2010 Strategic Plan
Goals and Strategic Actions

Approved by the Long Beach City Council, June 2000

Neighborhood Development

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

N1.1 Establish a “Neighborhood Scorecard” with a valid set of indicators to measure the well-being of neighborhoods and determine the neighborhoods at highest risk. Information from this scorecard would be used by decision-makers, including individual Council members, the Council itself, City staff, schools and colleges, and the business, not-for-profit and faith-based communities, to allocate resources to areas of greatest need. Scorecard information would be available through a citywide database of information (e.g. internet).

N1.2 Establish a citywide network of community centers in public schools, libraries, commercial centers, or wherever available and appropriate that link the people in each neighborhood with one another, to City government/services and to a collaborative network of public and private resources.

N1.3 Provide a parallel technological infrastructure to support the citywide network of neighborhood centers. This technology infrastructure would network neighborhood centers to one another, connect people to people and to centers and give residents remote access to information and services 24 hours per day, 7 days a week.

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

N2.1 Encourage each Council member to establish a council of neighborhood organizations within his/her district to assist in addressing local issues and provide input on citywide issues.

N2.2 Encourage development of neighborhood associations where there are none and encourage more active participation where they already exist.

N2.3 Develop and institutionalize successful programs that build community/neighborhood leadership, including citywide leadership academy.

N2.4 Expand the number of neighborhood leaders and enhance their leadership skills by investing in leadership development.

N2.5 Identify and develop indigenous and emerging leadership by providing outreach, education and connections with other leaders and policy-makers.

N2.6 Increase opportunities for residents to influence decisions that affect them by making agendas and staff reports for City Council and City Commission public hearings available over the internet and at community centers at the same time they are provided to Council and Commission members.

N2.7 Develop programmatic, physical and technological methods to bring community leaders together to learn from one another, share ideas and tools, collaborate on problems, provide mutual support and mentoring and experience connection and fellowship.

N3 CREATE NEIGHBORHOODS WHERE ARTS AND CULTURAL PROGRAMS FLOURISH, SERVICES ARE ACCESSIBLE AND ALL PEOPLE, INCLUDING SENIORS AND PEOPLE WITH DISABILITIES, HAVE TOOLS TO IMPROVE THE QUALITY OF THEIR LIVES.

N3.1 Decentralize city services to the neighborhood level so that decision-making, accountability, and coordination are decentralized to the community level and citizens can interact with their service providers on a personal level and through their neighborhood organizations. Community policing can be the model for overall "community servicing."

N3.2 Decentralize by pushing public and private services onto the internet and out to neighborhood centers to increase their accessibility to City residents. These newly decentralized services should include health, mental health, telemedicine, distance-learning, day care, arts and crafts, sports and recreation, etc.

N3.3 Establish a new dedicated source of revenue for the arts to support taking arts and cultural programs into every neighborhood of the City to encourage people to work together to create healthy neighborhoods where diversity is celebrated.

N3.4 Develop and implement a plan to address the needs of the elderly, including health, safety, transportation, housing and quality of life.

N3.5 Develop and implement a plan to address the needs of individual with disabilities, including health, safety, transportation, housing and quality of life.

N4 SUPPORT NEIGHBORHOOD EFFORTS TO CREATE BEAUTY AND PRIDE BY REMOVING BLIGHT AND PROVIDING HIGH QUALITY AND WELL-MAINTAINED PUBLIC INFRASTRUCTURE, PARKS AND PUBLIC FACILITIES IN EACH NEIGHBORHOOD.

N4.1 Educate the neighborhoods about benefits and uses of Property Based Improvement District assessments.

N4.2 Establish "Adopt a Street" programs and "Clean Street" contests linking schools, students, parents and local businesses.

N4.3 Develop and implement strategies to improve code enforcement, including increasing staff dedicated to this effort.

N4.4 Develop and implement neighborhood identity initiatives that create or extend physical neighborhood identity and cohesiveness through master planning and social, cultural, arts and signage programs.

N4.5 Develop and implement strategies to increase utilization and shared-use of public facilities, e.g. school facilities after hours.

N4.6 Promote historic preservation and neighborhood appreciation.

N4.7 Improve the quantity and/or quality of parklands, beaches and recreation facilities and services.

N4.8 Improve neighborhood infrastructure including green spaces along streets and roads, streets, sidewalks, drainage structures, alleys, signage, median islands, curbs, gutters and parking.

N4.9 Adopt and implement a program to underground utility lines that meets or exceeds that proposed by Southern California Edison.

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

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

N5.2 Increase the percentage of home ownership relative to the entire housing stock from 46% to more than 50%. Support housing assistance programs that stimulate and encourage home ownership. Improve or expand programs to upgrade or replace substandard rentals.

N5.3 Review and revise Long Beach's land use plan to allow for appropriate and feasible housing densities, including increasing densities – with appropriate development standards and design guidelines in the downtown and along major and minor arterials with access to public transportation.

N5.4 Educate first time home buyers about how to obtain and care for homes.

N5.5 Improve and expand first time home ownership financial programs, e.g. sweat, equity, second mortgage and down payment assistance.

