Innovation & Efficiency
INTRODUCTION

The City of Long Beach 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. However, our ability to provide these things is constrained by our revenues. This means we must do everything we can to find new, more efficient ways of 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 immediate cost savings, they are a part of a greater strategy of future cost avoidance, improved customer service, and/or increased sustainability.

As the City battled the Coronavirus pandemic through FY 21, it was more critical than ever to implement innovations and efficiencies in all aspects of City operations, in order to continue providing necessary services as the pandemic extended through the winter months. In addition to implementing measures to minimize health threats to residents and the City’s workforce, the City continued its transition into a digital service model wherever possible. This included basic service types, such as permitting/licensing, payment/deferrals, and reporting, but also extended to services not previously considered readily adaptable to technology, such as recreation services and community meetings. Furthermore, essential services such as public safety, refuse collection, and business inspections required purposeful adaptation for City staff to continue to provide them safely and effectively. As the City emerges from the pandemic in FY 22, it is likely that many of these changes will become part of the “new normal”, and the City will build on these innovations moving forward.

ECONOMIC DEVELOPMENT

BizCare Program

In 2021, the Economic Development Department continued the BizCare Program, which is designed to proactively engage diverse small business owners to connect them to important resources and information, such as grants, loans, information on Health Orders, and more.

In 2021, Economic Development launched the BizCare Outreach Team. The BizCare Outreach Team builds on the success of the BizCare Hotline and BizCare Pop-Ups that have collectively served over 6,000 customers. The Outreach Team is responsible for conducting in-person outreach to businesses in low-to-moderate income areas that have not benefitted from City grant programs. The goal of the Outreach team is to educate and help business owners apply for small business resources, such as grant programs and loans. The Outreach Team can currently deliver service in English, Spanish, and Khmer. The Outreach Team utilized GIS maps to create a data-driven process for identifying target areas for business outreach.

Business Brief and Biz Updates

In 2021, the Economic Development Department started producing a weekly Business Brief that summarizes the latest resources and information for small businesses. Through the Business Brief, Economic Development has been able to quickly share information about grants, affordable loans, technical assistance, State, and local Health Orders, and more with thousands of businesses across the City. To date, 23 Business Briefs have been issued. Starting in March 2021, the Business Brief has been available in both English and Spanish.
The Economic Development Department also continued sharing single-purpose BizUpdate email blasts that communicate timely information to businesses. A total of 10 BizUpdate emails have been sent out as of June 2021. Both the Business Brief and BizUpdates have enabled the City to efficiently connect businesses to more resources.

**Cannabis Entrepreneurship Academy**

In June 2021, the Economic Development Department, in partnership with the Office of Cannabis Oversight launched the City’s first-ever Cannabis Entrepreneurship Academy. The Cannabis Entrepreneurship Academy is an eight-week course that is exclusively available to cannabis entrepreneurs enrolled in the City’s Cannabis Social Equity Program. Graduates from the Cannabis Entrepreneurship Academy will walk away with a comprehensive business plan and pitch deck that will prepare for them to open a cannabis business in Long Beach. Individuals that graduate from the academy will receive priority access to free one-on-one advisory services the City will make available to provide additional support with site selection, assessing financial needs, finance and accounting support, and regulatory compliance support.

**Commercial Rental Assistance Grant**

In June 2021, the City launched the Commercial Rental Assistance Grant Program that will provide a $4,000 grant to eligible businesses to help them cover outstanding rent or rent that will be due in calendar year 2021. The program specifically supports businesses located in low-to-moderate income areas to help retain businesses that provide services and goods to low-to-moderate income community members. The grant application is being administered on the DocuSign PowerForms platform to create a user-friendly and efficient application process that enables both the applicant and staff to electronically sign all documents required to issue a grant to a business. Use of DocuSign PowerForms will substantially decrease the time required to review and approve a grant.

**Small Business Transition & Technology Grants**

In 2021, the Economic Development Department closed out its first working capital and technology acquisition grants to directly assist small businesses survive and adjust to the business restrictions related to COVID-19. Utilizing its new online application platform ZoomGrants, the Small Business Transition and Technology (SBTT) Program provided grants to support small businesses operating in Long Beach with an emphasis on those most impacted by COVID-19. In total, 469 businesses received $2,424,302 in funding to help them survive and recover.

**Business Improvement District Grant Program**

In 2021, the Economic Development Department closed out the Business Improvement District (BID) Grant Program that issued grants totaling $1 million to nine (9) non-profit business associations that contract with the City to manage BIDs. The grant enabled business associations to implement creative strategies that helped businesses survive the COVID-19 pandemic, such as offsetting costs associated with operating outdoors, issuing grants to 202 businesses totaling $412,350, providing information about business resources to over 10,000 businesses, coordinating promotional events that drove consumer spending, and more.
Long Beach Tech Accelerator

In 2021, the new non-profit Long Beach Tech Accelerator completed its first cohort of technology businesses that received a comprehensive set of training and advisory services to accelerate the growth of their companies. The Long Beach Tech Accelerator also accepted its second cohort of technology companies. Located in the World Trade Center, and supported by a unique partners, including California State University Long Beach (CSULB), City of Long Beach Economic Development, and a number of local private sector business leaders who serve on its Board of Directors, the City has helped to create opportunity for low-to-moderate income, diverse entrepreneurs to participate in the Long Beach Tech Accelerator’s first and second cohorts through a grant from the Community Development Block Grant (CDBG) program.

Rapid Response

Under an award of nearly $900,000 from the State of California 25-percent Additional Assistance Grant, Economic Development was able to create and launch a new targeted assistance program for aerospace and aviation impacted workers that had been employed at Boeing, Weber Metals, Neill Aircraft and Gulfstream Aerospace. With an initial target of serving 125 impacted sector workers, the program now has 149 enrolled dislocated workers who have participated in services. The average wage attained upon closure is over $42.00 an hour. The participating employer partners include Long Beach based Virgin Orbit, NuSpace, Rocket Lab, Spin Launch and Relativity Space. The regionally and national based partners include Northrop Grumman, Raytheon Technologies, Lockheed Martin, and SpaceX.

HERO Project

During the height of the pandemic, the Workforce Development Bureau saw a need for additional staffing to support the efforts by the City’s Department of Health and Human Services. In January 2021, the Healthcare and Emergency Response Opportunities (HERO) Project was created to provide paid employment to nearly 40 Long Beach Area residents, who gained real world experience on the front lines serving as medical support staff at the Rapid Assessment Clinics, assisting with registration and medical observation at the Convention Center, and even serving as full vaccinators. Additionally, HEROes were made available to support the Long Beach Fire and Development Services Departments. Combined, over 10,240 hours of service were provided, which generated nearly $200,000 of wages back into the Long Beach community. Of those who participated in the HERO Project, several have been hired by the City’s Department of Health and Human Services and many more are expected to be extended offers. During the rollout of the HERO Project, Pacific Gateway staff discovered a great unmet need for Vaccinators. Staff brokered an agreement between the City and West Coast University’s Nursing Program which equated to over 150 student nurses providing a combined 12,240 hours of donated vaccination support in lieu of much needed clinical hours. The Department of Health and Human Services reported that this program saved the City more than $525,000 to upwards of $1,000,000 to replicate the sheer number of vaccinators.

Agiloft Lease Management Program

The Economic Development Department’s Real Estate Development Bureau unveiled the Agiloft Lease Management Program in FY 20-21 and has continued implementation of the innovative contract management program in FY 21-22. Agiloft is a contract management
program that streamlines asset management of Department’s new and existing contracts and leases. This program provides an efficient way to manage leases and contracts by providing a one-stop database that contains detailed lease/contract information, rent management, storage for all supporting documentation, task assignment and history.

Office of Civic Innovation

The City launched the Office of Civic Innovation (OCI) in FY 19. With funding from departments and foundations, OCI serves as in-house consultants to City departments and together co-creates innovative and effective approaches that address the most pressing issues. OCI deploys a six-pronged approach to problems. The following is a summary of OCI’s accomplishments in FY 21:

- In response to COVID-19, the Office of Civic Innovation collaborated with the Health and Human Services Department in providing care for people experiencing homelessness, opening shelters, and launching Project Roomkey and Project Homekey.
- The Office of Civic Innovation researched reducing homelessness models which included interviewing other cities that have successfully addressed this issue, data analytics, calls for service, customer, staff, and customer interviews.
- Continued the partnership with the Police and Fire Recruitment to research the City, LBUSD, LBCC, and CSULB in how we can do a better job aligning resources, curriculum, and recruitment to target future public safety professionals.

Outdoor Dining Grant

In 2021, Economic Development issued $1,054,735 in Outdoor Dining Grants to 144 businesses to reimburse expenses associated with operating outdoors through the City’s Open Streets Program. The use of DocuSign was piloted through this program to enable the electronic signing of grant agreements and expedite the issuance of grant payments.

