, development environment, business licensing, workforce development, international trade, economic inclusion, and infrastructure. Additionally, City staff presented and solicited input at community meetings, attended events focused on local and regional economic development to learn about best practices, and reviewed other local and regional strategic plans for economic development to inform the planning process. An online discussion thread was also created to solicit public input for the Blueprint using the City's online community engagement portal Speak Up, Long Beach.

The goal of the Blueprint is to advance the vision of Long Beach as a "city of opportunity for workers, investors, and entrepreneurs." The policy recommendations embraced in the Blueprint layout the broad focus areas that will drive economic growth over the next ten years, including key industry clusters and emerging sectors, economic inclusion, workforce development, business assistance, the development environment, quality of life, and economic cooperation. Staff is now working with the Commission and community partners to develop a work plan, including specific activities, estimated costs, and identification of resources. Staff will distribute the Blueprint to key stakeholders, create an online reporting platform for key objectives, and provide regular updates to the Commission, community, and City Council.

Office of Economic Research

The Economic Development Department (ED) provides regular reports of economic indicators to the Economic Development Commission and the Economic Development and Finance Committee of the City Council. Additionally, ED staff receive daily requests from City Council

Offices, local media, and investors about the economic performance of the city; including real estate, employment, and business formation, among other indicators. To address the expanding demand for data, and to help inform decision making, ED established the Office of Economic Research within the Business Development Bureau of the Department. A contract was executed with Beacon Economics to conduct regular review and analysis of Employment Development Department data; the Department secured licenses to access proprietary real estate data through Costar; and, ED staff have begun utilizing online tools to generate market profiles around key opportunity sites in the City.

Bloomberg Innovation Team Grant

In February 2015, the City accepted a \$3 million three-year Bloomberg Philanthropies Innovation Team Grant. Innovation teams (i-teams) function as in-house innovation consultants; helping agency leaders and staff go through a data-driven process to assess problems, generate responsive new interventions, develop partnerships, and deliver measurable results. The City of Long Beach is one of 20 cities around the world that are participating in the program. Launched in 2015 by Mayor Robert Garcia and City Manager Patrick West, Long Beach's i-team works closely, and supportively, with their colleagues across city government — offering them a different set of tools and techniques to innovate more effectively. In partnership with these colleagues, the Long Beach i-team aims to deeply understand the problem they are trying to solve by building empathy for the people impacted by it and then work quickly and creatively to co-create and test solutions that deliver meaningful results for residents.

The i-team uses a proven innovation approach to work with partners both inside and outside of city government to deeply understand issues and develop new approaches to solving urban challenges. The i-team's exhaustive earlier efforts in economic development have led to several initiatives that make it easier for entrepreneurs to start and grow their business in Long Beach. In January 2017, the Long Beach Innovation Team (i-team) shifted its efforts from Economic Development to Public Safety. With a focus on supporting the Long Beach Police Department, the i-team will research the deployment of resources on data-driven policing, community policing, education, and outreach. The primary objective of this effort is to better understand the experience of high-frequency offenders that interact with the Public Safety Continuum. The targeted outputs will inform the development of solutions to reduce crime and better connect high-frequency offenders to all the services available in the Public Safety Continuum, which not only include police and fire services, but to all the other services that contribute to make Long Beach a better, and safer city. The City also reaches out to, and works extensively with, community partners, including neighborhood organizations, nonprofits, and other government agencies.

The Police Department uses data-driven approaches to strategically deploy resources and maximize enforcement efforts. The i-team will build upon these efforts to help increase accountability and trust with the community, creating a stronger and more integrated 21st Century Police Force. The i-team will work with the Police Department to identify additional methods to cultivate partnerships with other City departments and community members through Safe Long Beach, the City's Violence Prevention Plan.

Initiatives:

- *BizPort*: Currently, a prospective small business owner in Long Beach must navigate multiple agencies, departments, and application forms to register their business. To make this easier, the City was awarded a Code for America Fellowship and a Small Business Administration prize to develop a web-based application called BizPort. This portal serves as a digital ombudsman to help entrepreneurs easily navigate the steps to start, manage, and grow a business. Additionally, it offers connections to support resources at both other government agencies and private businesses. Currently, 1,500 people per month are visiting the site, and nearly 600 entrepreneurs have created business profiles.
- *Inspector Gadget*: Developed by Code for America, the Inspector Gadget program provides for private residential and commercial building inspections to be submitted via the internet. Launched in April 2016, over 1,500 inspections (39 percent residential and 61 percent commercial) were submitted during the first six months; 5,000 inspections are projected in FY 17. To promote the program, Development Permit Center (DPC) staff have been actively informing applicants about scheduling inspections via Inspector Gadget. The Inspector Gadget web portal is also promoted on the DPC's permit receipts, web page, and 24-hour inspection call-in phone line.
- *Innovation Hubs & Spaces*: To help entrepreneurs start and grow their businesses throughout the city, the i-team will work with City departments and local partners to establish innovation spaces as hubs for networking, education, and business support resources. In FY 16, through the Citymart partnership, a request for proposals was issued to identify underutilized spaces and to establish partnerships for entrepreneurial programming. Also in FY 16, the i-team helped to secure a \$301,000 grant from the Knight Foundation to create the nation's first "outdoor office" space for networking, programming, and co-working in a city park. In FY 17, the City is utilizing a combination of outside grants and the Innovation Fund to pilot a range of spaces and programs in different parts of the city and measure which programs have the greatest impact on the creation and growth of business citywide.
- *Citymart Partnership*: Through the i-team, Long Beach is one of 20 cities around the world participating in the partnership. Over the course of 18 months, the City published five procurement challenges focused on business assistance, economic development, place-making, and data-driven governance. The initiative was very successful and Citymart has now engaged the City to pilot a new procurement-based platform. The pilot platform provides tools, workflows, and data to make municipal problem-solving connected and collaborative. The platform allows project managers to create project and opportunity interviews for potential contracts. Project managers can search a database of worldwide solutions, including technologies, products and policies, and contact project managers in peer cities, to exchange insights and best practices. The i-team will take primary responsibility for managing the pilot platform and will have the participation of the Development Services, Economic Development, and Police Departments, as well as any other departments interested in this innovative procurement platform.
- *Administrative Regulation 8-32*: The City is a single municipal corporation that is made up of 24 departments. There is a long history of sharing data and information across departments to better service clients and the public. This Administrative Regulation

(AR) confirms that the City is a single legal entity. As such, City departments may share individually identifiable, protected health, and criminal justice information. The intent of this AR is to better understand individual and aggregate client needs to better align and coordinate services, and better understand the full costs and success rates of servicing individuals and specific populations, including super-utilizers of the criminal justice and health systems. Super-utilizers are individuals who use the justice and health systems frequently. AR8-32 is the first policy step toward developing a third-party data warehouse that will integrate City data systems.

- *Repeat Offenders:* The i-team has partnered with the Police Department to undertake a User Centered Design process that will inform City policies and procedures with regard to public safety. The i-team will build upon existing efforts to help increase transparency, accountability, and community trust and to create a strong and integrated 21st Century Police Force. This partnership is instrumental for the implementation of the Data-Driven Initiative, which focuses on identifying “Super-utilizers,” individuals who repeatedly cycle through multiple systems, including jails, hospital emergency rooms, shelters and other services. “Super-utilizers” are often chronically homeless individuals with mental illness, substance abuse and health problems. These populations represent an opportunity for targeted, resource-saving interventions since they comprise a significant percentage of many jail populations. The i-team will also work with the Police Department to identify additional methods to cultivate partnerships with City departments and community members through Safe Long Beach, the City’s Violence Prevention Plan, to create and sustain conditions that promote long-term safety. Lastly, the use of objective, data-driven, validated assessment tools will assist us in identifying best-practices in technology to proactively reduce levels of crime citywide.

FUSE Corps

In FY 17, the City engaged FUSE Corps to assist with two major projects. FUSE Corps is a nonpartisan, nonprofit organization that enables local government to more effectively address the biggest challenges facing urban communities. FUSE partners with civic leaders to identify pressing strategic challenges and then recruits entrepreneurial, mid-career professionals to serve in executive-level fellowships across local government. FUSE Fellows are uniquely positioned to achieve transformative impact across issue areas such as education, health, poverty, economic development and the environment. With the support of partners like Omidyar Network and The James Irvine Foundation, FUSE is demonstrating the potential of cross-sector collaboration as a vehicle for community-based problem solving.

The first project for a FUSE Fellow is the development of a strategic roadmap for best serving the City’s homeless population. Using data from the biannual homeless survey, the Fellow has been developing tracking tools to gain a more robust picture of the homeless population and metrics to evaluate the effectiveness of current service providers. The Fellow has also researched best practices across the country and evaluate alternative funding models for the services supported by the Continuum of Care. The second project for a FUSE Fellow is the development of a coordinated implementation plan for achieving the goals of the *Safe Long Beach* vision. The Fellow has been working across City agencies, the public school system, local institutions of higher education, and nonprofit organizations to better integrate related efforts and identify strategies for achieving the plan’s goals using existing resources and programs.

In FY 18, the City will engage in two new FUSE Fellow projects. The first project is to develop a referral network system for the City's senior population to connect seniors and their families to the services and support they require. After establishing the initial framework, the Fellow will address the sustainability of the program by identifying long-term funding strategies. The goal is to implement a long-term sustainable approach to senior care that addresses the needs of the City's aging population and results in improved quality of life. The second project is to conduct a thorough analysis of the City's hiring and onboarding process, including its policies related to talent management for both civil service and non-civil service positions. The goal is to identify areas for improvement in the City's current hiring and onboarding processes, provide metrics for success, and create recommendations for improvements.