N5.6 Improve/expand efforts to upgrade or replace substandard housing. Develop incentives to overcome the economic impact of reduced density and rental income. Provide remodeling assistance to homeowners, eliminating illegal rental units.

N5.7 Improve and expand programs to stimulate housing improvement efforts (rental and owned). Increase public investment in low interest improvement/renovation loans for blighted neighborhoods. Develop joint projects with home improvement contractors and retailers.

N5.8 Increase public investment in low interest improvement and renovation loans. Target housing assistance investments to blighted neighborhoods and to people with special needs.

N5.9 Address home ownership and rental opportunities for people with special needs (seniors, disabled, shelters, etc.).

N6 CREATE HEALTHY NEIGHBORHOODS WHERE DIVERSITY IS EMBRACED AND CELEBRATED.

N6.1 Implement and publicize the City's Human Dignity Policy and adopt a zero-tolerance policy toward hate crimes.

N6.2 Develop and implement a Diversity Plan for the City as a whole with the goal of harnessing and realizing the potential benefits of an increasingly diverse population.

N6.3 Increase understanding and appreciation for all people by strengthening and expanding programs that promote inter-cultural awareness, dialogue, understanding and tolerance.

N6.4 Support cultural arts initiatives and programs: promote understanding, tolerance and cultural awareness such as an International Marketplace, a cultural awareness day, multi-cultural appreciation activities and Public Corporation for the Arts program.

Education and Youth

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

Y1.1 Create a City Commission with key representatives of the youth-serving community, charges with monitoring the well-being of youth in each of the areas addressed by the Strategic Plan and with creating a Youth Scorecard.

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

Y1.3 Increase the City's budget to allocate additional staff dedicated to effective coordination of youth programs, to increase authority and enhance the ability of such staff to work with non-City organizations, and to provide leadership development opportunities by increasing youth involvement in planning.

Y1.4 Develop and provide comprehensive information for youth and families on available services and programs through youth-oriented newsletters, web sites and other media.

Y1.5 Increase transportation access to programs and services for youth by developing a master plan to address transportation needs of youth and their families and working with Long Beach Transit to identify lowest cost providers for organizations that secure transportation funds.

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

Y2.1 Organize a collaborative effort, led by the Long Beach Department of Health & Human Services, to improve the health (physical, mental and dental) of youth, ages 0 to 19, which will promote utilization of available healthcare resources and expansion of needed services, and provide education regarding the value of preventive care. Participants should include representatives of the Los Angeles County Department of Health Services, Los Angeles County Department of Mental Health, the County Department of Public Social Services, Long Beach Community Health Councils, Long Beach Unified School District, YMCA, and community-based youth healthcare providers, and consumers (families and youth) of healthcare. Collaborative efforts will be conducted in a culturally and linguistically appropriate manner. Critical strategic actions by this group will be to: (1) promote enrollment of all eligible children and youth in health insurance programs; (2) increase availability of healthcare to children not eligible for insurance programs; (3) promote utilization of healthcare resources by adolescents; (4) support expansion of home visitation programs; (5) promote access to early and ongoing prenatal care; (6) reduce the birth rate in teens 17 and under; (7) augment effective chemical/alcohol/drug dependency treatment and education programs as needed; (8) increase immunizations of the 0-2 population; (9) promote prevention education, screening, and treatment of sexually-transmitted diseases and HIV/AIDS to the healthcare provider and the adolescent community; (10) provide education to reduce the number of youth who smoke; (11) promote improved youth fitness and nutrition. This group will meet at least semi-annually to track progress on these strategic actions and will report to the Youth Commission, as needed.

Y3 ENSURE THAT EVERY CHILD ENTERS SCHOOL READY TO LEARN.

Y3.1 The full-time Childcare Coordinator included in the Department of Health & Human Services' 1999-2000 budget will work collaboratively to develop and implement a comprehensive, citywide childcare plan that increases Long Beach's capacity to provide quality childcare options for Long Beach families and to create an employment registry to provide information and services to childcare providers and prospective employees. The Childcare Coordinator will report to the youth Commission as needed.

Y3.2 Increase by 30% the number of childcare providers who complete childcare training programs. Long Beach City College, California State University Long Beach, and the Children's Home Society must expand their training programs and work collaboratively with the City to promote the availability of these programs.

Y3.3 Seek funding to increase the number of Family Resource Centers and other community-based, family-friendly facilities which provide resources and opportunities for individual and group development to families with children in the 0-5 age category.

Y3.4 Increase the number of programs for the 0-5 age category offered by the Department of Library Services, Parks, Recreation & Marine and Health & Human Services and promote public awareness of these programs. City Departments should liaison with Long Beach Unified School District and link to services provided by community agencies.

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

Y4.1 Maintain and improve Long Beach Unified School District's position at the forefront of standards-based reform by continuing and expanding our efforts to make the attainment of high academic standards the top priority; expanding opportunities for two-way communication with parents and students about standards; and expanding School District-provided after-school tutorial support through collaborative efforts wit the City and others.

Y4.2 California State University Long Beach, Long Beach City College and Long Beach Unified School District will continue and expand seamless education activities, including successful faculty-teacher collaborations; improved teacher preparation programs; and encouraging advancement by School District students to higher education by counseling, recruitment, on-campus tours, etc.