Policy Acceleration Partnership

Pacific Gateway received funding from the Aspen Institute to explore and develop strategies that will result in policy and program delivery improvements to address economic disparities in household income, employment, and education outcomes among single mothers and their households. Strategies include the creation of individual escrow accounts, expanding in-home childcare options, and collaborating with system partners such as the County of Los Angeles, Long Beach City College, and the Long Beach Health Department, to design workforce programs that are stripped of systemic and programmatic barriers that impede success.

TECHNOLOGY

Enterprise Resource Planning System (LB COAST)

Munis Financials, the City’s Enterprise Resource Planning (ERP), went live in April 2019. Phase II of the project, called LB COAST, will deliver new Human Resources, Payroll and Budgeting capabilities and is currently being developed and planned for go-live in 2022. Migrating the City’s critical Financial and HR/Payroll systems away from the City’s mainframe
computer and 1970’s technology represents a multi-generational leap that will benefit every
department. This investment will bring a wealth of citywide improvements, including major
advances in efficiency, transparency, and controls. It will also significantly improve the analysis
and presentation of City financial and human resources-based information to better inform the
decision-making process for management and elected officials.

Modernize outdated equipment and establish an infrastructure lifecycle

In 2022, the Technology and Innovation Department (TID) will continue to complete the
modernization of core infrastructure services (e.g. enhanced data and system backups) and
will be working on Stimulus/Grant programs that extend improvements further into City
facilities.

Citywide Fiber Network Infrastructure

As part of the High-Tech Infrastructure Master Plan, TID is working with Public Works,
Economic Development, Water, and Energy Resources Departments on a plan to implement
a citywide fiber network infrastructure to interconnect City buildings and establish a citywide
fiber backbone. This will enable the City to continue to grow in increased bandwidth and future
buildings. This investment will also progress the City in its resiliency by establishing redundant
fiber paths, increase cyber protections, and progress the City to climate change adaptation.
Expanding the citywide fiber network infrastructure will also benefit the overall Long Beach
community through improved access for private Internet and Cellular Service Providers to
reach unserved and underserved areas. This fiber network will provide savings on current and
future communication costs and will create a foundation to support digital inclusion services
and applications. Further, this program positions the City to pursue public-private partnerships
to close the digital divide for those living and working in Long Beach.

In FY 21, TID reached a critical milestone in obtaining City Council approval to engage in a
contract to conduct fiber field audits. This process will allow City staff to have a clearer
understanding of the fiber networks that already exist within the City boundaries. As the fiber
field audits are completed in FY 22, the information will inform engineering plans and
construction bids that will be used to mitigate fiber connectivity gaps that exist in FY 22 and
beyond.

Digital Transformation

TID completed Phase 1 of the Enterprise Document Management System (EDMS) project
aimed at digitizing manual and/or paper-based processes. Two City departments, the Office
of the City Clerk and Energy Resources Department released newly created processes to their
respective communities. TID is continuing work with the Police Department, Fire and Library
Departments to transform department forms into electronic formats and future phases are
planned.

In addition to digital workflows created as part of the EDMS project, TID has utilized existing
investments in technology to introduce electronic forms and workflows in support of COVID-19
related activities. Staff from TID worked with numerous partner departments to continue to
develop digital experiences to enable the City’s operations to continue as City facilities
remained closed to the public. An example of this effort is piloting the use of digital signatures
for the outdoor grant program, where 86% of grants were executed within 24 hours.
In addition, TID worked with the Water Department to redesign the billing process for Reclaimed Water accounts. This has been a manual process for several years and is now fully automated because of this project.

Go Long Beach Replacement/Customer Relationship Management System

Working with partners in the City Manager’s Office, Parks, Recreation and Marine, and Public Works Departments, TID released a fully revamped version of Go Long Beach in FY 21. The new app provides the same capabilities that customers have grown accustomed to, along with new functionality such as custom translation capabilities in adherence to the City’s language access policy and a robust and growing knowledge base that answers frequently asked questions about City services. The new app features numerous back-end enhancements, such as drastically improved reporting and integration capabilities with other systems. New topics are currently being developed for Go Long Beach including reporting fireworks and homeless encampments and other fixes/enhancements to meet constituent and staff demand are in process. In addition, more transparency via integration with the City’s open data portal is in process. The new Go Long Beach also introduced a full-fledged Customer Relationship Management (CRM) platform that will be leveraged for improved communication with the public.

Public Safety Radio and Radio Dispatch System Upgrade

In 2021, the City completed a software upgrade to the public safety radio dispatch system, and largely completed replacing outdated portable and mobile radios used in day-to-day and emergency response communications. In 2022, the public safety radio system will continue to replace aging radio infrastructure and continue working on interoperability with agencies across the Southern California Region.

Technology Strategic Plan

Each year, TID updates its strategic plans during the annual budgeting process, through memos and updates to City Council, and through updates to the Technology and Innovation Commission. In 2021, TID presented to Council and added the Smart City Initiative Strategy and the Digital Inclusion Roadmap, detailed below. In the coming year, TID plans to update its long-term strategic plan in an effort called TID25.

Smart City Initiative Strategy

In FY 21, TID received City Council approval for the Smart City Initiative Strategy to enable the City of Long Beach to use emerging technology and data to expand its capacity to enhance City operations, improve the daily lives of Long Beach residents, and protect residents’ personal privacy and digital rights. The goal of the Smart City Initiative is to advance solutions to civic challenges by engaging the community, staff, and the private sector to explore and implement emerging technology to best meet City objectives and improve the quality of life for our residents. There are four guiding principles to direct this work moving forward: (1) Design for equity, (2) Earn public trust, (3) Cultivate local expertise, and (4) Build civic resilience. These principles echo what TID heard from the Long Beach community and have been adapted to address the economic realities the City faces following the COVID-19 pandemic. The Smart City Initiative includes four interconnected strategies and 11 objectives that align with these guiding principles and together create a roadmap for the Smart City Initiative through FY 2022.
Part of the roadmap includes identifying priority areas that the City’s Smart City Initiative will address. The priority areas will be aligned with the City’s priority areas that are contained in the City’s 2030 strategic vision.

Key initiatives include the following:

- **Data Privacy Guidelines** - In FY 21, TID received City Council approval for the Data Privacy Guidelines, which assert the City’s core values on protecting the privacy and information security of our constituents. They are intended to provide a framework to help the City and partners incorporate privacy by design as the City deploys new technologies and new services in Long Beach.

- **Mobilizing and Expanding the Local Tech Ecosystem** - This phase includes strengthening and developing industry partnerships with the City. This phase would evolve into developing channels for the City and community to co-design solutions that are compatible with the City’s IT infrastructure.

- **Development of an unsolicited procurement pilot program** - Development and implementation of an unsolicited procurement pilot program is key in providing an environment of the City to test and pilot concepts stemming from the Smart City Initiative. TID continues to work with the Financial Management Department and City Attorney’s Office to craft a process that will allow for partnership with vendors and community-based organizations in developing technology solutions while protecting the City from liability.

**Digital Inclusion Roadmap**

The City’s Digital Inclusion Initiative (Initiative) is focused on ensuring that everyone has access and use of digital literacy training, the Internet and technology devices to be successful in society, democracy and the economy regardless of their background and identity. The Initiative is recognized nationally as a Digital Inclusion Trailblazer by the National Digital Inclusion Alliance (NDIA). Long Beach is one of 15 jurisdictions in the country to receive this recognition. Digital Inclusion Trailblazers is an honor roll of local government initiatives that promote digital literacy and Broadband access for underserved residents.

In FY 21, TID reached a significant milestone by receiving City Council approval of the Digital Inclusion Roadmap, a 55-page strategic plan serving as a blueprint to provide equitable access and use of computer literacy training, the Internet, technology devices, and other digital inclusion resources and services. The Roadmap was developed using a collective impact and equity approach through stakeholder input and meaningful community engagement.

The City allocated $1 million in CARES Act funding towards digital inclusion efforts. The City is partnering with local community-based organizations (CBOs) to implement the following digital inclusion resources, services, and programs:

Key initiatives include the following:

- **Free Hotspots and Computing Devices Distribution** - In December 2020, City staff developed the Free Internet Services and Computing Devices Program in partnership with human-I-T, the Long Beach Public Library, Long Beach Housing Authority and nine
CBOs. Collectively, they administered close to 1,100 hotspots and 1,600 computing devices on a first-come, first-served basis to qualified low-income residents with proof of income eligibility while supplies lasted.

- **Digital Inclusion Resources Hotline** - In October 2020, City staff established a multilingual Digital Inclusion Resources Hotline in partnership with the Long Beach Public Library and the United Cambodian Community (UCC) that included eight digital inclusion navigators who provided real-time interpretation services in Khmer and Spanish. The digital inclusion navigators responded to more than 2,400 inquiries where they connected residents to digital inclusion resources and services during COVID-19.

- **Digital Inclusion Community Outreach Program** - In October 2020, City staff contracted with nine CBOs to implement robust community outreach activities that connected digital inclusion resources and services to residents most in need during COVID-19. Collectively, the CBOs reached more than 21,000 residents citywide.

- **Virtual Digital Literacy Training Course** - In December 2020, City staff implemented a virtual free digital literacy training course in partnership with human-I-T that provided education to residents on computer, Internet, and email basics. More than 500 residents signed up for the course.