TECHNOLOGY

High Tech Infrastructure Master Plan

In a partnership between the Technology and Innovation Department (TID) and the i-team, the City is currently crafting a long-term "High Tech Infrastructure Master Plan" to maximize City technology assets (e.g. fiber, WiFi, cameras, sensors), to support the development of (a) high tech government, (b) high tech business, (c) high tech communities, and (d) high tech residents to improve civic engagement and access to government services. The plan includes an assessment of current assets, an assessment of current and future technology needs, financial projections for expanding the high-tech infrastructure, and a business plan for implementation.

Updating the City's Technology Infrastructure

Other ongoing infrastructure projects include a plan for improving the overall technology infrastructure to improve performance, reliability and flexibility of the systems to ensure it can meet the current and future demands. Over the last year, TID engaged multiple city departments including Disaster Prep, Economic Development, Financial Management, Fire, Harbor, Health, Library, Airport, Gas and Oil, Parks, Police, Public Works, and Water to assess the current infrastructure and determine future needs. Some key initiatives in FY 18 and beyond include:

- Updating the telecommunications and data center infrastructure so it can support key upcoming projects including the ERP system, the new Civic Center, document management, camera systems, and WiFi systems. All of these key projects are dependent on an efficient and effective infrastructure foundation.
- Beginning to migrate the existing City Hall Data Center into the new Civic Center / City Hall Data Center. This new data center has been designed to reliably support the core IT infrastructure that delivers technology services to the City's departments, public safety, businesses and residents.
- Working together with the Public Works, Water, and Gas and Oil Departments on partnership opportunities as part of a dig once initiative. Some of these projects include running fiber on 2nd Street in Belmont Shore, running fiber on 3rd Street in Downtown, running fiber along the Blue Line, and tapping into fiber along Shoreline Village. These fiber projects will help the City connect and improve its connections to diverse facilities, public safety buildings and operations (e.g. cameras, traffic signals, radio systems, WiFi and Internet Services).

Go Long Beach Improvements

Implemented in 2010, Go Long Beach is a service request application (app) designed to provide residents, businesses, and visitors the ability to submit requests conveniently. Go Long Beach allows service requests such as potholes, graffiti, etc. to be submitted directly to the City of Long Beach, where it will be routed to the appropriate department. Service requests can be submitted via the web portal or through a mobile device. The popularity of the app has grown exponentially since its inception. The number of service requests submitted has increased from 954 in 2010 to nearly 36,000 in 2016.

Go Long Beach is a standalone app and, unlike a true Customer Relationship Management (CRM) solution, it does not directly integrate with the work order systems used by City departments. When a request comes in, staff is required to manually enter the ticket into their department's work order system. When the ticket is closed, staff then manually updates the original request into the Go Long Beach application, at which point the submitter is notified of completion. While this may have been manageable in the early years, processing requests has become burdensome and inefficient. Additional staff would be needed if changes are not made to the application.

Over the next six to eight months, the Technology and Innovation Department (TID) will be focusing efforts to improve and enhance integration of Go Long Beach with the various departmental work order systems, such as those used for utilities and refuse. TID, working with Public Works, has identified a near-term solution to integrate the two most frequently requested service types such as "eWaste" and "illegally dumped mattresses" with the City's work order system. This integration is expected to be completed by the end of FY 17.

Electronic Plan Submission

In May 2016, the Building and Safety Bureau of the Development Services Department kicked off an electronic plan submittal/plan check pilot program. In FY 17, the pilot program was completed and the Development Permit Center began accepting electronic plan submittals from the general public. As of June 2017, nearly 100 projects have been received and plan checked electronically by the following City departments: Development Services: Fire; Health and Human Services; Water; Gas and Oil; and Public Works. Almost 50 staff members from across these departments have received training.

The electronic plan submittal/plan check program provides several benefits:

- Eliminates paper plan submittal by permit applicants, reducing cost, time, and effort for permit applicants by enabling them to submit from their homes and offices;
- Eliminates paper plans during staff review and City plan retention, reducing the need for as much storage space at City Hall;
- Makes it easier to find projects and plans since they are electronically archived;
- Provides the ability for plan check staff to see each other's work, learn from each other, and collaborate on comments; and
- Standardizes review comments and formats across various City Departments. In FY17, all Building and Safety Bureau standard correction lists were upgraded to the 2017 Building Codes in the Electronic Plan Check system.

Electronic plan submission/plan check is one of several technology initiatives of the Bureau. Others include scanning for digital storage all paper plans, introduction of tablet computers for use by field inspection personnel, and integration of electronic plan submittal/plan check with the Hansen permit system. All are designed to increase the use of technology in daily operations, improve efficiency, and enhance customer service.

Enterprise Resource Planning System (LB COAST)

Staff continues its efforts to migrate away from the City's mainframe computer and modernize our critical Financial and HR systems, which utilize 1970's technology and practices, through the implementation of a new Enterprise Resource Planning (ERP) system called LB COAST (Long Beach City Operations and Strategic Technologies). The new system represents a multi-generational leap for the City and will bring an incredible wealth of improvements and advances to the City's capabilities, will provide major advances in efficiency, transparency, and controls as well as significantly improve information for decisions by management and elected officials. The systems being replaced include:

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

Open Data

In early 2017, TID launched DataLB a new public geographic and open data portal for exploring, visualizing and downloading data that has been made publicly available. DataLB was created in partnership with Environmental Systems Research Institute (ESRI), the leader in mapping technology. DataLB is a new way of thinking about and deploying open data enhances by geospatial technology. DataLB helps operationalize the open data policy. The City developed DataLB as a civic engagement platform to extend the system to the whole community. DataLB provides measurable dashboards and metrics to ensure action and success. Anyone can use open data from the DataLB portal at no cost. Users can download raw data and share their insights with the community or build new applications that service specific users. Long Beach was one of the first cities to embrace open data in a more interactive way.

While the initial phase of the project was completed in early 2017, there are new features becoming available through 2018 and beyond. ESRI and TID are working closely with City Staff to continue to develop new applications for DataLB. In addition, TID is working with the local colleges and universities to bring on interns who are studying GIS to help with the ongoing development of DataLB.

Cyber Risk Division

In May 2017, TID established a Cyber Risk Division (CRD) to strengthen its cyber security posture. The division is responsible for oversee all aspects of cyber security. The CRD will institute a cyber risk program that aligns with TID's mission of ensuring the resilience, confidentiality, integrity and availability of the City's information and the security of the City's

networks. The division will seek to use business initiatives to drive cybersecurity activities and stay abreast of all aspects of cyber security.

The benefits of this new division include:

- Providing Cyber Security policy direction and oversight;
- Developing and testing of an incident response program;
- Providing guidance and oversight to secure programming and web development;
- Providing proactive monitoring of all the network events and logs looking for patterns that may indicate a breach is happening;
- Ensuring TID complies with applicable regulations and best practices (i.e. PCI, HIPAA); and
- Implementing a Security Awareness Campaign that focuses on educating employees to heighten the cyber security culture.

Electronic Document Management

In FY 18, the City will begin the implementation of an Enterprise Document Management System (EDMS) project. The goal of the project is to mitigate or eliminate physical storage requirements, with the primary focus on departments moving to the new downtown Civic Center. The new application will enhance operational efficiencies by automating business processes and greatly reducing paper files and storage. The City has an astonishing 65 million hardcopy documents/records. The digitization of these files will result in an estimated space savings of 18,394 square feet for departments moving to the new Civic Center.

Cityworks

In 2017, TID deployed iPads for field use by Public Works and Parks, Recreation and Marine Departments. These iPads are linked to Cityworks, a work order management system that is linked to the City's Geographic Information Systems (GIS) and other mapping applications. The technology on these new tablets will enable the departments to streamline their operations and provide staff with real-time access to data while they are in the field. Additionally, these systems enable staff to receive real time updates to their work orders, which minimizes the amount of paperwork as well as time spent coming back to the office to receive updated assignments.

Public Records Act (PRA) Requests

In FY 18, the City will implement a public records request management system, replacing the current spreadsheet method of tracking public records requests and conform to California Public Records Act (CPRA). The system will assist staff in fulfilling the over 3,500 public records requests received each year in an organized and efficient manner. The system is designed to streamline the processes involved in submitting requests, assigning, tracking and responding to public records requests, as well as provide detailed analytic reporting metrics.

Surveillance Cameras

During the past year, the TID has been leading an effort to modernize and consolidate the City's Network Camera systems. The initiative is a partnership between TID, the Long Beach Police Department, and the Public Works Department. Over the next two years, TID will update

the network camera system, including the new Civic Center Cameras, by building and migrating to a new technology foundation. In addition, the team will establish a new business operating model to ensure the system meets the needs of the City and can grow and adapt as needs change. This new model will outline a plan investment and staffing to ensure the system is sustainable.