Y4.3 The City, Long Beach Unified School District, Long Beach City College and organizations such as the Long Beach Conservation Corps, the Federal Job Corps and other youth service providers will continue and expand their efforts to redirect out-of-school youth to complete minimal educational requirements.

Y5 INCREASE YOUTH ENGAGEMENT IN PRODUCTIVE ACTIVITIES.

Y5.1 The City will support and participate in collaborative projects to enhance and augment after-school, weekend and off-track options for Long Beach youth. These projects shall seek additional funding to ensure that we provide programs to more youth and seek to improve the educational quality of programs offered.

Y5.2 Long Beach Community Partnership, through its administration of the Village 2000 Mentoring Program collaborative, will take the lead in supporting and expanding existing mentoring programs and encourage high school students to mentor elementary and middle school students in after-school programs.

Y5.3 The Office of the Mayor will hold an annual collaborative celebration of the benefits of mentoring in our community.

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

Y6.1 The Childcare Coordinator's work (See Goal Y3) will be augmented by additional staff who would be responsible for developing and implementing a comprehensive, citywide program to increase parental involvement with their children. Staff serving in this capacity would report to the Youth Commission as needed.

Y6.2 The Long Beach Council PTA will lead a collaborative effort to examine the current status of parent involvement within the long Beach Unified School District. Based on this review, the PTA should recommend to the Board of Education a parent/family involvement policy and a parent/family involvement program at every school site.

Y6.3 Long Beach Unified School District, in a collaborative effort, will increase the number of community schools in Long Beach by bringing schools, parents and community agencies together.

Y6.4 California State University Long Beach will develop a program whereby teacher candidates and other undergraduates can receive training as part of their curriculum to help them partner with parents, schools and communities, including placement at School District schools and/or with a youth services provider.

Community Safety

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

- S1.1 Ensure that community policing remains a core competency of the police force through ongoing training, evaluation, and feedback.
- S1.2 Continually emphasize the need for officers to learn and understand the special needs of the neighborhoods they serve and protect.
- S1.3 Construct two new police substations in the north and east parts of the City, improving existing police and fire substations and making them highly visible, user-friendly, and technologically networked.
- S1.4 Maintain the highest possible number of officers on uniform patrol.
- S1.5 Deploy officers to ensure that at least one officer is patrolling every beat at all times.
- S1.6 Work together with county representatives to fund and build a Justice Center for all of Long Beach that would include courts, prosecution, defense, police and fire services in one location.
- S1.7 Increase community policing and problem-solving training in the basic recruit academy so that all officers are thoroughly trained in this philosophy, which enables them to see the world through their customers' eyes.
- S1.8 Promote citywide diversity acceptance and community harmony to reduce the potential for inter-group conflict and civil unrest through the Human Dignity Program of the City of Long Beach.
- S1.9 Maintain staffing level necessary to meet community safety needs.

S2 ENCOURAGE PUBLIC INVOLVEMENT IN PUBLIC SAFETY.

- S2.1 Encourage and actively seek public participation in anti-crime programs such as neighborhood, business, and apartment watch programs.
- S2.2 Publicize anti-crime efforts and provide information about the policing function in newspapers, over the internet, and through other means.
- S2.3 Encourage citizens to submit safety suggestions to public safety departments.
- S2.4 Create hearing rooms in neighborhood police substations and other public buildings and hold informational meetings to inform the public of policing issues and to encourage community input.
- S2.5 Utilize Fire Stations to provide City services to local communities.
- S2.6 Provide alternative dispute resolution facilities and services.
- S2.7 State fire station/school partnering and mentoring programs to promote community safety.
- S2.8 Enhance the current Senior Volunteer Program by expanding their duties and responsibilities to include those functions typically performed in other Southern California cities.

S3 MAINTAIN STRONG EMERGENCY PREPAREDNESS.

- S3.1 The ECOC project be completed as expeditiously as possible, and that the new facility be placed in operation by December 2002.
- S3.2 Increase community-based fire prevention and disaster preparedness training.

S3.3 Increase fire and police training capabilities and reliable state-of-the-art public safety communications systems.

S3.4 Implement terrorism preparedness training through an interdepartmental team consisting of the Fire, Police and Health and Human Resources Departments, in cooperation with Los Angeles County Terrorism Working Group.

S3.5 Ensure fire fleet readiness consistent with national standards.

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

S4.1 Increase protective factors and reduce risk factors for youth who are in peril of gang involvement and juvenile crime.

S4.2 Identify ways to reduce the availability of guns to the City's youth.

S4.3 Increase understanding and tolerance between people of different beliefs, perspectives, age groups, and lifestyles within Long Beach.

S4.4 Increase the number of safe places, after-school programs, and job opportunities for City youth.

S4.5 Encourage senior citizens, local colleges and parents to volunteer to staff after school and evening activities for youth to expand alternatives to the street life.

S4.6 Implement methods of suppression and punishment of youth crime other than incarceration, including requiring community service to be performed within the area where the offensive behavior occurred, when appropriate.

S4.7 Promote greater awareness of the problems of violence, abuse, neglect, and exploitation of all citizens.