- **Digital Inclusion Multilingual Resource Guides** - In March 2021, City staff co-created multilingual resource guides in Khmer, Spanish and Tagalog in partnership with the United Cambodian Community (UCC) and other CBOs that includes a comprehensive list of digital inclusion resources and services.

- **ConnectedLB Platform** - City staff co-implemented the ConnectedLB Platform in partnership with the California Emerging Technology Fund, EveryoneOn and human-I-T. ConnectedLB is a centralized platform for residents to access low-cost Internet services, computers, and digital literacy resources. Residents can find low-cost Internet services and computers in their local neighborhoods by entering their zip code.

**Open Data/Data Governance**

In 2021, TID launched a revamped Data Learning Community with bimonthly meetings focused on upskilling City staff to use data analysis and business intelligence tools in their day-to-day work, and formed the Citywide Data Policy Steering Committee. The Committee was formed with the goals to develop data related policies, define citywide priorities regarding use of data and open data and to conduct research on best practices to be a data informed city.

The City also participates in the Bloomberg Foundation’s What Works Cities program and receives free access to GovEx Performance Labs training courses with topics ranging from foundations of performance analytics to embedding evaluation in your city. In 2021, TID partnered with the What Works Cities Behavioral Insights Team (BIT) to conduct a high-quality evaluation using behavioral science to determine which of the City’s messages regarding downloading the new Go Long Beach App were most effective. This information learned from this evaluation is being used to inform future messaging on the Go Long Beach app.
Zencity

In 2020, the City began leveraging Zencity, a software that aggregates social and local news media discourse and provides City leadership with data-informed insights on the needs of Long Beach residents. There are over 92 active Zencity users across 14 different City departments who use Zencity data as a source of information to analyze and adapt to emerging community needs.

LBTV

LBTV integrated and updated its video archive storage server, which allows LBTV to house 4K and 6K video footage for day to day operations and the media wall in the City Hall lobby. LBTV also launched a new updated user-friendly website, lbtv3.com and now streams all City Council meetings to LBTV’s YouTube channel.

Website Modernization

Most City departments and services have been migrated into the City’s modern design and Content Management System (CMS). The Special Events & Filming, PRM Golf and LBTV websites were migrated onto the City’s current design and CMS in FY 21. Also, the new public facing calendaring system is about to be launched and features an intuitive and dynamic interface and functionality that can be tailored to an individual’s preferences.

Phone System Upgrade – One Number and new Call Centers

Building upon the recent upgrade to the City’s telephone system, TID is now launching a new citywide “One Number” system. The number, 562-570-5000, features a voice recognition system and menus to quickly route calls to multiple non-emergency city phone lines without having to know the direct numbers to all the city phone lines. Existing city phone lines and call trees for departments, call centers, and individuals will not be changed by this new One Number system. In 2020, TID collected data on call volumes, caller languages, common phrases, keywords, or utterances that were used to design the new One Number system.

Records Management System

In 2020, TID and the Long Beach Police Department (LBPD) launched a project to replace the Police Department’s Record Management System (RMS) to comply with Department of Justice revised crime reporting standards. In addition, the new RMS system enables new capabilities including data analytics, trend analysis, and streamlined review workflows. LBPD anticipates that the investment in new RMS technology will streamline the flow and management of department records and provide greater insights into City crime trends. The RMS system is compatible with the City’s computer-aided dispatch system and will integrate with other applications and systems in-use by the City today and is scheduled to go live in the fall of 2021.

Network Cameras

In 2020, TID completed a multi-year effort to modernize the City’s network camera systems with the Police and Public Works Departments. TID has upgraded camera components at Rainbow Harbor, Convention Center, Pine Avenue Entertainment District, Promenade, Vets Park, Orizaba Park, Craftsman Park, Seaside Park, Houghton Park, Magnolia Industrial
Group, Long Beach Blvd, City Hall, Property Building, as well as completed significant upgrades to the camera system back end servers, storage, and system software to improve performance, reliability, and security. TID has also added cameras at several priority intersections and several city facilities and parking structures. This project enhanced the City’s network camera technology foundation while providing LBPD improved performance, reliability, and usability. Over the next year, TID will continue the upgrade, consolidation, and expansion of camera systems Citywide.

Development Services Online

The Development Services Department, which normally handles tens of thousands of visitors and callers annually to its Permit Center, modified its operations in response to the COVID-19 pandemic. The Department accomplished this through strategic extensions of entitlement deadlines, electronic submittal, and hearing processes, as well as Municipal Code amendments to aid in economic recovery efforts. These various modifications included items such as the transfer of the plan review process to an all-online paperless system, the use of fillable permit forms, and numerous updates to Department webpages. While the switch to online services unfortunately resulted in longer processing timeframes, the Department was able to continue operations in the face of the unprecedented disruption to the Permit Center’s normal business practices.

In addition, a convenient online housing dashboard was created to better track and share progress in meeting the City’s housing needs and obligations.

Augmented Reality Application

The Department of Parks, Recreation, and Marine worked with Agents of Discovery, an educational mobile gaming platform that uses augmented reality games to get youth outdoors and active to secure a grant award from Southern California Edison to fund a new educational mission located at MacArthur Park that will focus on local culture, heritage, and traditions and will be active until December 2022.

PUBLIC SAFETY

Distracted Driving and Impaired Driving Prevention

In fall of 2020, the GreenlightLB Program expanded to launch the City’s first and only Distracted Driving Prevention Program. Staff surveyed over 400 community members, conducted an extensive observational assessment at intersections across Long Beach, and delivered more than 7,000 educational distracted driving handouts at community events, educational workshops, and city-sponsored events.

In response to the record increase in cannabis sales, GreenlightLB delivered more than 25,500 educational resources for licensed cannabis dispensaries to provide at point of sale; 3,000 impaired driving trivia coasters with QR codes to 50 restaurants, and 2,500 educational handouts to community members via pop-up education throughout the city on holidays when driving risks were the greatest including Halloween, St. Patrick’s Day, 4/20, Cinco De Mayo and Fourth of July.
Early Intervention Program (EIP)

In January 2020, the Police Department started implementing an Early Intervention Program (EIP) to provide mentorship to officers and will also allow the department to identify officers exhibiting patterns of behavior related to certain key point indicators. This will be a key risk management tool for the Department and a step toward increased public trust. The training and implementation will continue with a plan to have full, department-wide implementation in 2021. Currently Patrol Division supervisors have been fully trained. The training will continue throughout the rest of the Department.

Office of Constitutional Policing (OCP)

In July 2020, the Office of Constitutional Policing (OCP) was created to rethink traditional policing in a manner that will help implement equity, justice, and constitutional public safety to our entire community. To meet these goals, the office is responsible for:

- Ensuring the Department is up to date with best practices in policing, legal mandates, and community expectations
- Guiding the expansion of data analytics for accountability and transparency
- Engaging with key stakeholders and other city departments for inclusivity and equity
- Liaising with the City’s Office of Equity.

OCP led the development and implementation of the Early Intervention Policy and the Bias Free Policing policy. OCP led the process for implementing the practice of providing Compelled Statements to the CPCC. OCP has established a Community Advisory Committee with members from diverse communities, academics from Cal State Long Beach, and members from the Ministers Alliance.

OCP continues to move the Department forward in addressing the PD related action items from the Framework for Reconciliation Report and liaises with the Office of Equity on this and many other Equity initiatives. OCP is also leading the Department’s adoption of some of the recommendations from the City’s Innovation Team Recruitment Study.

Public Safety Radio and Radio Dispatch System Upgrade

In FY21, the Long Beach Police Department was able to replace all the aging radios in the vehicles used in day-to-day and emergency response communications and continue to improve the security of the communication to better protect the personal identifiable information of the citizens of Long Beach along with continually working on interoperability with agencies across the Southern California Region.

Fire Department Diversity

The Fire Department continues to implement recommendations and best practices for recruiting highly qualified and diverse firefighter candidates. Jordan High School’s Fire Science Pathway Program has an Introduction to the Fire Service course and an Emergency Medical Responder course with a total of 70 students enrolled in the program. Additionally, in May 2021, the Department hosted a Female Firefighter Career Workshop, a one-day event
coinciding with the 2022A Fire Recruit application filing period in which 82 women, were provided information on the Fire Recruit application and testing process.

**Enterprise Document Management System (EDMS)**

The Fire Department worked with the Technology & Innovation/Business Information Services Bureau and Laserfiche on an EDMS project to convert the Fire Department's Ride Along and Inventory Restock forms to an electronic format. Several department bureaus are in the chain of approval for a ride along that is requested from an outside source or scheduled from within the Department. Inventory Restock forms follow a chain of approval through the District Battalion Chief’s office. The electronic Ride Along form and Inventory Restock form will allow the department to be more efficient with receiving, tracking, managing, and storing ride along and inventory documents as well as reduce paper usage.