IT Service Management

In early 2017, City Council approved the purchase of a new IT Service Management system to replace TID's current system that is over 10 years old. This new system, ServiceNow, will become the backbone of TID's operations as it tracks all incoming service requests and facilitates timely resolution of requests to meet the City's increasing technology needs. As TID continues the transition toward a customer-centric service model, the new system will provide a robust customer experience where users can receive real-time service request updates, search knowledge databases to resolve issues quickly. The system also has self-service tools that will help automate time-consuming tasks such as submitting technology service requests and ordering new technology equipment. The system is expected to be fully implemented in 2018.

IT Strategic Plan

The City is currently undertaking several transformative technology initiatives. To ensure that TID has the proper technology infrastructure, staffing model, and skills to support the City's current and future initiatives, the department is in the process of developing an updated IT Strategic Plan. The Plan will focus primarily on enterprise technologies and infrastructure. Departments will have the option of developing their own IT strategic plans that will address department specific technology needs. This approach significantly narrows the scope of the initial project to ensure the plan can be completed quickly as possible at a lower initial cost.

The Police Department will be the first department develop to develop a department-specific IT strategic plan. The Health Department, along with several other departments, have also expressed interest in developing customized IT Strategic Plans for their departments' operations.

Library High-Speed Internet

In 2017, the City's libraries were awarded funding from the federal Schools and Libraries Division of the Universal Service Fund, commonly known as "E-rate," and a grant through the State of California to continue with network upgrades which allow the library to offer faster internet speeds on public computers as well as through personal devices connected to the wireless network. These upgrades also allow the library to offer richer content such as streaming media for education, training and quality of life purposes to the residents of Long Beach. The network upgrades are expected to be completed by fall 2017.

New Library Technology

The newly-opened Michelle Obama Neighborhood Library is the first Long Beach Library to feature automated materials handling. Books and other items are checked in automatically and transported via conveyor belt to sort bins for re-shelving, delivery to other locations, or to fulfill patron holds. The self-service check-in and check-out technology at work at this branch help library staff deal with the 55 percent increase in materials circulation at this new location.

Another first featured at this library is the hearing loop assistive technology in the two largest community meeting rooms. The hearing loops at Michelle Obama Branch are induction loop systems, which transmit sound electromagnetically to hearing aids and cochlear implants with telecoils. Additional assistive technologies available at this library include JAWS and Wynn Wizard screen reader software, Dragon Naturally Speaking speech recognition software, large print and Braille keyboards, and TrackerPro high-resolution intelligent camera devices, which emulate a computer mouse using movements from a small dot placed on the forehead. These assistive technologies enable hearing, sight and mobility challenged residents to stay connected on the internet and access online educational and informational resources.

Automated Meter Reading

In 2015, Long Beach Gas and Oil (LBGO) commenced its “Advanced Metering Infrastructure” (AMI) Program under which all 150,000 natural gas meters are converted to “smart gas meters” for customers in Long Beach and Signal Hill. To date, approximately 140,000 of the system’s 150,000 meters have been replaced or retrofitted. AMI is the industry standard, as all major gas and electric utilities statewide, including Southern California Edison, Southern California Gas Company, San Diego Gas and Electric, and Pacific Gas and Electric, have already replaced or are in the process of replacing their manually read meters with Smart Meter systems. LBGO customers will soon see many benefits including improved metering accuracy, improved customer information with full usage detail, reduced operational costs once AMI is fully deployed, as well as increased privacy and environmental benefits due to a significant reduction in truck traffic.

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

Smart Covers

The Long Beach Water Department is partnering with Smart Cover Systems to launch a pilot program to optimize sewer collection line maintenance. The pilot project will use SmartClean technology to acquire real-time data using non-contact sewer level monitors and inform decisions on how to deploy staff. With this type of data driven decision making process, a service truck will be sent to a site only if flow levels indicate that cleaning is needed rather than the standard practice of cleaning at regularly-scheduled intervals. LBWD’s objective is to see if this technology can help reduce the frequency of maintenance activities without increasing the risk of sewer overflows. The time and resources that would be spent on unnecessary maintenance activity could then be refocused on other priorities, such as accelerating lateral point repairs. If this pilot is successful, the use of SmartClean technology could be expanded to more locations throughout the City, increasing the efficiency of LBWD’s field crews, and ultimately providing better service to our customers.

Marina Enterprise Software Solution

In FY 18, the Department of Parks, Recreation and Marine will continue its work with the Technology and Innovation Department to implement a new Long Beach Marina property

management software. The MarinaOffice™, is a cloud-based system designed to improve efficiency, real-time accounting, point-in-time occupancy, and revenue yield, as well as to provide new, innovative ways to bring our business to the customers. The system includes a “Visual Marina,” which is made up of touch-enabled maps that provide an interactive visual representation of each wet and dry slip in Long Beach. The touch function brings up a pop up table with slip features, photos, client name, etc. Additional features include paperless billing, e-signature rental contracts, retail point-of-sale with real time integration with City financial system, a work order system and mobile apps which improve the efficiency of the operation. Operation mobile apps include “Mobile Dock Walk,” allowing staff to conduct daily inspections and instantly submitting reports which integrate with the main system, and “Mobile POS,” allowing staff to take our business to the customer on the docks, specifically helpful for short-term docking. The new system includes the ability to implement various customer Mobile Apps such as “On-line Bill Pay,” which provides view, print and pay capabilities, electronic delivery of monthly rental bills, along with other services and “My Boat Status,” a remote vessel monitoring system which transmits information to the boat owner with reports and alerts related to battery health checks, shore power checks, motion detection, water detection, and more.

PUBLIC SAFETY

Community Police Academies

With funds from the Board of State and Community Corrections (BSCC), the Community Police Academy offers a combination of classroom presentations and interactive scenario-based activities where participants can receive insight into police training, policies and procedures, and the extensive investigative process of officer involved shootings. Participants in the training often express they gained a better appreciation and understanding of the challenges facing police officers in today’s complex social environment. Many indicated they were most impacted by the role-playing scenarios where they had the opportunity to walk in an officer’s shoes and experience the application of split-second decision making skills during a fluid situation. Nearly 200 residents participated in Community Police Academy sessions in FY 17 and left with a positive impression of the police services provided in the city of Long Beach.

Efforts to Reduce Recidivism

The Long Beach Police Department along with the City Prosecutor’s Office, and County of Los Angeles was awarded the Law Enforcement Assisted Diversion grant provided by the Board of State Community Corrections. This grant award will identify 300 individuals with histories of repeat incarceration, and in lieu of arrest, will be offered the opportunities to participate in harm reduction and housing programs. Efforts will be focused along the Long Beach Boulevard corridor in the cities of Long Beach, Lynwood and Compton. This program represents a regional partnership between the County of Los Angeles, City of Long Beach, community organizations and community members to improve public safety and reduce recidivism by increasing the availability and use of social resources.

Body Worn Camera Project

The Long Beach Police Department is currently in the middle of a pilot body worn camera program. The aim of the program is to evaluate a body worn camera program’s impact on increasing public trust, and decreasing the number of citizen complaints, applications of force, and employee injuries. Body worn cameras in law enforcement are still a work in progress. While success has been seen in some agencies, others have shut down their

programs, citing negative cost benefit analysis. Upon the conclusion of the pilot program, information will be disseminated indicating the successes and challenges of our own program.

Juvenile Diversion Program

The Juvenile Diversion Program was developed to provide alternative solutions to juvenile detention. It is an intervention strategy that redirects youth away from formal processing in the juvenile justice system, while still holding them accountable for their actions. The Long Beach Police Department works with three different community based organizations that offer diversion programs (see below). If the juvenile successfully completes a diversion program, the citation is not forwarded to L.A. County Probation for formal processing and is administratively closed in the LBPDP database.

- *Long Beach Bar Foundation – Shortstop Program:* The Shortstop Program has the youth (ages 10-17) and their parent(s) attend an intensive two-day class, over a two-week period at the Long Beach Courthouse. The classes are geared for juveniles who have gotten into trouble for the first time on nonviolent offenses or status offenses.
- *Camp Fire USA – Long Beach Area Council:* The Camp Fire Program assists youths (primarily ages 10-14). The program is geared for juveniles who have gotten into trouble for the first time on nonviolent offenses or status offenses and are given a second chance to correct criminal behavior and to choose the path to positive change. The program teaches several skills such as respect, trust, communication, cooperation, and confidence.
- *The California Conference for Equality and Justice (CCEJ) - Restorative Justice Program:* The Restorative Justice Program holds juveniles (ages 10-17) accountable for their actions and repairs the harm they caused by setting up a meeting between the victim and the offending juvenile. The program also works with the juvenile and their family to get to the root cause of why the juvenile is committing criminal/status offenses.

Jail Medical Care Plan

The goal of proposed Jail Medical Care Plan was to improve overall medical services within the jail. Currently jail medical services are handled by several contract vendors. These vendors supply our medical staff. Jail medical staff members evaluate each arrestee transported to the Long Beach jail. They determine whether an arrestee is medically fit to be booked into the jail. They are also responsible for the medical care of inmates while in custody and respond to all medical emergencies. The purpose of the new Jail Medical Care Plan is to centralize all medical services within one single contract. By doing this, we hope to increase efficiency, reduce redundancy and improve overall service. By making these improvements we hope to lessen the burden on our officers. With enhanced jail medical services, officers will spend less time with arrestees requiring medical attention. This will get them back in the field quicker, safeguarding our community.