S5 ELIMINATE COMMON NEIGHBORHOOD NUISANCES.

S5.1 Encourage a team approach among residents and the City working together on nuisance abatement and code enforcement efforts.

S5.2 Eliminate illegal dumping of trash and debris by providing more opportunities for “large item” trash pickup, additional locations for drop-off of household hazardous materials, and more stringent penalties for illegal dumping.

S5.3 Severely reduce illegal vending, soliciting, and panhandling.

S5.4 Eliminate illegal loitering by providing more after-school youth activities, evening activities for young adults, and increased police foot and bicycle patrols.

S5.5 Eliminate alcohol and drug-related loitering by establishing “drug free” zones near parks and other public facilities by promoting tougher state penalties for dealing drugs near where children congregate, and by increasing foot and bicycle patrols in areas of chronic street drug vending.

S5.6 Ensure alleys are clean and safe through a citywide program of weekly alley street sweeping, and holding property owners responsible for maintaining the area of alley adjacent to their building.

S5.7 Reduce homelessness by supporting programs that focus on factors contributing to homelessness including mental illness, substance abuse, educational barriers, and deficits in basic life skills and job readiness.

S5.8 Expand resources and volunteer efforts for graffiti abatement programs to include volunteer services, use of court referrals, City staff, and the graffiti paint program.

S5.9 Eliminate substandard buildings and increase property maintenance standards citywide through increased code enforcement.

Business Growth and Workforce Development

B1 RETAIN, EXPAND, AND ATTRACT BUSINESS BY ENCOURAGING DEVELOPMENT CENTERED ON THE CITY'S STRENGTHS.

B1.1 Develop a citywide economic development plan overseen by the Economic Development Commission.

B1.2 Assemble and utilize "Red Teams" to identify and attract new business development and to retain the business we have.

B1.3 Provide business location incentives for business activity directly related to international trade, healthcare, knowledge-based technologies, and other growth sectors that create high-paying jobs.

B1.4 Leverage the local visual and performing arts industries to create an environment that identifies Long Beach as the region's art center.

B1.5 Protect, preserve, and build upon the greater Long Beach industrial sector through rezoning and in-fill development.

B1.6 By the year 2001, develop a strategy for land use at the Long Beach Airport that maximizes the airport's economic return to the community.

B1.7 Develop, build, and lease versatile and efficient port facilities that make the maximum use of Port of Long Beach land.

B1.8 Complete the development of the Queensway Bay Project and continue to create and market other tourist attractions downtown and throughout the City.

B1.9 Develop vibrant retail centers with a variety of shopping opportunities easily accessible to residents and workers, as well as tourists and conventioneers.

B1.10 Use Long Beach's leadership in international trade to create high-paying jobs for Long Beach residents.

B1.11 Target business retention and attraction efforts within high technologies: aviation/aerospace, electronics, transportation, healthcare, and other growth technology sectors.

B1.12 In under-served areas/neighborhoods, use Community Development Impact Teams combining multiple City bureaus to exert coordinated efforts to assist small businesses through newly-established community centers.

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

B2.1 Convene all workforce development stockholders to create a workforce development plan which includes specific quantifiable benchmarks. In high unemployment areas, lower the unemployment rate by 50% in 5 years. Increase by 10% per year the number of students in city schools who complete core math and science classes. Increase computer literacy among all segments of the community by 25% by 2010. Increase business satisfaction with workforce development services by 10% per year.

B2.2 Address the needs of local employers by providing training in areas of skill shortages and ensuring the availability of qualified applicants for hard-to-fill occupations.

B2.3 Assess a minimum wage and benefits requirement in contracting for City services in the context of the study of a potential marketization program that is agreed upon by the City Council.

B2.4 Develop mechanisms for consistently gathering input from the employer community as to their workforce needs; create industry clusters that reflect the local labor market and use them to create a minimum of 10 career pathways (for training and employment) each year.

B2.5 Maximize public funding resources and prioritize allocations based on return on investment considerations.

B2.6 Provide easy access and support services to all segments of the community, especially the unemployed, working poor, and unskilled.

B2.7 Develop a service provider selection and review process which expands successful programs while eliminating non-performers.

B2.8 Support businesses that provide quality jobs and career development potential.

B2.9 Create a workforce development system that provides business, industry, and job seekers with easy access to available resources and services.

B2.10 Establish a system for ensuring that workforce development goals are obtained; a system of accountability that encourages successful performance.

B2.11 Further develop and promote seamless education opportunities to establish Long Beach as a regional leader in innovative facilities and academic achievement.

B3 CREATE A BALANCE BETWEEN BUSINESS GROWTH AND NEIGHBORHOOD NEEDS.

B3.1 Create physical and “electronic” one-stop business assistance centers throughout the City at community centers or other convenient locations.

B3.2 Create non-bank financing systems to assist inner-city growth.

B3.3 Revitalize local shopping districts designed to meet the needs of neighborhoods rather than focusing exclusively on large retail (“big box”) projects that can disrupt adjacent neighborhoods.

B3.4 Expand Long Beach airport business opportunities, but only within existing noise compatibility ordinances.

B3.5 Continue efforts to recreate Long Beach Plaza as a successful, modern facility serving downtown workers, residents, and visitors.