**Unmanned Aerial System (UAS) Program**

The Fire Department has trained 12 members to operate a UAS drone within the City in accordance with Federal Aviation Administration (FAA) standards. The Fire Department has received approval from the FAA to acquire a Certificate of Authorization as needed. The UAS, or “drone,” program uses cutting edge technology to provide aerial video footage during an emergency incident. This greatly enhances overall situational awareness for incident commanders and streamlines development of response strategies. Drones provide the aerial reconnaissance needed to effectively mitigate all types of incidents such as fires, rescues, and hazardous material spill events.

**Body Worn Camera Program**

Over the past two years, the Police Department (PD) with the assistance of the Technology and Innovation Department, deployed the Body Worn Camera (BWC) system. Over 600 cameras were deployed across North, South, East, West, Field Support, Harbor, and Long Beach City College locations, with final implementation in 2020. Thus far, BWC deployment has been a step toward increased departmental transparency, as well as enhanced support for the safety of our residents and employees. Preliminary data indicates great success in capturing video of critical incidents and the program is fully expected to serve as a promising risk management tool.

**Secondary 9-1-1 Communications Center**

At the onset of the COVID-19 pandemic, the Department of Disaster Preparedness and Emergency Communications (DPEC) identified an unprecedented threat to the operations of the 9-1-1 Communications Center – the potential need for an immediate evacuation of the Center. To ensure continued 9-1-1 communications, DPEC established the City’s first ever permanent, fully capable, secondary 9-1-1 Communications Center. The Secondary Center was entirely funded through grant funds and is housed in the Department of Energy Resources Administrative Offices. The Secondary Communications Center is a complete replication of the primary center’s technology and functionality and has 9-1-1 call-taking and dispatch positions for 10 Police dispatchers and four Fire dispatchers.
Equity Embedded in Activation of the Emergency Operations Center (EOC)

To ensure all residents in Long Beach, especially those who are most at-risk of disproportionate impacts of disasters, the Department of Disaster Preparedness and Emergency Communications embedded representation from the City’s Office of Equity into the EOC response plan for the COVID-19 pandemic. The Equity Response Member (ERM) ensured that at-risk communities had equitable access to disaster response information, resources, and services. The ERM served as the subject matter expert in the areas of racial equity, trust and community building by mitigating language barriers; leveraging the City’s diversity; and identifying “trusted messengers” in the impacted communities to assist with communications. Moving forward the ERM will be embedded in all EOC activations at Level 2 and above.

COMMUNITY HEALTH

Health and Human Services Department Response to the COVID-19 Pandemic

While all City departments were required to make significant, expedient, and innovative changes to their service delivery models to adapt to the pandemic, no department had greater challenges than the Department of Health and Human Services (Health Department).

In addition to the ongoing testing efforts which provided more than 800,000 tests throughout the City, the Health Department added a vaccine focus beginning December 2020.

- Since December 2020, the Health Department enrolled 55 different provider locations into the COVID-19 Vaccination Program. Together, there have been more than 351,000 doses administered throughout the City through June 2021.
- VaxLB was launched to help the community navigate vaccine information, access education, and identify eligibility and vaccine locations. More than 100,000 people registered.
- The COVID-19 Vaccine Information Line logged over 26,600 calls from the community about the vaccine and assisted with making appointments. The call center also answered more than 59,700 emails from community members regarding the vaccine and appointment assistance.
- With the All-Hazards Incident Management Team (IMT), the Health Department was able to operationalize a mass vaccination site at the Long Beach Convention Center which has served as the largest vaccination site in the City, with over 71 percent of vaccines being administered there.
- Through partnership with the Technology and Innovation Department, provided transparency to the public around vaccine data on the COVID-19 dashboard.
- Used surveillance data to make data-driven decisions on the placement of vaccination sites and partnered with community-based organizations to conduct outreach and education in low vaccination rate census tracts.
- The Health Department outreach team has contacted almost 400 businesses and provided education to more than 500 people since its roll out in May.
- Partnered with Los Angeles County to vaccinate in homeless encampments and reach our people experiencing homelessness (PEH).
- Through a partnership with the State and Medical Health Operational Area Coordination (MHOAC), the Health Department was able to assist counterparts obtain vaccine for
rural communities, migrant workers, and ensured the City and others always had enough vaccine.

- Launched five mobile vaccination teams that have vaccinated more than 15,800 individuals.
- Procured funding and, in coordination with the Incident Management Team, activated a local distribution site. This 42,000 s.f. warehouse housed over a million items including PPE, hand sanitizer, and other essential equipment needed for our response. The Local Distribution Site became fully operational in early March 2020. Beginning in June 2021, the Distribution site moved to a new, 75,000 s.f. location that will support Long Beach and regional partners.

The following is a summary of other innovative efforts undertaken by the Health Department in FY 21:

- To deliver clinical services, the Health Department continues to provide clinical telehealth appointments and asynchronous Video Directly Observed Therapy (V-DOT). These new opportunities have minimized potential COVID-19 exposure to both staff and patients, have allowed for more scheduling flexibility, and have removed the barriers that prevent patient engagement and medication adherence.
- The City established an Isolation & Quarantine shelter for persons experiencing homelessness and also opened the center for COVID-19 positive individuals who could not safely isolate at home, to recuperate from their illness and receive safe care at no cost. The IQS provided safe respite care to 115 persons, approximately 75% of whom were experiencing homelessness and 25% were housed persons who could not safely isolate at home. The IQS reported zero cases of COVID-19 transmission between clients or staff.
- The Health Department established the Resource and Referral Line for Older Adults, now named the LB Resource Line, for persons isolating at home, and those who are seeking additional supports to weather the pandemic. In one year, the Resource Line responded to over 4,200 calls from residents in Long Beach, connecting them to life sustaining resources such as food, housing supports, vaccines, health insurance, childcare, and more.
- Within two weeks of the shelter in place order, The Healthy Aging Center established bi-weekly convenings of more than 40 community stakeholders and service providers serving Long Beach older adults in order to ensure support and resources for older adults isolating at home, and later to ensure equitable access to the COVID-19 vaccine. The group is now creating by-laws and a permanent structure and has been re-named the Long Beach Aging Services Collaborative.
- The City established the Black Health Equity Collaborative and Fund, which disbursed $330,345 in relief funding, and direct services for health education and COVID care packages, to black-serving non-profits and micro businesses. This provided COVID-19 prevention education, training for community health workers, and increased capacity in Black-serving community-based organizations. The Black Health Equity Fund awarded five organizations to provide over 500 sessions of mental health therapy to un- or under-insured Black residents of Long Beach.
- The Black Infant Health (BIH) program quickly adapted the program to a virtual environment and still provided services and connection for pregnant and postpartum women through COVID safe measures. BIH assessed the needs of clients, maintain
caseloads, and connect our clients to needed resources (connecting to virtual, monthly gift cards, connecting to food drives, PPE, ECE kits, weekly check-ins with clients)

- An innovative partnership was created between the Tobacco Education and Prevention Program (TEPP) team and Long Beach Unified School District (LBUSD) to reach mutual goals of providing tobacco cessation education to youth. The DOJ virtual youth diversion class was promoted to LBUSD principals and counselors, as well as virtually to parents via Peach Jar. To provide the class curriculum to youth past the grant period, the curriculum was translated to a self-paced class on Niche Academy. Two TEPP staff were trained with the Virtual Rocky Mountain Tobacco Treatment Specialist (RMTTS) Training which increases staff capacity to provide culturally relevant quit smoking support to Long Beach residents.

**Long Beach Justice Fund**

In FY 19, the City established the Long Beach Justice Fund in partnership with Vera Institute of Justice Safety and Fairness for Everyone Network. A one-time grant of $250,000 from the City of Long Beach and the $100,000 catalyst grant from Vera initiated the Fund and legal services program. The Justice Fund provides legal representation, through the Immigrant Defenders Law Center, for individuals facing deportation who live or work in the City of Long Beach. To date, the Long Beach Justice Fund has provided legal representation to 25 clients facing deportation.

**Citywide Fireworks Committee**

On June 23, 2020, the City Council adopted recommendations for an Illegal Explosives and Fireworks Action Plan to address the illegal use of fireworks and explosives in Long Beach. In June 2021, the City Council adopted a new Fireworks Ordinance, developed by the interdepartmental Fireworks Working Group, that includes a social host provision and increases the fines and penalties that a host or individual can be held liable for, including the full cost of response of the enforcement actions necessary.

**HOMELESSNESS**

**Library Social Work Pilot Project**

The Library Services Department placed social work interns at two library locations, Mark Twain Library and Billie Jean King Main Library. Under the supervision of the Department of Health and Human Services staff, 163 contacts were made with persons experiencing homelessness, mental illness, and drug addiction to connect them to much needed social services. The interns worked side by side with Library staff to conduct in-reach service to Long Beach’s most vulnerable populations. The pilot, which began in September 2019, was unfortunately cut short in March due to the pandemic.