Emergency Notifications for Deaf, Blind and Non-English Speaking Residents

In May 2016, Long Beach became the first city in Los Angeles County to implement an emergency alert message system that provides emergency notifications to deaf, hearing impaired, or blind residents in an accurate and timely manner. AlertLongBeach, the City's emergency notification system now allows deaf and hearing impaired residents to receive alert messages through American Sign Language (ASL) videos with English voice-over text. Blind

residents can now receive alert messages in English or Spanish voice or via a refreshable braille reader. AlertLongBeach also provides Spanish language emergency messages in Spanish voice and text in an accurate and timely manner. Additionally, the City has developed pre-vetted alert messages in various languages, including Tagalog and Khmer, around various disaster scenarios, including earthquakes, tsunamis and health related issues. These new features now provide residents who sign up for AlertLongBeach the ability to receive emergency notifications on home and business phones, cell phones, email, or text devices.

Fire Academy

Due to retirements and the restorations of Engine 8 and Rescue 12, the Fire Department had over 40 vacancies in the rank of Firefighter, leading to significant increases in both overtime costs and the number of overtime shifts employees were required to work. In anticipation of these vacancies, the Fire Department was appropriated one-time funds to conduct a second Fire Academy in FY 17. To fill these vacancies in the most expeditious manner, the Fire Department made the decision to conduct the two academies simultaneously – the first time ever. In May 2017, the Fire Department graduated a Fire Academy of 39 Fire Recruits, the largest Academy in history.

Electronic Patient Care Report System (ePCR)

The Fire Department responds to over 50,000 emergency medical responses each year, which equates to approximately 85 percent of the Department's total emergency responses. The number of emergency medical responses continues to steadily increase. The Fire Department is in the process of implementing an Electronic Patient Care Reporting (ePCR) system to replace the primarily manual patient care reporting process employed by staff on all emergency medical responses. This system will comply with State and County mandates and will allow first responders to share in-progress patient information securely within the organization and with local area receiving facilities, while allowing for continuity of patient care. Initiated reports will be tracked to completion, requiring specific data supporting treatment, process analysis, and billing functions to be entered before successful electronic submittal. Data will be automatically and frequently transferred directly into the Financial Management billing system which, along with increased complete reports, will improve opportunities for revenue recovery.

HOMELESSNESS

Helping Veterans to Find a Permanent Home

Long Beach is winning the fight to end Veteran homelessness. Since Long Beach first joined the Mayor's Challenge to End Veteran homelessness in 2015, more than 500 veterans have found a permanent home. These successes are attributed to Long Beach's seamless system of care that strives to make Veterans homelessness brief and rare. Cooperative partnerships are crucial to this system and include; non-profit providers, the Veteran's Administration and the City's Health and Housing Authority Departments. The key factors in the success of Long Beach's cooperative team are: A VET Registry that has identified all Veterans experiencing homelessness and prioritizes them for services and housing; intensive street outreach, shelter and transitional housing provided immediately to any Veteran who wants it; and, the capacity and expertise to swiftly move that Veteran into permanent housing. This system of care is also being implemented for people who are experiencing chronic homelessness and have high service needs and long histories of homelessness.

Interdepartmental Team Approach

There is no one single approach to addressing matters relating to homelessness; it requires a multi-disciplinary approach that incorporates both the impact on people experiencing homelessness and the community in which they live. The City of Long Beach has an Interdepartmental Team that brings together diverse experiences to effectively address homelessness. The team is comprised of the Health and Human Services, Police and Fire Departments along with Public Works and Parks, Recreation and Marine. This group meets monthly to develop and implement policies, research best practices and utilize them to carry out a proactive approach to the needs of the entire community whether its cooperation with multiple jurisdictions, responding to the needs of local businesses or providing services and engagement to the most vulnerable on the streets. Having the expertise of the Interdepartmental Team ensures that multiple facets of homelessness are represented, and that services are effective, innovative, and consumer centered.

Outreach Work Group

The City of Long Beach has implemented an innovative approach to outreach and engagement that includes a multidisciplinary team that establishes rapport with individuals and their unique circumstances. The team is comprised of Health and Human Services, Police and Fire Department staff, the Veterans Administration, community based service providers and the faith-based community. They meet daily to plan proactive outreach for that day; one staff person, the Outreach Connect stays behind to receive clients from the field, make linkages on their behalf and develops a next steps action plan for further care coordination.

Each discipline is trained to use their unique set of skills within an outreach context so a paramedic, police officer, faith-based provider or any other part of the team uses their own expertise to: know the person's story, be a consistent presence in their lives on the street, follow up and follow through with the person and be an active participant in establishing the goals the person identifies as his or her way of going from the streets to home.

HEART Program

The Fire Department implemented the Homelessness Education and Response Team (HEART) Unit as a one-year pilot program in November 2016, using one-time Proposition H funds. The mission of the Long Beach Fire HEART Unit is to reduce the number of Fire Department responses to individuals experiencing homelessness through rapid response to 911 calls for service, collaborating with Continuum of Care Partners, and educating fire service and community members about issues surrounding homelessness and available resources. Comprised of two Firefighter/Paramedics, the HEART Unit has increased the Fire Department's capability to respond to people experiencing homelessness. Additionally, while responding to non-emergency calls, the HEART unit helps to reduce the call volume for paramedic ambulances, thereby increasing the availability of those units to respond to calls for medical emergencies.

During this pilot program, the HEART Unit has experienced great success in addressing the needs of people experiencing homelessness, particularly by using information and referrals to locate and assist individuals experiencing homelessness, providing guidance to Continuum of Care partners to assist individuals experiencing homelessness when those members are unsure if the individual requires treatment at an emergency room, and developing relationships with individuals experiencing homelessness to assist them in attaining permanent housing.

INFRASTRUCTURE

Civic Center Project

In December 2014, the City Council approved a project team to build a new downtown Civic Center. After many months of public meetings, careful study, and healthy debate, Plenary-Edgemoor Civic Partners was unanimously selected to be the City's partner in this public-private partnership (P3). The project includes a new Main Library, Lincoln Park, City Hall, Port Headquarters, and new housing, retail and a hotel. Retrofitting the existing facilities is prohibitively expensive and would be impossible without finding new financing through bonds or taxes. Partnering with this team to build a new Civic Center provides an opportunity to add residential development and other uses to the site, and to create a modern, sustainable project that will last for generations, using funds dedicated to the current civic center to support the annual payment for the new building. The Civic Center project will have a significant economic impact:

6,066 Jobs Created

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

\$1.5 Billion Economic Output

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

The demolition of the old courthouse building was completed in June 2016. As of July 1, 2017, the two underground levels (B2, B1) of the new City Hall and Port Headquarters have been completed structurally, and the building chillers are in place on B2. Work has begun on the first and second floors (above ground). With approximately 165 workers on site every day, it is anticipated that a new floor will be poured every four weeks. Weather permitting, the structural elements of City Hall and the Port Administration building are scheduled to be completed by the end of 2017. Meanwhile, concrete form work has begun on the new library, and perimeter work continues.

LED Streetlights

In October 2015, the Public Works Department initiated a \$6.7 million program to convert the City's more than 25,000 streetlights from high-pressure sodium (HPS) fixtures to light emitting diode (LED) fixtures. The first phase of the program, funded by a \$660,000 Greenhouse Gas (GHG) Emission Reduction Grant from the Port of Long Beach, converted approximately 1,750 streetlights that illuminate the City's traffic intersections (also known as traffic safety lights). The second phase, currently in progress, will convert the remaining 23,320 of cobra-head streetlights citywide and is anticipated to finish by the end of 2017.

The City's new LED fixtures will conserve energy, reduce light pollution, have longer lifespans, and employ smart control technology. LED streetlight fixtures reduce the City's energy consumption by approximately 40 percent to 50 percent. The City is expected to conserve 9.6

million kilowatts of energy as a result of the LED conversion over the lifespan of the LED fixtures. This equates to eliminating the carbon emissions of over 21,000 vehicles in the City.

To finance the second phase of the conversion program, City staff worked with The Energy Network, a Los Angeles County sponsored organization that supports public agencies in achieving energy efficiency, and with SCE to apply for incentives, rebates, and SCE "on-bill financing" (OBF). On August 10, 2015, SCE approved the City's applications. Specifically, the City estimates it will receive \$3.1 million in rebates and potentially an additional \$2.8 million of OBF to fund Phase 2 of the project. On-bill financing would provide the needed cash flow until the energy savings can pay the balance of the costs.

The third phase will retrofit approximately 4,400 customized streetlights to LED, half of which are historic and decorative types, while the fourth phase will retrofit approximately 502 lights with LED fixtures at six regional parks within the City: Silverado, Houghton, McBride, El Dorado West, El Dorado East, and Cesar Chavez. These projects are anticipated to start in the Fall of 2017, followed by remaining City parks, parking structures, and beach lots, as funding becomes available.

Belmont Beach & Aquatics Center

At its meeting on March 2, 2017, the Planning Commission unanimously approved a final environmental impact report (EIR) for the *Belmont Beach and Aquatics Center (BBAC)* along with a site plan review, conditional use permit, standards variance and local coastal development permit entitlements. Appeals of the project's EIR and entitlements were heard and denied by the City Council on May 16, 2017. The project is now slated to be reviewed by the California Coastal Commission. The BBAC includes:

- Indoor 50m x 25yd pool with two moveable bulkheads and a movable floor to provide for simultaneous use of deep and shallow water pool areas;
- Separate deep water well with two (2) 1 meter, two (2) 3 meter diving springboards and stands and 1, 3, 5, 7.5 and 10 meter high diving platforms;
- Indoor shallow teaching and therapy pool;
- Permanent indoor seating for spectators;
- Outdoor 50m x 25m pool with one moveable bulkhead;
- Outdoor recreational pool.