B3.6 Continue to strengthen the Pine Avenue/Promenade North core of downtown between Queensway Bay and Long Beach Plaza.

B3.7 Provide for inexpensive and ample parking downtown.

B3.8 The City should take a leadership role with the Southern California Association of Governments (SCAG) and other entities in addressing future airport capacity needs of the region while maintaining noise compatibility and other environmental limits at the Long Beach Airport.

B3.9 Pursue the strategies identified in the Empowerment Zone application of 1998.

B3.10 Develop a neighborhood plan citywide for business development to ensure quality of life in the neighborhoods.

B4 ENCOURAGE SMALL BUSINESS GROWTH IN NEIGHBORHOOD CENTERS.

B4.1 Provide a system of support services to small businesses in targeted industries.

B4.2 Recognize and maintain the unique qualities of the different neighborhood business centers.

B4.3 Assist small businesses to obtain high-speed access to the internet via neighborhood telecommunications centers, which also serve as a resource for training, coaching, and technical assistance.

B4.4 Focus business assistance services in existing commercial centers in coordination with property managers and real estate brokers.

B4.5 Support and encourage local business improvement districts.

B4.6 Study aging strip centers and commercial corridors for purposes of revitalization, and expand the City's Façade Improvement Programs to address areas where detrimental conditions are found to exist.

B4.7 Evaluate the creation of non-bank community development corporations to assist with inner-City business growth.

B4.8 Provide incentives to encourage business and landowners to consolidate land parcels to stimulate small business growth.

B5 PROVIDE QUALITY, COST-EFFECTIVE AND ACCESSIBLE CITY SERVICES FOR BUSINESSES AND NEIGHBORHOODS AND ESTABLISH A DEDICATED SOURCE OF FUNDING FOR INFRASTRUCTURE REPAIRS AND IMPROVEMENTS.

B5.1 Continue existing and develop new policies that maintain a stable, balanced City budget.

B5.2 Identify dedicated sources of funds to pay for infrastructure maintenance and capital improvements independent of the City's general fund.

B5.3 Continue to explore the potential of state revenue sharing based on such factors as population and economic activity; support legislation to distribute sales taxes to cities based on population.

B5.4 Conduct regular performance reviews of contract services.

B5.5 Expand, where applicable, City services to other communications on a fee-for-service basis.

B5.6 Continue the current City policy to maintain a budget reserve of not less than 10 percent of the operating budget.

B5.7 Implement policies and train City staff to recognize the value of "business-friendly" customer service practices.

B5.8 Utilize the Economic Development Commission to obtain feedback on the City's economic development performance.

Environmental

E1 CREATE A SUSTAINABLE CITY PROGRAM WORKFORCE.

E1.1 Coordinate all City department with relevant activities under the umbrella of a Sustainable City Program.

E1.2 Create a Sustainable Development Board with adequate funding to help develop and evaluate the Sustainable City Program and a management position to serve as staff to the Board.

E1.3 Establish baseline data and sustainability benchmarks to measure future progress using a multi-disciplinary team comprised of City departments, the City Manager, Sustainable Development Board and its staff, community members, and other interested groups.

E1.4 Utilize full-cost accounting (life cycle analysis) to inform all policy considerations and decision-making.

E1.5 Evaluate City purchasing policies to ensure environmental responsibility and help support markets for renewable materials.

E1.6 Utilize financial incentives to motivate participation in sustainability initiatives.

E1.7 Encourage public environmental education, awareness and involvement in areas such as air and water quality, and deleterious impacts of automobile reliance, and the unintended consequences of unchecked population growth.

E1.8 Develop Green Building Development Guidelines to optimize the aesthetic and environmental compatibility of new projects.

E1.9 Collaborate with Air Quality Management District, Regional Water Quality control Board, and other agencies in regional efforts to reduce pollution.

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

E2.1 Preserve existing open space by adopting a City policy that City-owned open space will not be sold or developed as other than open space without public hearings and approval of the City Council.

E2.2 Increase our inventory of open space through strategies such as converting City-owned parcels to green uses and acquiring former oil properties for parks and habitat.

E2.3 Give priority attention in preserving and acquiring open space to those neighborhoods where rapid growth and increased density in past years has significantly reduced the supply of available parks and other open space.

E2.4 Explore opportunities with Long Beach Unified School District to enhance the aesthetic and environmental value of school sites.

E2.5 Encourage the development of human-scaled, pedestrian-oriented mix-use projects that can accommodate a growing population while preserving existing open space.

E2.6 Create an urban forest management program to increase the number of neighborhoods that can enjoy the beauty and shade provided by street tree canopies.

E2.7 Integrate Long Beach neighborhoods with the rivers and shoreline by developing recreational and ecological opportunities along the riverbanks of the Los Angeles and San Gabriel rivers, and by providing “green” linkages from the central city and other neighborhoods to the beaches.

E2.8 Focus growth in the downtown area and along major and minor arterials where new residents living in well-designed, human-scaled, mixed-use developments can add to the vitality of those neighborhoods while preserving open space throughout the City.

E3 RESTORE WETLANDS AND RIPARIAN HABITAT.

E3.1 Compile a list of restorable wetland areas and sources of funding for restoration.