**Homeless Court Pilot Program**

In partnership with the City Prosecutor’s Office, the Health Department’s Homeless Service Bureau initiated a Homeless Court program, facilitated by funding from the Office of County Supervisor Janice Hahn. The goal of the Long Beach Homeless Court Pilot Program is to assist justice-involved persons experiencing homelessness by connecting them with services,
monitoring the progress of such individuals, and assisting them with clearing old convictions and resolving open misdemeanor cases. Many clients at the Multi-Service Center have a history of non-violent, low-level misdemeanor arrests and convictions, and the Homeless Court project will remove legal barriers that make it difficult to find employment and housing.

REACH Outreach Teams

The Homeless Services Bureau launched two Restorative Engagement to Achieve Collective Health (REACH) outreach teams. These teams each include a mental health clinician, public health nurse and two outreach workers to respond to calls regarding mental health or physical health needs to provide appropriate support and connection to services. Calls are taken directly at the Multi Service Center (MSC).

INFRASTRUCTURE

Parking Facility Additions

The Citywide Parking Operations team supported the activation of the Virginia Village and Market parking lots in North Long Beach, including restriping and numbering of parking stalls and multi-space pay station installation. The lots will add a combined 35 parking spaces (19 in Virginia Village, 16 in Market) and benefit the business community by facilitating parking through turnover. Public Works will maintain the operate the lots.

Alley Management Plan (AMP)

In 2018, the City completed its first formal Alley Management Plan (AMP), which similar to the Pavement Management Plan, is a tool used to catalog, impartially rate, and effectively plan-out maintenance and repair of the City’s alley network by providing a Pavement Condition Index (PCI) rating for each alley. To obtain this rating the firm that conducted the AMP measured the surface condition of the alleys via Laser Road Surface Tester (Laser RST). The initial findings concluded that there are over 215 miles of alleys throughout the City, with approximately 4.4 miles of those miles being unpaved alleys. The AMP estimated the total cost of all the City’s alley network needs at $98 million, plus the cost to pave the unpaved alleys. Additional unpaved alleys were identified since bringing the total length of the known unpaved alleys to approximately 5.14 miles. Since 2018, Measure A has funded $6 million for paving the unpaved alleys, and the paving of the unpaved alleys is anticipated to be completed by the end of FY21. The next AMP update is scheduled for Summer 2021.

Sidewalk Management Plan

The City conducted an evaluation of its pedestrian facilities, including sidewalks and curb ramps, to determine the extent to which individuals with disabilities may be restricted access to City facilities. This information allowed the City to update its ADA Transition Plan and further the City’s ongoing commitment to create inclusive and accessible public places. This plan found a $631 million need for investment in the City’s sidewalks and ADA curb ramps.

A budget of $10.5 million was allocated in FY 21 for curb ramps. In September 2020, Assembly Bill 2932, sponsored by Patrick O’Donnell, was approved to allow for a more streamlined construction delivery process which will help the City meet the terms of its ADA Settlement Agreement which requires the construction of 4,500 curb ramps by the end of FY 22.
Belmont Beach and Aquatics Center

The California Coastal Commission approved the project on February 11, 2021. Design continues to progress through the design development phase and efforts related to sea level rise analysis continue. A robust community outreach program is underway to assist in evaluating and finalizing the public access program in an effort to serve the broadest population possible. Final design and approvals are anticipated in FY22.

Taxiway D Improvement Project

The $7M Taxiway D improvement project, funded through federal grants, was completed at the Long Beach Airport to meet current FAA standards, and enhance the overall safety of the airfield.

Taxiway B Improvement Project

The Long Beach Airport completed Taxiway B (future Taxiway E) improvement project, funded through federal grants, to help meet FAA design standards and enhance the overall safety of the airfield. Awarded about $39M – more than any other California airport – for Taxiway B and Taxiway L airfield projects. Taxiway L project began in September 2020.

SCADA Upgrade Project

The Water Department has completed Phase I of its Supervisory Control and Data Acquisition (SCADA) project, to enable the department to monitor and control its infrastructure with minimum staffing. Phase I established a new fiber optic ring at the Groundwater Treatment Plant (GTWP). Once the GWTP upgrade is completed, the department will move on to upgrade the remote facilities and expects to complete the entire project by FY26.

“No-Dig” Sewer Repairs

The Water Department’s Sewer Operations expanded the use of trenchless technology (Pipe Patch) to address small to medium point repairs on sewer laterals without the need to excavate and repave the street surface. Traditional repair methods require excavation of a portion of the street or alley and result in more labor hours and expenses. This technology allows the Sewer Operations team to address sewer issues before they progress to extreme problems that may interfere with sewer flow.

Long Beach International Gateway Bridge

On October 2, 2020, the City dedicated what is now known as the Long Beach International Gateway Bridge, California’s first cable-stayed bridge for traffic, a 515-foot-tall, two-tower span that provides an important starting point for national cargo movement and much-improved transportation link for commuters in coastal communities of Los Angeles and Orange counties. The six-lane, nearly 2-mile-long bridge replaced the 52-year-old Gerald Desmond Bridge and can now accommodate both today’s roadway traffic demands and the larger cargo ships that arrive at the Port of Long Beach.
MOBILITY & LIVABILITY

No Litter Zones

The No Litter Zone program educates Long Beach businesses and residents about the importance of keeping our city clean and improving our community’s appearance. Another priority is to hold accountable those who litter as well as those who engage in more serious illegal dumping. Participants receive a window cling for their business’ window that conveys their commitment to a cleaner and safer City. If more than 50 percent of the businesses in an area participate, the City will recognize the businesses with an acknowledgement on the City’s website, which encourage all residents to support these businesses by shopping at, dining at or visiting them frequently. Currently, 46 businesses are participating in the program.

Emergency Rental Assistance

The Development Services Department’s Housing and Neighborhood Services Bureau launched the Long Beach Emergency Rental Assistance Program (LB-ERAP) in April 2021. The federally funded program is designed to provide at least $50 million in support directly to eligible landlords and tenants.

The Housing and Neighborhood Services Bureau deployed a central technology-driven application portal developed by Yardi Systems, Inc. that serves both landlord and tenant applicants. Using Yardi’s Rent Relief system allows applications to be processed and tracked entirely electronically and has full case management functionality, applicant notification, payment to applicants, a call center, and comprehensive reporting through program close-out.

Additionally, Housing and Neighborhood Services contracted with five community-based organizations to launch creative and comprehensive outreach and promotion strategy to notify Long Beach residents about the program and provide direct technical assistance to tenants and landlords.

Open Streets Initiative

The COVID-19 Pandemic (COVID-19) posed significant impacts on business operations and resident’s mobility and recreational opportunities, as a result of the Safer at Home Order for Control of COVID-19 (Safer at Home Order) physical distancing requirements. Public Works launched the Open Streets Initiative in May 2020 to allow for increased outdoor activities, and stronger economic recovery, all while maintaining appropriate physical distance and adherence to the current health order through the repurposing of the public right-of-way (ROW), and open public and private property such as parking lots.

Since the program began in May 2020, over 120 businesses have utilized temporary parklets throughout the City with most parklets assisting restaurants, coffee shops, and a handful of gyms and salons. Public Works also closed three blocks of the Downtown Pine Avenue corridor to cars in August 2020, reconfigured Atlantic Avenue in Bixby Knolls to create more sidewalk dining, and shifted a vehicle lane on 4th Street in Retro Row to temporarily extend sidewalk space.

Additionally, 16 residential open streets were deployed in the summer of 2020 with a particular emphasis on streets in communities that lack sufficient green space. The Department of Parks,
Recreation and Marine utilized 10 of these partial street closures to deploy a weekly Mobile Recess program to provide a variety of physically-distanced activities for elementary school students lacking recess because of virtual learning.

Parking Touchless Expansion

In FY 21, the Public Works Department expanded its touch-free parking capabilities to support COVID-19 personal care and safety practices, enhance the parking experience, and help keep customers safe.

- **Parking Structures:** For daily parking visitors to the City Place C, Aquarium, and Civic Center parking structures, the ‘wave for parking ticket’ feature was added, while touchless entry for monthly parking customers at the City Place C parking structure was enabled through the implementation of license plate recognition technology.

- **Belmont Shore:** Public Works launched Passport Parking, a mobile payment parking solution, in Belmont Shore at all on-street parking meters and public parking lots. The program was initially deployed in all beach lots in December 2018 but has since expanded to various on-street and public parking lot locations citywide. The Passport application allows users to make contactless parking payments from their phones and extend their time without revisiting their parking location. The Passport Parking app can be downloaded to all smartphones through the Google Play and Apple stores.

Advanced Parking Analytics

Public Works deployed a new business intelligence dashboard for parking operations, expanding the City’s ability to make data-driven operational decisions. The dashboard ingests parking data by integrating with the City’s various parking access and revenue control systems, allowing for automated analysis that enables the City to better inform its operational decisions. Authorized City staff can view and analyze the data by logging into the dashboard on the web from any internet enabled device. The dashboard displays real-time occupancy, revenue monitoring, and advanced analytics regarding revenue and customer parking duration.