The BBAC will be equipped with energy and water efficient state-of-the-art pool equipment and environmental systems. The design also allows for maximum use of natural light to reduce reliance on artificial lighting.

In FY 18, the City will proceed with the Coastal Commission process. Additionally, the City will begin a private fundraising campaign to help identify funds to begin the project pending appropriate approvals.

Edison Grid Reliability

The Long Beach Water Department (LBWD) is engaged in an opportunity analysis to provide grid reliability services to Southern California Edison, as well as identify energy cost savings and enhanced energy management to the Water Department. LBWD is investigating moving forward on installing a battery backup system with the same battery technology as used in Tesla vehicles. The battery backup system will allow electrical loads to be seamlessly shifted off of Edison's grid system during peak electrical demand periods, improving the Water Department's ability to manage electricity demands and relieving the peak load on Edison's overall grid system. Long-term efforts by large electrical users like the Water Department will ultimately save Edison from having to build additional power plants, which helps the environment and helps the City of Long Beach save on electrical rates.

Pavement Management Plan (PMP)

In 2015, the City completed its first formal Pavement Management Plan (PMP), a tool used to catalog, impartially rate, and effectively plan-out maintenance and repair of the City's street network by providing a structural rating for each street. The Department of Public Works has just completed the process of updating the Pavement Management Plan (PMP). The firm that conducted the PMP on behalf of the City obtained this rating by measuring both the surface condition via lidar scan and strength by dropping 9,000 pounds onto the street surface and measuring the results. The updated PMP indicated that the condition of the City's streets has improved from an average PCI rating of 60 to 62 in just two years.

Alley Management Plan (AMP)

With over 100 dirt alleys across the city, funding to pave and maintain those alleys has been a challenge. The Department of Public Works has just completed the first Alley Management Plan (AMP), similar to the Pavement Management Plan, prepared and presented to the City Council. The AMP uses methods similar to the PMP to inventory and provide a condition for every alley across the City. The initial findings are that there are over 200 miles of alleys throughout the City with 11 (approximately 5 percent) of those miles being alleys that are unpaved, with an estimated cost of \$5 million. The total cost of the alley needs is estimated at \$98 million. Funding recommendations will be coming forward to the City Council with the FY 18 budget.

Sidewalk Master Plan/ADA Management

The Public Works Department has been working with the Disabled Community to develop a plan that most efficiently repairs sidewalks; provides disabled access across the City; and addresses missing ramps and tripping hazards. The City has brought on a consultant that will catalog and inspect every sidewalk and curb access ramp throughout the City to assist with prioritization of repairs. The consultant has a modified Segway vehicle that is equipped with a lasers and gyroscopes called the Ultra-Light Inertial Profiler (ULIP). The ULIP will provide the City with any non-ADA compliant slopes throughout the City and compile a list of all future ADA projects.

Facility Condition Assessment (FCA)

The Facility Condition Assessment (FCA) will provide the City with a comprehensive list of City owned buildings, along with a comprehensive building evaluation (structural, mechanical, electrical, plumbing and energy and water conservation); provide corrective recommendations

and budget estimates for corrective work; and provide a projected schedule for the completion of all recommended work and preventative maintenance work. The FCA will identify the useful life of each facility component, include a Facility Condition Index (FCI) for each component of the facility and prioritization and accurate cost estimates for repairs/upgrades, to be completed within the next five years and beyond. Thanks to Measure A funding, the FCA will begin in FY 18 by identifying the priority facilities to be assessed.

MOBILITY & LIVABILITY

Open Streets

Open Street events, which are gaining popularity throughout North America, entail temporarily closing a major thoroughfare to vehicular traffic to facilitate walking, bicycling, skating and socializing. These events promote the pursuit of innovative strategies to achieve environmental, social, economic, and public health goals. On April 29, 2017, the City hosted its fourth open streets event, "Beach Streets University." The route was Atherton Street along California State University, Long Beach (CSULB), and up Bellflower Boulevard and Los Coyotes Diagonal to Spring Street between Bellflower Boulevard and Studebaker Road, between from Atherton Street up to Spring Street. Several entertainment hubs set up along the Beach Streets University route, including a dedicated children's area at Whaley Park, featured outdoor music, food and drink specials, activities, and more. It is estimated that more than 60,000 people participated. Two Open Streets events are being planned for FY 18.

Bike Share

In March 2017, Long Beach celebrated the Bike Share program's one-year anniversary. Since the program's launch, a network of 400 bikes and 60 hubs have been deployed throughout the City, including Downtown, Belmont Shore, beach areas, five of eight Blue Line stations, and CSULB. Bike Share has become a popular component of Long Beach's multi-modal transportation system, and it is used by residents, workers, and tourists alike. A strong operations team is crucial to the continued success of the program as we expand citywide in the future. To that end, in FY 18, the Public Works Department will add a position to support the program.

Transportation Network Companies

In April 2017, the Long Beach Airport (LGB) implemented a pilot program to allow Transportation Network Companies (TNCs), such as Uber, Lyft, Wingz, and See Jane Go to pick-up at passengers at the Airport, whereas previously, they were only permitted to drop-off. The pilot program enhances the experience of travelers, as well as increases accessibility to Long Beach. A \$3.00 per-trip fee was implemented for TNCs and fixed permitting fees was updated for taxis, limousines, and shuttles.

Eco-Totem

Historically, the Department of Public Works has collected data on bicycles and pedestrians through annual physical counts done by staff and volunteers located throughout the City. This count provides staff with a snapshot of current ridership and activity in specific areas that could be used in an attempt to track and project future bicycle and pedestrian activity. In September 2016, Public Works installed the Eco-Totem along the beach bike path near the Belmont Pier to collect and track bicycle and pedestrian traffic year-round. The Eco-Totem counter uses

sensors to count and distinguish between bicyclists and pedestrians walking or jogging along the beach path. During peak times the path is used by more than 200 bicycles and 185 pedestrians per hour. In 2017, Public Works introduced #CountMeInLB, a challenge to Long Beach residents and visitors to help us hit 1,000,000 bicyclists and/or pedestrians on the Eco-Totem. As of July 30, 2017, more than 400,000 bicyclists and pedestrians have been recorded.

EZcommuteLB

As a part of the City's continuous efforts to reduce greenhouse emissions and lessen vehicle congestion, the Department of Public Works launched EZcommuteLB.com, to promote rideshare and alternative transportation options. EZcommuteLB.com uses commuters beginning and end destinations to match users with one another and suggest rideshare opportunities, or the best public transportation routes. The website utilizes the current schedules and fees of surrounding public transportation, such as Long Beach Transit and Los Angeles Metro, to provide users with updated travel times and costs. Unlike Google Maps or other navigation tools, EZcommuteLB.com has access to Long Beach's expansive bikeway system and Bike Share station maps, enabling the website to not only suggest the safest route for bicycle travel but also offers bicycling as an option for public transportation first/last mile.

EZparkLB

In an effort to assist Long Beach visitors and residents locate available parking, the Department of Public Works launched the mobile application EZparkLB in September 2016. The application provides users with a real-time view of parking availability at City-owned parking facilities, parking meters, and select privately owned lots. Users have the ability to locate nearby parking based on their current location or by inputting their destination address and utilizing Google Maps, Waze, or other navigation apps for turn by turn directions to the selected parking location. EZparkLB also provides user with information on parking facilities such as reviews, photos, pricing and payment options, hours, handicap accessibility, and availability of EV charging stations. Within the first 60 days of EZparkLB's launch, the iOS and Android application received downloads that surpassed the first-year average for government application by more than 60 percent.

Parking Facility Space Counters

In a continuous effort to improve parking accessibility in the City, the Public Works Department will be installing Parking Occupancy Technology in Downtown city-owned parking structures. The locations will include Pike, City Place, Civic Center, Aquarium and Convention Center. Dynamic message signs in the parkway areas will display available parking in these facilities. The information will also be available online to provide drivers with real-time information regarding the availability of parking in Downtown parking facilities. Long Beach was awarded a Metro grant for \$1.1 million to support the funding of this project. The Project Manager is a member of the City wayfinding signage project team and will be implementing standardized wayfinding style recommendations into the parking signs constructed for this project.

Gateway Signage

In 2017, the City worked with a design firm and interested stakeholder to develop a new wayfinding signage program. The purpose of the new signage program is to: enhance the City's identity through the installation of updated gateway signs at key entry points; strengthen

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

Given the scale and cost of the project, it will be phased over time, with the first new signs being installed during FY 18. The FY 18 budget allocates \$1 million of voter-restricted marketing funds for this purpose.

Metro Blue Line Signal Synchronization

To improve Metro Blue Line travel times, as well as fixed route transit services, enhancements will be made to signalized intersections along the Metro Blue Line light rail corridor. The signal synchronization is comprised of 33 intersections from Downtown Long Beach to Wardlow station and 52 signalized intersections along Atlantic Ave, from Ocean Blvd to SR-91. Transit Signal Prioritization and other innovative system upgrades are necessary to accomplish this ambitious project along the Blue Line corridor. With this project, we expect to improve transit times, by up to ten minutes, making a marked improvement in the Blue Line's efficiency and convenience.