E3.2 Collaborate with the City of Seal Beach, City of Huntington Beach, and the United States government in setting aside the maximum possible contiguous acreage for wetlands and bird fly zones.

E3.3 Identify funding for land acquisition, such as harbor expansion or runoff mitigation (TEA-21).

E3.4 Where possible, recreate or create wetlands to serve educational purposes for the community.

E4 IMPROVE AIR QUALITY.

E4.1 Accelerate compliance with AQMD Rule 1158 by the City and its Harbor Department so reductions in particulate matter from the harbor area (exhaust particles, coke dust, and road debris) are implemented ahead of schedule.

E4.2 Involve citizens in pollution reduction programs through community outreach, education, and the formation of a community consultative committee.

E4.3 Explore opportunities with Long Beach Unified School District and Long Beach Transit to reduce emissions from diesel bus fleets through conversion to clean air technology or other means compatible with operating and financial constraints.

E4.4 Encourage high quality mixed-use housing projects in the central City, in the downtown and along major and minor arterials to reduce emissions from single passenger automobiles while enhancing the use of public transit, bikes and pedestrian traffic.

E4.5 Continue development of linkages between transit, bicycles and other alternative transportation modes such as the Bikestation.

E5 IMPROVE WATER QUALITY AND BETTER MANAGE WATER RESOURCES.

E5.1 Prepare a comprehensive Beach, Harbor, Rivers, and Wetlands Master Plan to determine how best to improve the quality of our recreational waters while also maximizing the untapped economic, recreational and environmental potential of our varied aquatic resources.

E5.2 Implement strategies to prevent water pollution at its source, including the use of design and structural Best Management Practices to prevent pollution from entering the storm drains and ocean.

E5.3 Ongoing reports on water quality should be made available to the public over the internet, in newspapers, and in City publications to increase public confidence in water quality.

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

E5.5 Establish collaboration between the City, Long Beach Aquarium of the Pacific, and environmental groups to pursue projects such as beach cleanup, wetland restoration, and the creation of recreational opportunities along the Los Angeles and San Gabriel Rivers.

Network Technology and Neighborhood Development

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

Implementation

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


California Society of
Municipal Finance Officers
Certificate of Award
For
Excellence in Operating Budgeting
Fiscal Year 2005-2006

The California Society of Municipal Finance Officers (CSMFO) proudly presents this certificate to

The City of Long Beach

For meeting the criteria established to achieve the EXCELLENCE AWARD in the OPERATING BUDGET CATEGORY.

February 23, 2006

President

Agnes Walker, Chair
Budgeting & Financial Management

The California Society of Municipal Finance Officers (CSMFO) presented an award of Excellence in Operational Budgeting to the City of Long Beach for its annual budget for the fiscal year beginning October 1, 2005.

In order to receive this award, a governmental unit must publish an outstanding budget document that reflects program criteria and the underlying budgeting process through which the budget is implemented, at a level deemed superior by a team of experts in the field.

Glossary and Acronyms

Accountability- Extent to which one is responsible to a higher authority – legal or organizational – for one's actions in society or within one's particular organizational position.

Adjusted Budget- The current budget adopted by the City Council, including any Council-approved modifications authorized throughout the year and prior year's encumbrances.

Administrative Overhead- Cost applied, based on employee salaries, to fund the administration of the payroll system, employee benefits, labor relations and ancillary services.

Adopted Budget- The new allocation of expenditures and revenues for the current fiscal year, as approved by the City Council.

Appropriation- An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year. This includes adopted budget plus prior year estimated carryover budget.

Budget- A financial plan serving as a pattern for, and control over, future operations - any estimate of future costs or plan for the utilization of the workforce, material or other resources.

Bureau- A unit of organization within a department that may be subdivided into divisions.

Capital Improvements- Construction or major repair of City infrastructure, facilities or buildings.

Capital Improvement Program (CIP)- A plan for Capital Expenditures to be incurred each year describing each project, the amount to be expended, and the method of financing.

Capital Outlay- The acquisition costs of equipment with a value of $5,000 or greater used in providing direct services.

Charter-mandated- As legally required by the City's Charter, which is the document that spells out the purposes and powers of the City.

City Council Priorities- Formal annual priorities established by the City Council—in consultation with the City Manager that help guide the allocation of resources among the City's ten comprehensive focus areas.

Corporate (Citywide) Goals- Broad organizing principles that establish priorities across departments and provide the general framework for displaying performance measures and reporting financial information by "program". The Citywide Goals are determined by the City Manager and may correspond to the City's ten comprehensive focus areas within its program structure, and/or the City of Long Beach 2010 Strategic Plan.

Corporate Review Process- The internal process through which the City Manager, and his designees, will review and approve City Manager departments' Strategic Business Plans.

Debt Service- The cost of paying the principal and interest on money according to a predetermined schedule.

Demand Measures- Units of services needed—requested by customers or required by law.

Department- An organizational unit that may be subdivided into bureaus.

Department Strategic Objectives- A small number (i.e., 3-7) of clear, measurable and time-specific statements that address Corporate Goals, Departmental Issues and City Council Priorities over the next 5 years.