COMMUNITY IMPROVEMENT

Short-Term Rentals

In June 2020, the City Council passed an ordinance to regulate Short-Term Rentals (STR) in the City. Concurrently, City staff also hired a consultant to assist with implementing and regulating the ordinance by developing the registration process, identifying STR addresses, collecting fees and transient occupancy taxes, and providing a range of other services that will serve to assist the City’s enforcement process. In October, the City began accepting the first applications for those wishing to legally register their STR operation with the City. In December 2020, the City Council voted to amend the ordinance and allow for a limited amount of un-hosted STR operations.

COVID-19 Venue Task Force

In 2020, during the COVID-19 pandemic, the Code Enforcement Bureau was assigned to assemble and lead a Multi Department Venue Task Force (VTF) that included the Health and
Human Services Department and the Business License Division to enforce the City’s Safer at Home Order to help reduce the spread of the virus. Code Enforcement rescheduled operations to include conducting evening and weekend inspections to achieve the VTF’s goals. In total, the VTF made 24,452 inspection visits to restaurants, bars, salons, gyms and various other service and retail businesses across Long Beach and issued 981 warning notices and 137 citations.

Historic Preservation

The City, through the Development Services Department’s Planning Bureau, continued to commemorate its past and honor neighborhood legacies by preparing its first-ever Race and Suburbanization Historic Context Statement. The statement will provide guidance for the evaluation of the built environment as it relates to the intersection of race and suburbanization in Long Beach in the post-World War II era.

Planning Advancements

In November 2020, 12 new zones were adopted to implement the policy direction of the 2019 General Plan Land Use Element (LUE) Update to better reflect community needs, priorities, sustainable development principles and planning best practices.

The Uptown Planning Land Use and Zoning (UPLAN) is the first process for implementing the LUE through development of new zones tailored to meet the specific community goals prioritized by North Long Beach residents. UPLAN’s equity framework is focused on both the planning process and the changes in planning regulations. Community empowerment and capacity building process in which communities most impacted by planning decisions, including young people and people of color, were prioritized in the process and had their voices and feedback uplifted, leading to special regulations incentivizing grocery stores, banks, more affordable housing, locally-serving jobs, civic institutions and other identified needs. UPLAN also includes strategies to help residents, workers, and businesses remain in North Long Beach.

Affordable Housing

Staff undertook a carefully planned and comprehensive economic analysis and public outreach effort to develop recommendations for a citywide Inclusionary Housing Policy, which was adopted in January 2021. The policy will phase in a requirement for 11 percent of all units in new residential rental developments be set aside for very-low income households.

Additionally, in FY 21, the City Council adopted a micro-unit pilot program to allow smaller units to be built, an amnesty dwelling unit program that creates an easier pathway to legalize existing units that were never permitted, and, a motel conversion ordinance to more easily allow the conversion of motels to supportive housing.

The Parks Mural and Field and Court Improvements Toolkits

The Parks Mural and Field and Court Improvements Toolkits were designed to provide residents, partners, and City staff with a user-friendly document that provides a roadmap to help interested parties navigate the process of completing a mural or improvement project on Parks, Recreation and Marine Department property. The Toolkits provide a comprehensive
overview of steps, roles, and responsibilities. Before, it was unclear who to contact or what needed to be done. Now applicants have a toolkit to reference and an on-line application to submit. The process has been streamlined resulting an increased number of proposed murals and improvement projects, transparency, and overall access to a government system.

CITY SERVICES

Parks, Recreation and Marine Department Strategic Plan

The Parks, Recreation and Marine Department (PRM) completed its Strategic Plan, which was last updated in 2003 and made possibly by funding resources provided in FY 19. The Strategic Plan will determine how work is prioritized, how staff is organized, and the investments that will need to be made to ensure PRM is contributing to the quality of life for all Long Beach residents and visitors.

Youth and Emerging Adults Strategic Plan

The Long Beach Strategic Plan for Youth and Emerging Adults was approved by City Council on February 9, 2021. This effort was a result of the collaboration between staff from the Departments of Health and Human Services and Parks, Recreation and Marine, but was largely driven by the community engagement efforts and contribution of 16 youth ambassadors. The vision of the plan is to provide a framework over the next 3-5 years to so that city services, youth serving agencies and institutions are aligned in their efforts to ensure that all youth and emerging adults in Long Beach are healthy, productive individuals with resources to develop their skills and talents to thrive and contribute to their communities.

Recreation Re-Imagined Programs

On March 19, 2020, the City of Long Beach Health Officer issued the “Safer at Home” to mitigate the spread of the COVID-19 resulting in the immediate shut down of hundreds of after-school and recreation and programs citywide. In June, Health Orders were amended to allow for the re-opening of day camps with required safety protocols. This prompted the birth to Recreation Re-Imagined programs. The Department of Parks, Recreation and Marine (PRM) worked diligently to structure the programs to meet all Covid-19 safety protocols. Two key safety protocols, the need to implement physical distancing within the program and the requirement to keep groups of children in small, stable groups have inadvertently reduced the ability of program providers to accommodate the many youth in need of in-person programs.

PRM continued to provide Recreation Re-Imagined programs such as Recreation Re-Imagined Day Camp, Virtual Summer Camp, El Dorado Nature Center Summer Camps, Middle School ARISE Camp (adaptive), After-School Day Camps, Community Learning Hubs, and Mobile RECess Program.

Library Services

Similar to the Department of Parks, Recreation and Marine, the Library Services Long Beach Public Library (LBPL) was also required to adapt its programs and services in response the COVID-19 pandemic. A summary of the LBPL’s adaptations and new programs follows:
LBPL To-Go: LBPL developed and implemented a contactless pickup service which provides access to the Library's print and DVD collections to residents in a safe manner. Similar in concept to restaurant takeout service, residents order their library materials online or via phone and schedule an appointment to pick up those items at one of seven designated libraries. Contactless pickup service was initially launched at four libraries and then expanded to seven libraries. Since the service launched in June, more than 85,600 books and DVDs have been borrowed; half were for children and teens.

Virtual Programming: Although library facilities were closed to the public in March, Long Beach Public Library (LBPL) continues to provide high quality programs virtually through social media, Zoom, and Beanstack. The library produces a weekly virtual BabyTime, ToddlerTime, and PreschoolTime, and hosts the bilingual story time program Cuentos y Cantos regularly. Staff also present weekly programs to highlight new books added to the collection and host author/artist/maker lectures in our Webchat Wednesdays and Miller Room lecture series. LBPL brought its annual Summer Reading Program totally online, as well as Dive Into Reading, the library’s early literacy program for children ages 0-5 and their parents and caregivers. Library Studio staff host video game design workshops for teens and ArtLab and crafting programs for all ages.

Podcasts: LBPL staff have entered the podcast arena with two new productions, “Don’t Know Beach about History: Short Histories of Long Beach” hosted by our special collections librarian and “Book Bites”, which highlights great reads for teens recommended by teen services librarians. The podcasts are available at www.longbeach.gov/library and podcast channels.

Learning Together Program: This program offers families access to early childhood resources including parent education workshops and kindergarten readiness programs that will ensure that children enter school ready to learn. The workshops and kindergarten readiness program will be offered in English and Spanish and will be tailored directly to the needs of the community. Families that participate in Learning Together will gain real world skills and strategies to create nurturing environments for healthy child development and early literacy.

LB Reads: A new component was added to the LBPL’s adult literacy program – Family Literacy. Through this added service, adult literacy learners with pre-K children would also receive family literacy services, including instruction on how to read to children, how to select appropriate books on particular topics, storytelling, word games, and other exercises to promote reading enjoyment.

Khmer-Language Cataloging Project

The first phase of the grant-funded Khmer-Language Cataloging Project was completed in 2021 by applying the Khmer indexing to the Library’s online catalog. This enhancement to the Library’s online catalog allows patrons to search the catalog using the Khmer script to find the Khmer language materials. Patrons are also now able to place those materials on hold through the Library's website. The Long Beach Public Library holds the largest collection of Khmer language materials in a public library in the United States and is the first public library to have the materials cataloged and searchable in Khmer.
Improved Children’s eBook Access

LBPL streamlined children’s e-book access by moving from the Axis360 platform to Overdrive in the beginning of FY 20. This action was taken based on patron feedback and patron concerns regarding device compatibility. This change brought about immediate and huge increases in usage: annual circulation of children’s e-books more than doubled in the first month once moved to OverDrive. LBPL’s e-book collection can be found in the LBPL Digital Library: http://www.longbeach.gov/library/digital-library/.

LBPL Digital Library Expands

The Library expanded its electronic resource offerings again this year by adding Udemy, Chilton, Enki, and Homework Central. Udemy offers on-demand video learning covering a variety of creative, professional, and educational topics (this was also used to support telework for staff citywide in the early days of the COVID-19 pandemic). Chilton provides access to repair, maintenance, and service information on the most popular cars, trucks, vans, and SUVS on the road today. Enki is provided by the California State Library and uses geolocation to provide immediate access to more than 5,300 e-books to anyone physically located in the state of California. Also made possible by the California State Library is Homework Central which consists of six different resources to support K-12 learning. These resources, and many more, can be accessed through the LBPL Digital Library on the City’s website.