COMMUNITY IMPROVEMENT

Billboard Removal

Few things contribute more to an appearance of blight in the City's neighborhoods and major corridors than inappropriately placed billboards. To address this longstanding issue, as well as to make use of emerging digital billboard technology, the City Council adopted an Ordinance in 2014 revising the City's Zoning Regulations for billboards. Several major changes were introduced in this Ordinance, including a Conditional Use Permit (CUP) requirement for all billboard projects, requiring billboard takedown at certain ratios and allowing new and converted electronic billboards, subject to the takedown requirements.

One of the most significant goals of the 2014 Billboard Ordinance was to incentivize the removal of billboards from areas of the City where they are not an appropriate land use particularly residential areas and mixed-use commercial/residential corridors. Electronic billboards, which had previously been prohibited, are now allowed in industrial and less-restrictive commercial zones (dependent on whether the area is either freeway-oriented or located on a major street away from residential uses), subject to the CUP process and takedown requirements. For each new billboard (or existing static billboard converted to electronic), other existing billboard display area must first be removed from within the City at a specified ratio, depending on the type of project (4:1 for conversions, 6:1 for new static billboards, or 8:1 for new electronic billboards). The takedown requirement is measured in square feet of billboard display area, not in individual billboards.

The incentive of allowing electronic billboard projects has been proven effective. As of May 30, 2017, six electronic billboard sites have been approved, resulting in a total removal of 226 existing billboards, comprising 38,112 square feet of billboard display area. Most of these

removed billboards were located in residential neighborhoods and commercial/residential mixed-use areas, in accordance with the removal priorities specified in the Billboard Ordinance.

In May 2017, the Planning Commission approved another electronic billboard conversion project, which will result in the removal of an additional 18 billboards from within the City, totaling approximately 5,700 square feet.

Clean Teams

In 2016, the Public Works Department developed and implemented the Long Beach Clean Team. Designed to respond to requests for illegally dumped items, homeless encampment cleanups, and litter abatement, the program has continued to expand services throughout the City. Approximately 20,000 dumped items are projected for collection this year, that is an increase from 13,475 in 2015. The number of illegally dumped item requests received from the GoLB app is projected at 15,500 this year, an increase from 7,627 in 2015. This past year alone, the Clean Team has led 51 neighborhood cleanups in the City. To manage this rapid growth, and to improve efforts to keep the City clean, Public Works will be adding two Clean Team crews in FY 18 (for a total of four), as well as introduce a new Clean Team “swing shift” that will allow the Department to respond to emergencies and illegal dumping requests after normal working hours. Clean Team continues to focus on building its network of neighborhood groups and associations to continue to clean and beautify the City, while improving the quality of life for our residents and businesses.

Short-Term Rentals

The City of Long Beach does not currently permit the operation of short-term rentals (STRs), such as Airbnb, VRBO, and Homeaway. While estimates vary, at least 1,000 listings for Long Beach may be found on these type of platforms. These STRs can have both positive and negative effects on neighborhoods, such as bringing new dollars to local businesses while exacerbating parking issues in already impacted areas or possibly removing rental housing from the long-term market. By not permitting and regulating short-term rentals, the City is foregoing transient occupancy tax revenues. To navigate the STR issue, staff has recommended the use of a consultant to provide a best estimate of the STRs in the City, prepare a financial analysis of potential revenues and costs associated with regulating STRs, identify staffing needs for administering and enforcing an STR program, present examples of best practices from other cities and recommend changes to the City’s Zoning Code and parameters for capping rental nights in a calendar year. This effort will commence in FY 17 and will continue through FY 18.

CITY SERVICES

Public Affairs and Communications

In FY 17, the Public Affairs and Communications team added a Digital Media Specialist staff member which has greatly enhanced the City’s ability to communicate with an ever-growing social media following; as well as provide training, over-sight and resources to departments; and incorporate more cutting edge applications and visuals, such as Facebook Live events, to communicate with the City’s public.

- *#GoLongBeach Newsletter*: The City’s communications staff has increased the City’s email marketing efforts by launching an external newsletter *#GoLongBeach*, a biweekly

newsletter highlighting the City's events, programs, recognitions, resources, news and more. Currently, the newsletter has more than 2,000 subscribers and is growing quickly.

- *News Alerts:* Additionally, the communications team began publishing and emailing the weekly internal *City of Long Beach News Alerts* created to better inform all City staff of media mentions of the City and City Departments in print, digital and broadcast stories.
- *Communications and Events Calendar:* The department has also improved its internal communications efforts with all City departments with a revamped internal communications and events calendar, and interdepartmental communications and social media monthly meetings.
- *Media Relations:* During FY 17 the City Communications team distributed over 250 press releases, launched a monthly Facebook Live series, managed over 500 annual media inquiries ensuring reporters received factual information to report in a timely matter, increased engagement with Long Beach stakeholders through traditional and social media channels and more.
- *Social Media:* The City's social media pages continue to grow substantially with more than 32,000 Facebook "Likes" reaching up to half a million monthly impressions. The Long Beach City Twitter account has over 76,000 followers, reaching almost half a million monthly impressions as well. The City also recently launched an Instagram page in January 2017 and has already gained a little more than 1,200 followers. The City Manager social media accounts have more than 110,000 followers, and with the social media presence of all departments combined, mainly Facebook and Twitter, the City has nearly 400,000 followers.
- *Monthly Facebook Live Series:* This year the City also launched a monthly Facebook Live series in partnership with departments to better engage and inform Long Beach community members on City initiatives. This has become a very effective and innovative form of engaging with residents on helpful issues from a tutorial on the City's Noise Element Plan and map tool, to a short "How to" workshop on composting.

In FY 18, in an effort to keep the public informed about City services and accomplishments, as well as opportunities for community involvement and engagement, the City Communications team will bring on a full time, in-house graphic designer to reduce the monies spent on outside services and continue to expand the scope, reach and effectiveness of communications programs with visually effective media. There will also be an enhanced focus on generating stories of interest on the national level through the use of a public relations team.

- *Multi-Media Blog:* City Communications staff is committed to continuing to expand the City of Long Beach's communications and media presence through the innovative use of a wide variety of digital tools, including the establishment of a City blog. *Inside Long Beach*, a multi-media blog, will be created to tell the City's stories by taking a deeper look into initiatives, resources, and opportunities for public information and interaction through feature articles with multi-media content. *Inside Long Beach* is an innovative and creative approach aimed at creating more in-depth awareness of City initiatives to include a multi-part, multi-department series on efforts surrounding Homelessness, as well as other topics of interest to the community to increase transparency and strengthen civic engagement.

Street Sweeping

In March 2016, the City initiated a Street Sweeping Optimization plan to change street sweeping times, beginning with the parking impacted neighborhoods. This was a major initiative of the City Council during the adoption of the FY 16 budget, as street sweeping times had not been changed in approximately 30 years. The changes include eliminating 4:00 a.m. sweeping times, moving most sweeping times to after 8:00 a.m. and shortening the sweeping "windows" from four hours to two hours in parking impacted areas. By the end of summer 2017 all 4:00 a.m. to 8:00 a.m. street sweeping signs will be changed to reflect new street sweeping times throughout the City. The Street Sweeping Division currently sweeps approximately 150,000 miles, and collects nearly 11,000 tons of debris each year.

Language Access Plan

City staff continues to move forward with the implementation of the Language Access Policy (LAP), which is aimed at making the City's services, meetings, and vital documents more accessible to Limited English Proficiency (LEP) speakers who speak Spanish, Khmer, or Tagalog. In recent months, staff worked with a subcontractor to develop and print outreach material, also known as LAP Kits. Each kit includes a counter standup display, brochure, and a quick facts card which all help identify the available Language Access services and how to utilize them. Since January 2017, LAP staff have conducted 11 Language Access trainings reaching a total of 210 City employees.

Spay and Neuter Services

The Animal Care Services Bureau continues its efforts to decrease the number of animals impounded and euthanized in its shelter. In March 2015, the City Council adopted an ordinance making it mandatory for dog owners to spay or neuter their pets, unless they possess a medical exclusion or exemption. The ordinance was designed to decrease the "giveaways" of unplanned litters, and reduce the occurrence of abandonment. Over the last two fiscal years, ACS has invested over \$215,000 in spay neuter assistance programs to help residents comply with this ordinance.

In March 2016, the Animal Care Services Bureau officially continued its partnership with two non-profit organizations -- the Michelson Found Animals Foundation, Inc. (Found Animals) and Stray Cat Alliance (SCA) -- to decrease the rate of euthanasia for cats. Found Animals provides microchips and registration, adoption initiatives, and low-cost spay and neuter programs that deliver practical solutions to ensure the health and safety of dogs and cats. SCA is a nonprofit organization with a mission to educate and empower the community to advocate for the health and safety of cats. The programs provided by SCA are the Return to Field program (RTF) and Found Animals' Kitten Foster program. RTF will return cats that have been examined, altered, vaccinated, and microchipped back to their location of origin to reduce the kitten and cat population over time. The Kitten Foster program will pull up to 400 underage and underweight kittens from ACS to care for them until they can be adopted out by Found Animals.

Thanks to these two programs, since 2014 ACS has realized a significant reduction in the number of live animals impounded and euthanized as well as a rise in live release rates.