Division- An organizational unit within a bureau that may be subdivided into sections.

Efficiency Measures- Dollar expenditures per unit of output or outcome.

Encumbrance- The money allocated for payment of goods/services contracted for but not yet received.

Enterprise Fund- A fund—similar to those found in the private sector—structured to be revenue generating and self-supporting (e.g., utility, gas, airport, towing, etc.).

Estimated Carryover- Funds carried over from prior-years for multi-year grants and projects.

Expenditures- The cost for personnel, materials and equipment required for a department to deliver services.

Family of Measures™- An integrated set of performance metrics that relate to the Program Purpose Statement, Functional Area and Department Strategic Objectives. These metrics provide a coherent profile of the major impacts of a department's Programs, including: Efficiency, Demand, Output and Outcome.

Financial Strategic Plan- The City's long-range budget planning tool to project, and provide responses to, fluctuations in structural revenue and expense in the General Fund.

Fiscal Year (FY)- A time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Long Beach's fiscal year is October 1 through September 30.

Focus Areas- Operational designations that capture the broadest nature of work performed by the City, of which Long Beach has each area. Each area should be mutually exclusive and comprehensive. The focus area should describe the general function of the government.

Fringe Benefits- Any of a variety of non-wage or supplemental benefits (health/dental/life insurance, pension contributions and auto allowance) that employees receive in addition to their regular wages.

Full-Time Equivalent (FTE)- The equivalent of a full-time position for one year or 2,088 employee-work hours.

Fund- An accounting entity established to record financial transactions and resources for specific activities or to attain certain objectives.

Fund Balance- The net effect of current assets less current liabilities at any given point in time.

Funky Doughnut- The generally accepted term for the performance management continuum of planning, budgeting, measuring, communicating and evaluating results. Specifically, the funky doughnut refers to the five blue-arrows, rotating in a clockwise pattern often associated with FOR Long Beach.

General Fund- A fund which accounts for tax and other general purpose revenues (e.g., sales taxes, property taxes, fines, interest, etc.) and records the transactions of general governmental services (e.g., police, fire, library, parks and public works).

Initial Strategic Business Plan- The development by a department of a Program Structure and Output Measures for each Program for use in the City's Program-based Performance Budget (PBPB).

Internal Services- The costs of reimbursement for services provided by Internal Service Fund programs to other City programs and departments (e.g., vehicle maintenance, computer systems, risk management, etc.)

Internal Service Fund- A fund used to finance and account for goods and services provided by one City department to other City departments.

Issue Statements- A small number (i.e., 3-7) of fact-based statements that identify emerging issues, trends and conditions impacting customers internal and external to the City.

Line of Business- A set of smaller individual programs undertaken to realize a larger shared outcome. A Line of Business may be associated with more than one Focus Area.

Memorandum of Understanding (MOU)- Agreement between mutual parties such as between City departments or between the City and employee organizations.

Mission- A broad statement of a department's purpose, in terms of meeting the public service needs for which it is organized.

Non-Personal Services- The costs of utilities, materials and supplies, services and other non-labor costs.

Objective- A specific statement describing a result to be achieved in support of a department's goals.

One-time- Program expenditures or sources of revenue that are irregular or occasional.

Ongoing- Program expenditures or sources of revenue that are continuous or recurring.

Outcome Measures- The actual benefit experienced by the customer as a result of receiving services, or the degree to which the customer experiences the desired impact or benefit.

Output Measures- A count of the units of service provided, which represents the department's workload and throughput.

Performance Measure- A clearly described target for achievement that is quantifiable and time-specific. Typically, these measures reflect steps toward broader outcomes or qualitative program goals.

Personal Services- The costs of labor, including salaries and fringe benefits.

Personnel- Reflects total full-time, part-time and temporary budgeted positions, expressed as Full-Time Equivalents (FTE). (Example: two half-time positions equal one FTE).

Prior Year Encumbrances (PYE)- Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

Program- A set of Services grouped together to achieve a common purpose or benefit for the customer. This may correspond to the Citywide 2010 Goals, Council Priorities, and/or Focus Areas.

Program-based Performance Budget (PBPB)- A budget that is structured by relating resource allocations for specific inputs (e.g., Programs and Lines of Business) to performance measures (e.g., Outputs, Demands, Efficiencies) to achieve specific outcomes.

Program Structure- The organization of the City according to the services delivered by the City, rather than by organizations. The levels are: Line of Business, Program and Service.

Purpose Statement- A single sentence that explains each department's Line of Business and Programs' purpose.

Redevelopment Agency (RDA)- The agency providing oversight for the redevelopment process in the City of Long Beach, which is governed by a seven-member Board appointed by the Mayor and approved by the City Council.

Resources- Total dollars available to be appropriated including estimated revenues, fund transfers and beginning fund balances.

Return on Assets (ROA)- The ROA is a test of asset utilization - how much revenue the City has earned on the total assets it has, including: property, infrastructure, facilities and other equipment.

Revenues- The historical and projected yield of taxes and other sources of income that a government unit receives for public use.

Salary Savings- Budget amount to be saved by departments during the fiscal year through Salaries, Wages and Benefits (mostly through retirements, staff turnover and vacancies maintained through the hiring freeze).