Automated and Self-Service Permit Center Systems

The City’s Building and Safety Bureau refined and reworked its electronic Q-Matic scheduling for its City Hall Permit Center to receive and confirm permit applicant appointments more efficiently. In addition, after working with TruePoint Systems, a technology consultant group, the Building and Safety Bureau developed a fully automated permit system for three common types of Express Permits. This system change is expected to result in a reduction of in-person customer traffic by at least five percent. Building and Safety also implemented the City’s credit/debit card fee collection program known as Kubra.

The Building and Safety Bureau also implemented an online process for project status checks, developed an automated email notification process for different permit milestones, replaced phone-in inspection requests with an online request process, and incorporated a digital QR code for applicants to easily access the online inspection request form.

Water Bill Assistance Program in Partnership with LBCAP

In May 2021, the Long Beach Water Department, in partnership with the Long Beach Community Action Partnership (LBCAP), launched a Water Bill Program to reduce the burden of water debt for qualified residents. Relief is offered to those households who qualify as low-income under the Federal Poverty Guidelines. LBCAP provided $100,000 of funding they received by the Community Services Block Grant (CSBG) CARES Act for 500 qualified households who received a flat benefit amount of $200 on their current or past due water bill charges.
FINANCE

Procurement Efficiency

In September 2020, the Purchasing Division launched a project to transform the City’s procurement processes to be more efficient, equitable, transparent, and results oriented. This work will be done as part of the What Works Cities (WWC) Initiative, with technical assistance from the Harvard Kennedy School Government Performance Lab (GPL), one of WWC’s expert partners and a research organization based out of the Harvard Kennedy School that works with cities to improve the results they achieve with their contracted dollars. As part of this work, the Purchasing Division has done a deep dive into procurement-related data, conducted 5 process mapping sessions, and conducted 46 interviews across the City to better understand operational needs. These engagements have led the Purchasing Division to:

- Transform policies and processes, including incorporating procurement forecasting to gain strategic insight into Departments’ future needs.
- Streamline and update forms, including developing new easy-to-use templates for competitive solicitations and City Council letters.
- Launch resources to assist Departments in their procurement work, including conducting a multi-level series of training to engage staff in understanding procurement theory, approaches, policies, and tools,
- Establish baseline operational metrics to be able to track and report on progress against procurement goals over time.

The Purchasing Division also assessed and redesigned procurement processes to be more efficient to support getting CARES Act resources out into the community quickly while maintaining core controls that appropriately protect the City from unnecessary risk.

Reducing Barriers in City Contracting Opportunities

The Purchasing Division (Division) developed assistance resources and materials for vendors responding to CARES Act-related RFPs and translated them into Khmer, Tagalog, and Spanish. The Division also developed and implemented a simplified response form for vendors to respond to COVID-19 Pandemic response related RFPs as well as RFPs associated with federal stimulus funds, including CARES Act and ARPA, which lowered the barriers for vendors to propose, increased accessibility and equity, and made it easier for staff to evaluate proposals. The response form is being implemented Citywide for optional use in all RFPs.

The City has recently been selected for a second year of technical assistance from GPL with expanded support. This additional capacity will further improve the accessibility of the procurement process and strengthen vendor outreach and engagement, with emphasis on small, local, diverse, and disadvantaged businesses.

New Short-Term Rental Transient Occupancy Tax Website

Business Licensing has completed work on a new website that will allow Short-Term Rental (STR) hosts in the City to report and pay their Transient Occupancy Tax (TOT) online for stays they book through online platforms other than Airbnb. The website will also send reminder emails to the hosts letting them know when it is time to report each month, and penalty emails
letting hosts know when they are late reporting and penalties will be assessed. The first use of the system for TOT reporting and remittance will take place in the last quarter of FY 21. This will be a new revenue stream for the city and will allow hosts to report and pay their taxes due easily.

**Operational Efficiencies**

The Commercial Services Bureau (Bureau) has worked proactively to make interacting with the city, and collecting revenue, more productive, efficient, and accessible. For example, phone lines in the Bureau were streamlined to ensure that callers would be directed to appropriate staff, focusing on language access and accessibility. The Bureau also implemented a new electronic claim submission process to improve billing efficiencies and revenue collection and implemented new outreach and communication strategies to help customers meet financial obligations. For example, a new parking citation program designed to assist those with multiple unpaid parking citations has led to the establishment of over 700 payment plans and generated $523,763 to date.

**Operational Adaptations in Response to the Pandemic**

The Department of Financial Management adapted to continue to provide services to internal and external customers and safeguard City finances throughout the pandemic. Examples include:

- Staffed and led an EOC-Finance team that developed federal emergency grant processes translated requirements for City staff and created/revised procedures to address federal requirements.
- To provide continuity of service, customer service options were quickly expanded. Services that previously were only available in-person were made available through online and telephone options, with plans to include virtual meetings as an option (i.e., Zoom).
- Instituted spray gun sanitization of City fleet vehicles before and after maintenance to ensure the safety of technicians and drivers during the pandemic.
- Launched a new COVID-19 Relief Payment Plan Program, providing Long Beach businesses and residents adversely impacted by the COVID-19 pandemic the opportunity to pay outstanding balances over time. The Program allows eligible participants the option to make interest-free and penalty-free payments for up to 18 months for parking citations and most business-related and general fees. Within the first two months of the Program, 1,600 payment plans have been established to date.
- Safely and successfully resumed public auctions of impounded vehicles while adhering to health and safety guidelines during the COVID-19 pandemic. This involved the extensive use of technologies such as A/V equipment, social distancing protocols, innovative space planning, and unique promotion and outreach efforts.
- Developed a comprehensive plan for addressing the reopening of City Hall while adhering to City and State public health safety guidelines during the COVID-19 pandemic. Planning efforts included: Established directional and informational signage in City Hall, expanded existing Qmatic kiosk to an appointment management and queuing system for in-person appointments, and developed an appointment landing page on the City's website to provide information and assist customers with appointments for City services.
Unique Budget Process

The City developed, executed, and supported a unique budget process during an extremely unique budget year with an unprecedented set of challenges, including the diversion of Budget Office staff and resources to the pandemic response. This included enhanced community engagement by creating a budget simulator, the use of a budget priority survey, and community budget presentations.

SUSTAINABILITY

Climate Action and Adaptation Plan (CAAP)

The City Council confirmed the CAAP in January 2021 with final adoption anticipated in late 2021, after completion of an environmental review. The CAAP identifies an innovative, comprehensive plan of mitigation actions and adaptation actions that were identified through preparation of technical studies of climate stressors and communitywide vulnerabilities and a nearly five-year outreach process engaging over 10,000 community members.

Airport Solar Energy

Aeroplex/Aerolease Group, which holds an Long Beach Airport master lease, installed the largest solar energy project on the Long Beach Airport campus to date, consisting of nearly 1,000 solar panels that generate a greenhouse gas emissions reduction equivalent to one million miles driven by an average passenger vehicle.

Sustainable Fleet

The City continues to emphasize the use of alternative fuels in the fleet, focusing on electric, hybrid-electric and renewable compressed natural gas (CNG) vehicles for new purchases. The motorized fleet is currently 45 percent alternative fuel, which includes both hybrid-electric and fully electric vehicles, with a goal of 46 percent in FY 21. The motorized non-safety fleet is currently over 60 percent alternative fuel. The City purchases alternative fuel options over 98 percent of the time when such options are available. This includes the FY 20 purchase of 10 hybrid-electric Police patrol vehicles, 46 plug-in hybrid Escapes and new CNG refuse trucks and street sweepers. Fleet plans a wider range of electrified trucks in FY 21, as well as expanded use of the pursuit-rated hybrid-electric interceptors for the Police Department. The City is exploring the use of battery electric options for medium and heavy-duty vehicle replacements as technology progresses and viable alternatives to traditional fossil-fueled vehicles become available.

Renewable Fuels

For years, vehicles in the City’s award-winning fleet have been downsized and alternatively fueled whenever feasible. This is reflected with the City’s continued use of renewable fuels. All compressed natural gas (CNG) fuel has been 100 percent renewable since 2017 and liquified natural gas (LNG) and diesel fuels have been 100 percent renewable since 2015. Renewable fuels greatly reduce greenhouse gas (GHG) and tailpipe emissions and cost the same or less than traditional fossil fuels. Currently, 432 vehicles are powered by renewable fuels, 26 percent of the City’s motorized Fleet. 54 percent of the City’s overall 2020 fuel use is projected to be renewable fuels.
In 2020, the City continued its renewable fuel evolution as it transitions its high fuel use refuse trucks and sweepers to renewable CNG. The new renewable CNG engines enable use of the lowest emission engines available, allowing the City’s early compliance with 2023 emission standards. Additionally, the City continues to use renewable diesel fuel in all diesel trucks and equipment used for maintenance, emergency response, and transportation purposes. Renewable diesel is produced from waste fats, residues, and vegetable oils, and considered sustainable.