Compared to 2014, in 2016 ACS reported:

- A 24 percent reduction in the number of cats and dogs impounded at the shelter, from 8,413 to 6,372;
- A 49 percent reduction in the number of cats and dogs euthanized, from 3,254 to 1,662; and,
- Live Release Rates of 85 percent for dogs and 62 percent for cats, compared to 75 percent and 47 percent, respectively.

In FY 18, an Animal Health Technician position is being added to oversee processing of the more than 4,500 animals impounded/returned through the shelter and to perform general health screenings, give vaccinations, and run simple diagnostic tests. This will allow kennel staff to focus on keeping the kennels clean, assisting with animal enrichment programs, and helping field officers with animal impounds. A full-time position is also being added to handle social media, event and program promotion, and outreach to the community. This position will have a direct impact on helping animals to find homes and reduce euthanasia. The City Auditor is currently reviewing Animal Care Services' policies and procedures to ensure services are being provided at optimal levels.

New Library Services

Now offered in two locations, The Studios at Main Library and Michelle Obama Neighborhood Library allow visitors of all ages to experience state-of-the-art technology, including 3D printers, computer labs featuring the Adobe Creative Suite, and software such as Final Cut Pro, Construct 2, Tinkercad, and Blender. New additions to The Studio's technology this year include virtual reality (VR) hardware and software, such as VR-enabled computers with pre-loaded educational programs and Oculus Rift head gear. This technology was acquired through a grant awarded by the California State Library.

While permanent Studio spaces are in just two sites, Studio classes and workshops for all ages are now offered at all Long Beach Public Library locations via its Mobile Studio. Library Studio Guides travel in the Mobile Studio van to library branches, schools, parks, community centers and special events to bring technology workshops beyond library walls and into the community. Popular classes include Robotics with Sphero Robots, Introduction to Scratch Programming, and 3D Design, Printing and Finishing Techniques.

Another mobile service newly launched is the library's Speed Reader book bike. This library on three-wheels offers staff an opportunity to "pop-up" throughout the community and offer books and zines for checkout. Speed Reader is also the perfect library complement to City events such as Beach Streets, parades, and neighborhood festivals. Speed Reader is also known to visit local parks, coffee shops and community centers. Visits by any of the library's mobile services are coordinated through Main Library's Community Services department.

Review of Development Services

The City's economy is on full rebound from 2008, as evidenced by numerous new developments occurring in Downtown, at Douglas Park and elsewhere throughout the City. The City would like to ensure its attracting the maximum amount of potential development. Toward that end, Arup and BAE Economics have been hired to conduct an assessment of the

City's development environment, with particular focus on high-rise development. The team is answering questions like: how much does the City charge to build in Long Beach and how does that compare with its peer cities; how long does it take to get through the entitlement and permitting, and construction inspection processes compared to other peer cities; and how do developers perceive the City as a place to develop. The assessment will provide best practice recommendations to encourage and capture Long Beach's share of the region's development, help the City understand the current market for development, and determine those factors within the City's influence that can be used to continue our robust development climate.

FINANCE

Financial System Improvements

The new LB COAST system mentioned previously will make a significant difference in the ability to the City to provide financially transparent information, to provide more efficient processing of financial and personnel related information, while at the same time protecting the City from potential major failure of an outdated and no longer supported financial system. The City also improved efficiency and tax collection with a new business license system. For the first time in Long Beach, new business owners can now submit their business license applications online. This provides convenience for the public and helps the Bureau be more efficient by reducing staff time for data entry. Coming this year is an updated online portal that will be available for business owners that will make the online application process even better and easier to use.

Staff is also looking to add additional self-service features for the customers, such as updating their mailing address, phone numbers, email addresses, number of employees and number of vehicles, etc., which currently can only be done by calling, emailing, or coming into City Hall. This enhancement will provide further convenience to the public, as well as free up additional City staff time to focus on other tasks. Also, there will be improved transparency to the business owner regarding where their application is in the process, and who they can contact for more information regarding remaining steps or requirements prior to approval. This will provide operational efficiencies by reducing the amount of time spent providing customer updates and redirecting customer inquiries over the phone.

The recent implementation of LCPtracker helps the City manage its labor compliance program (LCP) with labor regulations and automates the submission process by contractors in a tool familiar to the industry. It allows files to be more efficiently accessed by multiple departments, and eliminates the risk of losing certified payroll records with sensitive information.

Credit Card Convenience Fees

The City currently offers customers several options to pay utility and other City bills. Some of these payment options are free, including electronic options that make use of the internet. Other payment options, including credit cards and eChecks, have customer costs in the form of convenience fees. As customers continue to shift to electronic modes of payment, there is a demand for fast, convenient, low or no cost payment options. Customers would prefer not to incur convenience fees and would also like to take advantage of rebates that are offered by some credit cards. Through an RFP process, the City is in the process of implementing a new contract for payment processing services. With this new contract, the City will eliminate convenience fees for utility customers from any form of payment of utility bills, except for retail

store locations. This elimination of the convenience fee for utility bills would address customer complaints and encourage more use of the internet for utility bill payment.

SUSTAINABILITY

Climate Action Plan

In 2015, the City of Long Beach joined the Global Covenant of Mayors along with dozens of other cities nationwide to raise its commitment to proactive climate action. To comply with the goals of the Covenant, Long Beach initiated a process to inventory greenhouse gas emissions at the community level and set reduction targets. In September 2016, Long Beach was the host city for the California Adaptation Forum, which brought together more than 1,000 climate action leaders to discuss the future of climate adaptation for the state and beyond. In March 2017, the City began development of a comprehensive Climate Action and Adaptation Plan (Plan) that will set aspirational yet achievable measures to reduce community-wide and municipal greenhouse gas (GHG) emissions and set feasible implementation strategies for adaptation to climate change impacts. The draft plan is anticipated to be completed by August 2018. The objectives of the plan include ensuring compliance with state regulations, providing a robust and defensible plan on which future CEQA documents can rely, engaging a wide cross-section of the public in the development of the Plan, and pursuing innovative solutions that assist the City in improving economic opportunity and quality of life for its residents.

Renewable Fuels

For years, vehicles in the City's award-winning fleet have been downsized and alternatively fueled whenever feasible. In FY 16, the City raised the bar even higher by using renewable fuels for more than 18 percent of its total vehicle fleet. Renewable fuels, such as renewable diesel and renewable liquid natural gas (LNG), are produced from renewable resources. Both of these renewable fuels greatly reduce greenhouse gas (GHG) and tailpipe emissions; cost the same or less than current fuels; and do not require any modifications to the City's vehicles or fueling infrastructure. A total of 399 vehicles are powered by renewable fuels, out of 2,147 vehicles in the City's fleet.

The City recently began using renewable diesel fuel for trucks and equipment used for maintenance and transportation purposes. Renewable diesel is produced from waste fats, residues and vegetable oils, and is 100 percent renewable and sustainable. Currently, renewable diesel is available to the City for the same cost as conventional diesel.

In 2003, Long Beach became the first city in the United States to use liquefied natural gas (LNG) for its street sweepers. In October 2015, street sweepers and refuse trucks transitioned to using RNG as a fuel source. RNG, also known as biomethane, is a substantial improvement over LNG's already impressive environmental benefit, as it represents the recycling of carbon that is already circulating in the environment. RNG is sourced from methane from landfills and animal waste that is released into the atmosphere and captured for conversion into RNG. This methane is combusted as renewable gas resulting in greenhouse gas releases that are approximately 21 times less potent than methane released directly into the atmosphere. According to the California Air Resources Board, RNG's carbon emissions when measured over the lifecycle of the fuel's production, transport and use, are the lowest of any vehicle fuel that is commercially available.

Sustainable Fleet

There has been considerable action both ongoing and planned to increase the City fleet's sustainability. Long Beach is the first municipality in the United States to obtain refuse trucks powered by new groundbreaking "Near Zero" emissions engines, which emit 9 percent less greenhouse gases and 90 percent less nitrogen oxides (NOx) than current engines, meeting 2023 emissions standards, now. The City will receive 23 of these advanced trucks in 2017. Additionally, the City plans to obtain renewable natural gas for these trucks in 2017, reducing "well-to-wheel" emissions to electric vehicle levels. The City continues to emphasize the use of Compressed Natural Gas (CNG) in the fleet, over 50 percent of each year's fleet replacements are powered by low emissions CNG.

Fleet has initiated efforts to gain Sustainable Fleet Accreditation from a national fleet association as well as partnering with CarbonBLU, an environmental consulting firm, to conduct an analysis of fleet sustainability efforts and opportunities, with the goal to maximize the fleet's sustainability. Fleet has also taken action to convene a multi-departmental task force to accelerate electric vehicle planning and adoption in the City fleet and reduce reliance on fossil fuels.

Fleet Operations

Long Beach is a national leader in Fleet Operations, having recently been ranked as a Top 10 best fleet operation in the nation for 2016, as awarded by Government Fleet Magazine and the American Public Works Association. Previous recognition came when the City's fleet was named one of Heavy Duty Trucking Magazine's Top 50 Green Fleets in 2016. The fleet is also certified on a national level through the Automotive Service Excellence program, as a "Blue Seal" shop. Additionally, the City recently completed installation of a major new Fleet management information system that enables a paperless maintenance operation, provides customer access to fleet data, and provides better use of analytics to provide performance improvement measures that will lead to greater efficiencies in scheduling and maintenance of the fleet.