Sea Change- A marked transformation.

Service- A deliverable that the customer receives from a department's efforts.

Skill Pays- Additional compensation specific for specialized skills that enhanced an employee's job performance.

Special Revenue Fund- A fund used to account for the proceeds of specific revenue sources that are restricted by law to be used for specific purposes.

Strategic Business Plan- A plan used at the department level to align the department with corporate goals, set priorities and provide services. The plan contains Issues Statements, Strategic Objectives, Mission Statements, Lines of Business, Purpose Statements and Key Outcome Measures; Program Purpose Statements and a Family of Measures™ at the Program Level.

Structural Deficit- A fiscal imbalance created when estimated long-term, ongoing costs exceed the City's capacity to generate long-term, ongoing revenues.

Structural Reductions- A measure that either decreases or eliminates an ongoing cost, or generates additional ongoing, recurring revenue for the City.

Subsidiary Agency Fund- A fund used to account for resources and assets where the City is acting as an agent for other governmental units, private organizations or individuals.

Task- Any action that is taken to produce a Service.

Tidelands Funds- There are three Tidelands Funds in the City of Long Beach. The *Tidelands Operating Funds* are used to account for operations, maintenance and development of the Convention Center, beaches, waterways and marinas in the Tidelands area. The *Tidelands Oil Revenue Fund* is used to account for the proceeds from oil operations within the Tidelands area. The *Tidelands Subsidence Fund* is used to account for the accumulation of resources needed to minimize and remedy future land sinkage due to oil operations in the Tidelands area.

Transparency- The availability of public information about government rules, regulations and operations (programmatic and financial) to encourage community participation and improve the decision-making process.

User Charges/Fees- The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Glossary and Acronyms

AB	**Assembly Bill**
ADA	**Americans with Disabilities Act**
AQMD	**Air Quality Management District**
BEP	**Budget Evaluation Process**
BOC	**Budget Oversight Committee**
BTD	**Business Technology Division**
CACOD	**Citizens Advisory Commission on Disabilities**
CAFR	**Comprehensive Annual Financial Report**
CDBG	**Community Development Block Grant**
CIP	**Capital Improvement Program**
CNG	**Compressed Natural Gas**
COLA	**Cost of Living Adjustment**
COPS	**Community Oriented Public Safety**
CPI	**Consumer Price Index**
CUPA	**Certified Unified Program Agency**
CVB	**Convention and Visitors Bureau**
DOT	**Department of Transportation**
ECOC	**Emergency Communications and Operations Center**
FTE	**Full-Time Equivalent**
FOR	**Focus on Results**
FY	**Fiscal Year**
ICMA	**International City/County Management Association**
JPA	**Joint Powers Authority**
LBUSD	**Long Beach Unified School District**
LNG	**Liquefied Natural Gas**
LOB	**Line of Business**
MOU	**Memorandum of Understanding**
NC	**Non-Career**
NCL	**National Civic League**
NPDES	**National Pollution Discharge Elimination System**
OSHA	**Occupational Safety and Health Act**
PAL	**Police Athletic League**
PBAI	**Parking and Business Area Improvement**
PCA	**Public Corporation for the Arts**
PBPB	**Program-based Performance Budget**
PMI	**Performance Management Initiatives**
PUC	**Public Utilities Commission**
PYE	**Prior Year Encumbrances**
RDA	**Redevelopment Agency**
RLA	**Rancho Los Alamitos**
ROA	**Return on Assets**
SAP	**Special Advertising and Promotions Fund**
SCE	**Southern California Edison**
SERRF	**South East Resource Recovery Facility**
TOT	**Transient Occupancy Tax**
UUT	**Utility Users Tax**
VLF	**Vehicle License Fee**

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Acknowledgements

City Manager's Office

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**Graciously re-enlisted*

Historical City Seal

The seal of the City of Long Beach was designed in 1930 by Roland S. Gielow, a draftsman in the City's engineering department. Mr. Gielow created this seal as part of a contest and was awarded a $150 prize for his design.

The theme of the seal is "Urbs Amicitae" or the "Friendly City." The seal incorporates many design elements, both real and symbolic of the City of Long Beach.

At the center of focus is the "Queen of the Beaches," seated on her throne in the foreground, scepter in hand with the California "Golden Bear" at her feet. Below her lies the horn of plenty pouring forth an avalanche of fruit, agricultural and manufactured products, while perpetual sunshine lights the heavens where an airplane soars. Also depicted are the mountains and sea, a ship, the auditorium, typifying a convention city, the Rainbow pier and yachts offshore.

The lighthouse, breakwater and docks are symbolic of the harbor and the ship symbolizes commerce of the seven seas. Rail transportation is brought to the water's edge as pictured by the locomotive and factories and refineries and oil play a significant role in the pictorial structure.

To portray Long Beach's unrivaled oceanfront attractions, the artist paneled the whole with a seashell and to stress its cultural side a book of knowledge and lamp of wisdom are shown. The four stars at the top signify Long Beach as the fourth largest City in California at the time. This historic seal demonstrates all of the diverse and wonderful assets that the City of Long Beach maintains, and which benefit all who live, work and play in the City to this day.

CITY OF LONG BEACH
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