**Citywide Electric Vehicle Charging Stations**

The Citywide EV Charger project involves constructing charging stations for both public use and dedicated City vehicle use. Eleven new electric vehicle charging stations were installed at the following City facilities in FY 21 to support the City’s growing electric and hybrid-electric fleet, bringing the Citywide total to 53.

- Aquarium of the Pacific Parking Structure
- Civic Center Parking Structure
- Fire Station 14
- Police Department, West Division
- Police Department, East Division
- City Place Parking Structure A
- 2nd Street, at Nieto Ave.
- Wireless Communications
- Fleet Services at Temple & Willow
- Multi-Service Center
- Main Health Offices

Fleet Services and the Public Works Department continue to work together on the installation of an additional 240 charging stations at 15 other City-owned properties.

**Renewable Energy Network**

Construction of 10 solar arrays at various public facilities at the following locations began in FY 21 and will be completed by Spring 2022:

- City Place Parking Structures A, B, & C
- Aquarium of the Pacific Parking Structure
- The Pike Parking Structure
- Main Health Offices
- Fleet Services at Temple & Willow
- Energy Resources Department
- Police Department, East Division
- Airport Parking Lots A & B

The 10 solar arrays will generate enough energy to power an equivalent of 60 homes and will lower the City’s carbon footprint by an estimated 530 tons.
**LB-MUST**

In April 2016, the City Council approved a $28-million Cooperative Implementation Agreement with Caltrans for the design and construction of an innovative and transformational stormwater treatment project — formally named Long Beach Municipal Urban Stormwater Treatment Project (LB-MUST). Additional funding has been secured to complete Phase I of the project, totaling $44M. Phase I comprises the water treatment facility, constructed wetlands adjacent to the facility, and initial pump station connectivity which will be built along the east bank of the Los Angeles River, north of the shoreline Drive bridge. LB-MUST will capture and treat polluted urban runoff from the storm drain system and sustain the wetlands before draining to the river. The runoff will come from approximately 12,000 acres of western Long Beach. This project reduces the amount of polluted run-off entering the river and beaches adds open space (green, recreational, and educational space), and has potential serve as an alternate water source for parks along the river corridor. Project design and environmental documentation is complete. The preliminary phase of construction consisting of roadway improvements, utility relocations, and soil stabilization is complete. Construction of the treatment facility and wetlands is scheduled to begin Summer 2021.

**Colorado Lagoon**

The Colorado Open Channel project consists of restoring wetlands and subtidal habitat through the creation of an open earthen channel between Colorado Lagoon and Marine Stadium to maximize coastal habitat regimes, restore and increase tidal exchange, and reserve and improve recreational uses of Marina Vista Park. The project achieved its 90-percent design milestone by the end of 2020. Initial site preparation has begun, and the bids are expected to open in June of 2021. Construction is expected to begin Fall 2021.

**Earth Day Summit**

After cancelling the Earth Day Festival due to COVID-19 in 2020, the Office of Sustainability was able to celebrate Earth Day 2021 with a virtual event. The event attracted 82 participants who contributed to discussions on equity, water, energy, active transportation, environmental education, air pollution, climate resilience, open space, and waste reduction. Partners from City departments and community organizations facilitated these discussions and the input received was compiled by the Office of Sustainability for an event report that will inform the Sustainability Strategic Plan.

**Long Beach Utilities Environmental Education Program**

Long Beach utility providers partnered with an educational theatre program to bring two all-digital e-learning programs (The Conservation Caper for K-5 audiences and The LBC E-Team for middle school audiences) to schools and families to safely bring which allowed vital information on water conservation, natural gas safety and conservation to be brought to students amidst the COVID-19 pandemic.

**Urban Heat Island Reduction Toolkit**

The Office of Sustainability is working with SCAG through a technical assistance grant to create an Urban Heat Island Reduction Toolkit for the Washington neighborhood. Two virtual
community meetings were held in FY 2021 to receive feedback on the toolkit, each attracting about 50 participants from the Washington neighborhood with a mixture of English and Spanish speakers. The toolkit will be completed in July 2021.

**LEED for Cities**

The City of Long Beach was selected to participate in the LEED for Cities Local Government Leadership Program: 2021 National Cohort (Cohort). The Cohort convenes a group of U.S. local governments as they register, certify, and continuously improve in the LEED for Cities and Communities certification program. Through Cohort participation, the City will receive USGBC membership and waived registration and certification fees, technical assistance, training and networking opportunities, marketing assistance, and other resources to support LEED for Cities certification. This yearlong interdepartmental initiative launched in April 2021 and is expected to be completed in summer 2022

**ORGANIZATIONAL CHANGES**

**Office of the City Manager**

To properly and responsibly administer $249.2 million – an amount larger than the budget of many California cities - in Long Beach Recovery Act funds, the City has created a new unit in the Office of the City Manager, led by a new Special Deputy City Manager for Recovery. This office will be in place for the next three years as the funding, including funds from the American Rescue Plan Act are used to implement the programs included in the Long Beach Recovery Act.

**Human Resources Department**

In the face of COVID-19 and the unpredictability of the pandemic, the Department of Human Resources quickly adapted and implemented the following procedures to accommodate the rapidly changing work environment while minimizing the impact to both employees and City operations:

*Personnel Transactions:* With telecommuting and social distancing in place, the Department implemented an electronic method to process personnel transaction changes utilizing existing resources and with electronic approval paths. The transition was seamless and there were no negative impacts to the workforce. The process became so efficient that it has now been expanded to include Benefits and Leave of Absence transactions and EEO & Citywide training.

*COVID-19 Related Leaves:* In response to the COVID-19 pandemic and subsequent shutdown in March 2020, the City implemented 80 hours of paid sick leave for employees who experienced a COVID-19 work related exposure prior to the federal FFCRA leave law, which was later passed in April 2020.

*Self-Service Employment and Income Verification:* In June 2021, the City will be implementing self-service Employment and Income Verification automated Services through its third-party Unemployment Insurance administrator Corporate Cost Control. This streamlined process will give employees 24/7 control through a secure FCRA compliant
platform, allowing employees to manage time-critical requests to verify their income (i.e., mortgage lenders, leasing companies, car loans, etc.).

Employee COVID 19 Protocols & Contact Tracing: The Occupational Health Services Division implemented protocols for City employees to be cleared to return to the workplace after exposure or suspected exposure to the COVID-19 virus. As of April of 2021, 1,801 employees were screened, 791 employees were isolated, 379 were quarantined and 15 were placed in alternate isolation locations.

In addition, the Department also implemented the following programs to further streamline employee benefits and employee engagement.

Disability Insurance Coverage: As of January 1, 2021, the City provides employer-paid Short-Term and Long-Term Disability Insurance coverage to over 3,000 eligible employees who were not previously covered by the benefit. The new enrollees also have the option of purchasing additional coverage on a voluntary basis.

Gympass: The program introduces City employees to a new way to look at fitness. Based on a membership platform, employees pay one monthly fee based on the selected tier and Gympass provides unlimited access to a gym network with fitness classes, studios, online classes, wellness apps. Gympass was implemented on January 1, 2021.

Paid Parental Leave: Effective January 1, 2021, the City offers up to 30 days of Paid Parental leave to full time employees who have been employed with the City for at least 6 months or longer.

Maternity/Paternity Leave Guide Booklet: In response to the growing families within COLB, HR will be releasing its first Maternity Leave Guide Booklet in 2021, nicknamed the “Mat Pack.” The guide will be a useful resource to expectant employees and included a checklist to help plan for a new child. The booklet will incorporate the newly passed provisions of the California Family Rights Act recently signed by Governor Newsom.

Public Works Department

To align the Public Works Department’s goals with the City’s goals of energy efficiency and climate adaptation, a division dedicated to such projects was created within the Project Management Bureau. The main objectives include partnerships with utility providers to install equipment and fixtures that are more energy efficient thereby reducing costs and carbon emissions. The Division also aligns the needs as outlined within the facilities conditions assessment with available AB32 funding.

Health Department

To meet the tremendous growth of the Department of Health and Human Services (Health Department), in the past five years in funding ($65 million growth), staffing (78 percent increase), and programs, the Health Department expanded and reorganized its leadership, administrative and programmatic structure. This move allows for increased resources and oversight for funding, grants, contracts, hiring and personnel management and better alignment of programs. The reorganization includes the addition of a Deputy Director, Administrative and Finance Bureau, Homeless Services Bureau and Communicable Disease Control and
Emergency Services Bureau. Programs added in the Health Department in the past five years include Violence Prevention, Office of Youth Development, Re-entry, Equity/Health Equity, Fatherhood, Early Childhood, Healthy Aging Center, Trauma and Resiliency Efforts, Mental Health Coordination, Human Trafficking Prevention, Veteran’s Commission, and a large expansion of Public Health Emergency Management/Communicable Disease Control and Homeless Services programming.

The Homeless Services Division (Division) has been expanded and elevated to a Homeless Services Bureau. The Division has continued to grow as its own field with specific knowledge and understanding over the past couple of years, and has experienced expanded programs, contracts, technology, the expansion into three new facilities, and nearly $40 million in funding, as well as a core need to understand and be able to negotiate with local, State, and regional authorities.