CNG Station

In April 2017, construction of a new, state-of-the-art compressed natural gas (CNG) station was completed at the Fleet Services compound at 2600 Temple Avenue. TruStar Energy, one of the nation's leading developers of compressed natural gas stations, was awarded the contract to build and maintain this CNG station. The station is equipped with 100 time-fill posts, three 200 HP Ariel compressors, and a PSB gas dryer. The station will be used to provide cleaner, safer and domestically produced fuel for the City's refuse trucks and sweepers. The time-fill system saves the operators' time, increasing efficiency and also enabling full capacity fuel storage in CNG vehicles.

East San Pedro Bay Ecosystem Restoration Feasibility Study

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

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

In FY 18, the City expects the Army Corps to reach the Tentatively Selected Plan (TSP) milestone. This means Long Beach is expecting the Army Corps to provide the City with a written document that describes the project alternatives that have been considered, the without project conditions, the comparison and evaluation of the final array of alternatives, and the rationale for the tentatively selected plan. Following the TSP milestone, a public draft will be release for official public comment.

LB-MUST

In April 2016, the City Council approved a \$28 million financing agreement with Caltrans for the design and construction of an innovative and transformational stormwater treatment plant — formally named Long Beach Municipal Urban Stormwater Treatment Recycle Facility, or LB-MUST. The plant, will be built along the east bank of the Los Angeles River in the general area between 4th and 7th Streets, and will capture polluted urban runoff before it enters the river. The runoff will come from approximately 11,000 acres of western Long Beach. This will stop pollution from entering the river and beaches, create a resource of water to be used in parks, and create recreational space along the LA River. The City has also secured a \$2 million grant from the Los Angeles Rivers and Mountains Conservancy for the wetlands project surrounding LB-MUST. In 2018, the environmental permitting and design will be completed and construction will go out to bid.

Water Conservation

Most of the City's potable water use is devoted to irrigation. The Parks, Recreation & Marine Department (PRM) irrigates approximately 1,275 acres of parks and street medians, of which approximately 46 percent use potable water. PRM has traditionally employed best maintenance practices to use its limited water resources as efficiently as possible. However, more aggressive steps are required. To that end, PRM will be undertaking a variety of initiatives including, but not limited to, the following:

- Turf street medians will be converted to drought tolerant landscaping. The conversion will include refitting the medians with new, more efficient irrigation systems.
- Staff is evaluating the potential for converting inaccessible or underutilized areas of turf in parks into drought tolerant landscaping and non-living ground covers, which will help ensure limited water resources are allocated to areas that need it the most.
- The Department continues efforts to modernize its antiquated irrigation infrastructure at Heartwell and Stearns Parks. These maintenance projects are currently in design.

- Central control of the irrigation system has been identified as a key component of increasing water use efficiencies in our parks and medians. To that end, the Department recently completed a pilot project installing centrally controlled irrigation systems at 16 of our parks and medians. This project enables the Department to remotely control each of these park irrigation systems instead of sending staff resources to each location to manually reprogram the controller. The Department will continue to transition park and median sites to central control irrigation systems in FY 18.
- Preparations continue for the conversion of two turf athletic fields into synthetic turf fields. This conversion will save close to a million gallons of water annually. The conversion of these fields is funded and construction began in summer 2017. These fields are in addition to the recently completed synthetic turf field constructed as part of the 8.75-acre Drake Chavez Greenbelt Project. Additional fields may be converted as funding becomes available.
- The Water Department has applied for partial funding for 800 additional “smart meters” through the Integrated Regional Water Management program. If approved, many of these meters will be placed on City water accounts to enable the City to better manage water consumption on those sites.
- Staff is working with the water oversight agencies to determine the feasibility of filling the lakes in El Dorado, Heartwell, and Scherer Parks with reclaimed water. The preliminary results from the biologists involved indicate that this may be possible without posing risks to wildlife or park patrons.

Community Choice Aggregation Study

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

In May 2017, LBGO received approval from the City Council to enter into a Non-Disclosure Agreement with SCE to obtain the electrical consumption data for all customers within the City of Long Beach. Understanding the City’s various types of customers, and their respective electric load requirements, is the first step in accessing the viability of any CCA. It is anticipated that staff will receive this data by the end of FY 17. Given the potential benefits and risks related to the formation and operation of a CCA in Long Beach, staff recommends utilization of a qualified third-party consultant to conduct a CCA feasibility study. The Request for Proposals (RFP) development effort is anticipated to take two to three months to complete with issuance in late 2017. Staff is hopeful to have a full recommendation to present to the City Council in early 2018.

EV Charger Giveaway Program

The City received a generous donation of electric vehicle (EV) chargers from Mercedes Benz in 2016. The Office of Sustainability is running a program to give these EV chargers to Long

Beach residents who obtain a building permit for installation in their homes. The program started with 270 EV chargers to give away, it has received over 200 applications and given away over 60 chargers in 2017. This is a unique program to encourage and support the use of electric vehicles within the City.

EV Charge Ready Requirements

On January 1, 2017, new municipal building standards went into effect requiring more EV charger ready and EV charger installed parking spaces in new developments (ORD-16-0026, Ch 18.47). New residential buildings with 3 units or more must provide at least 1 charger ready parking space per unit, and guest parking must consist of 25 percent charger ready spaces with 5 percent charger installed. Similarly, new hotels must make 30 percent of parking spaces charger ready with 10 percent already installed, while nonresidential developments are required to make 25 percent of spaces charger ready, and install chargers in 5 percent of spaces. These requirements go above and beyond the national norm of 5 percent charger ready spaces in new developments. It is estimated that these requirements raise building costs by less than 1 percent, but they make EV technology much more accessible and affordable when chargers are needed in more spaces in the future.

ORGANIZATIONAL CHANGES

Economic Development Reorganization & Staffing

The mission of the Economic Development Department (ED) is to provide economic opportunities for workers, investors, and entrepreneurs. To accomplish this mission in FY18, the Department is being renamed (from Economic and Property Development) and reorganized its programs and services into three distinct bureaus: Workforce Development, Property Development, and Business Development. This new structure reflects the programs ED provides in workforce training, property and real estate development, and small business support; and aligns with the recently adopted Blueprint for Economic Development.

Additionally, ED has been introduced budget-neutral solutions to improve the management of City assets. Two new staff positions have been added in the FY18 to (a) expand oversight of the recently approved 66-year lease between the City and Urban Commons for the operation, maintenance, and development of Queen Mary Island, and (b) proactively manage and maintain City-owned properties. These two new positions are offset by a percentage of revenue generated from the Queen Mary lease agreement and from the sale of City-owned properties.

Health & Human Services

The Department of Health and Human Services engaged 72 staff members from 100 percent of the programmatic areas in a Quality Improvement Project. Staff brought their best ideas to 48 participatory group meetings using Promise-Based Management, or Action Cycle methodology. The goals of the project were to:

1. Improve customer service
2. Streamline processes to increase synergy and move toward increased collective impact by building trust and clarifying responsibilities
3. Improve the Department's efficiency and ability to track, monitor and report.

Fifteen (15) finance and grants management processes were redesigned across the Department. This is a crucial outcome given the Department is 85 percent grant funded. The most popular of these redesigned processes are the Grant Assessment Tool that uses a “Go/No Go” decision-making process to decide whether, or not, to apply for a particular grant, and the Budget Development Tool, which allows staff to view the budgets within the overall context of the entire program’s budget and staffing needs.

Development Services

The Grants Administration Division will be transferred from the Administration and Financial Services Bureau to the Housing and Neighborhood Services Bureau. This move will facilitate implementation of the City’s Five-Year Consolidated Plan for Fiscal Years 2018 through 2022 (Con Plan). The Con Plan is the U.S. Department of Housing and Urban Development’s (HUD) mandatory planning document for communities receiving Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG) entitlement funding. Implementation of the Con Plan is place-based and data-driven. The Grants Administration Division will provide the analytical underpinning needed to support the Neighborhood Improvement Division as it works with the community.

In FY 18, the Development Services Department will add a Permit Center Officer. At the Development Services Permit Center there is no one size fits all. Each customer has a different set of circumstances and varying levels of construction savvy. Development Services strives to minimize the number of times a customer must visit the Permit Center by providing face-to-face feedback. Sometimes the issues customers face on even small scale projects can be complex, requiring expertise of someone who is very familiar with construction. In these situations, plan review or inspection staff are called to the counter, which can delay the customer and take staff away from their primary jobs. A Permit Center Officer will provide a devoted, long-time construction professional at the Counter, reducing customer wait times.

Public Works

In FY 17, the Public Works Department restructured the Engineering Bureau to create a “Project Management (PM)” division. The PM division helps the City and department in several ways. The division has a dedicated group of Capital Project Coordinators responsible for delivery of capital improvement projects. These employees will focus on project delivery from initial planning through the completion of construction. The areas of focus vary from tidelands, parks, facilities (city buildings), storm drains, environmental, and fleet projects. As a part of this reorganization, the Tidelands CIP group was transferred from the City Manager’s Office to the Public Works Department.

The new division also has a second group focused towards supporting private development. This support group ensures that private development occurs in a manner that both protects the public rights-of-way, but also encourages development with transparency and predictability towards the development community. The development support group is led by an “ombudsman,” which is tasked with interfacing with both clients and the general public, as well as tracking trends within the development community.

In FY 18, the City’s project management functions in both Public Works and PRM will be reviewed to see how project management functions might be streamlined and/or consolidated in an effort to improve project delivery and coordination between the two departments.