
'EVERYONE IN' IMPLEMENTATION PLAN

Key Findings and Recommendations to Advance
Economic Inclusion in Long Beach



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Everyone In means small business owners and aspiring entrepreneurs in all parts of town have access to the resources they need to grow their companies, and create local, family-supporting jobs.

Everyone In means making sure every part of town is economically viable, and that anyone who wants a job has one.

Everyone In means making sure that everyone has an opportunity to build wealth and have access to capital whether you're a small business owner, worker, or an aspiring homeowner.

Everyone In means creating an environment where everyone has a seat at the table and an opportunity to thrive.

FOREWORD

Economic development in the City of Long Beach is undergoing an impressive resurgence as millions of dollars have been invested in infrastructure and resources to support a thriving economy. However, for generations, some communities, across the city haven't been able to keep up with the pace, creating a picture of economic segregation and inequity.

The face of Long Beach has changed as, over the past 30 years, the City became home to a majority people-of-color population. Despite people-of-color having a large share of the City's population, disparate outcomes in who can access economic opportunity persist in the everyday lives of Long Beach residents as homeowners, workers, and entrepreneurs. **These persistent gaps exist in homeownership rates**, where 55% of White residents are homeowners, compared to 31% of people-of-color (25% Black, 30% Latinx, and 40% Asian Pacific Islander)(4). Likewise, **in the workforce, people of color earn lower hourly wages than White employees at every level of education.** **And for entrepreneurs, large racial disparities are present in average annual receipts.** Black and Latinx-owned businesses average annual receipts were less than \$50,000, compared to the mean receipts for White businesses, which was close to \$490,000 (5).

Long Beach cannot thrive unless it's communities and residents thrive. Ensuring equitable access to economic opportunity is not just a moral imperative, but essential to Long Beach's economic prosperity.

Therefore, we have partnered with the Local Initiative Support Corporation, the City of Long Beach Department of Economic Development, the Economic Development Commission, and the Office of Equity, over the past year and a half, to develop the city's first ever economic inclusion strategy - 'Everyone In.' **'Everyone In' is a call to action to all segments of the Long Beach community to reevaluate how we engage in economic development so that we are putting every resident, in every part of town, at the center of our efforts.**

Leaders from sectors all across Long Beach answered this call by coming to the table with open minds to learn new strategies to build an inclusive economy. This work has truly been a **catalyst for the economic paradigm shift taking place in Long Beach** that recognizes, when *everyone's in, everyone wins!*

Long Beach City Councilmember Rex Richardson
Chair, Economic Development & Finance Committee

'EVERYONE IN' INITIATIVE

POLICY GOALS

1. Close the race and gender wealth gaps
2. Increase access to capital for small business owners and aspiring entrepreneurs
3. Promote good, accessible jobs that lead to pathways to the middle class
4. Create economically resilient families
5. Create pathways to home ownership

THE INITIATIVE HAS 3 PHASES

Phase I- Learning Phase: Obtain a clear understanding of the economic challenges and opportunities facing Long Beach communities. Identify policy solutions that could produce systemic and structural change that mitigate the barriers to opportunity. Begin raising community and stakeholder awareness about the importance of embracing an economic equity model at the core of the city's economic development strategy.

Phase II- Solutions: Action groups develop a strategic plan with identified objectives, tactics and timelines for execution. Continue to expand awareness of economic inclusion concepts and strategies with the larger community. Identify concrete policy solutions in four identified areas of focus (housing & homeownership, small business ownership, workforce & youth development, and economic resiliency).

Phase III- Implementation: Institutionalizing economic inclusion strategies that are identified in Phase II. Implementation is the collective responsibility of city staff and partner agencies, with City Council serving as an oversight body to ensure the core spirit and intention of each strategy is honored.

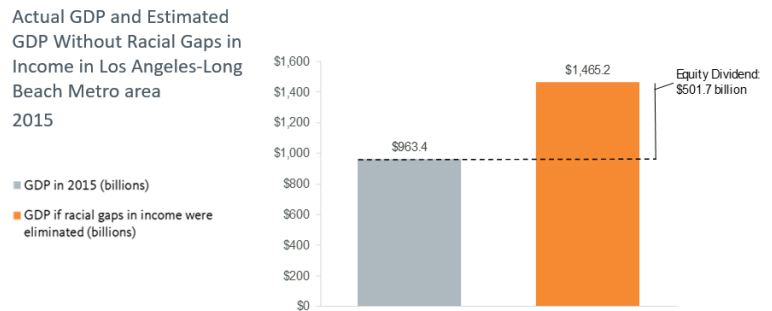
BACKGROUND THE BEGINNINGS

In April 2017, the Long Beach City Council adopted the Blueprint for Economic Development (Blueprint), providing the city with a framework that seeks to advance a 10-year vision of Long Beach as “the city of opportunity for workers, investors, and entrepreneurs.” For the City of Long Beach and civic partners, the Blueprint serves as a catalyst to work together to proactively recognize and seek solutions to civic and socio-economic challenges and opportunities. The Blueprint also embodies strategies to strengthen the city’s core economic engines, nurture and grow new innovative industries, and foster economic inclusion in low-income communities. In fact, one of the most important areas of focus in the Blueprint is economic inclusion, described as “increasing access to economic opportunities in low-income communities to advance economic equity.”

With the Blueprint serving as a “call to action” for additional research, community engagement, and dialogue, on November 1, 2017, Long Beach Councilmember Rex Richardson, in partnership with Los Angeles Local Initiative Support Corporation (LA LISC), launched the ‘Everyone In’ Economic Inclusion Initiative, aimed at creating a local economy that includes and benefits every Long Beach resident.

The ‘Everyone In’ initiative operates on the notion that equitable growth is not only a moral imperative, but ultimately the superior growth model. Research proves that inequality and racial segregation hinders growth, prosperity, and economic mobility in regions, while diversity and inclusion fuel innovation and business success (1). Indeed, inequality hinders growth but greater economic inclusion corresponds with more robust economic growth.

How does racial inequities hinder economic prosperity?



Sources: Bureau of Economic Analysis; IPUMS. Note: Data represents a 2011 through 2015 average. Data unavailable for the City of Long Beach.

BACKGROUND

PHASE II BEGINS

The Learning Phase formally concluded with a culminating Summit that occurred on May 17, 2018, where over 250 local community partners, business leaders, policymakers, and philanthropic partners came together for a daylong conversation that explored innovative approaches to building a local economy that includes and benefits every Long Beach resident.

The Solutions Phase (Phase II) officially launched in November 2018 with a presentation outlining the 2019 Economic Inclusion Objectives (see Appendix A) at a joint-meeting between the Economic Development and Finance Committee and the Economic Development Commission. The 2019 objectives were informed by data gathered from the Listening Tour, Policy Roundtables, and Equitable Growth Profile. Altogether, the lessons learned and objectives informed a working group of Long Beach community partners and stakeholders, (hereafter referred to as the “Implementation Committee”), who worked between the months of January and April to develop localized policy and program recommendations that will expand economic opportunity. Additionally, a series of community conversations ensued between the months of April and June to obtain feedback and input on the implementation committees’ policy recommendations.

While Phase II has not yet concluded, this report is the Implementation Plan commemorating the outcome of the Implementation Committee’s work, along with the results of the Community Conversation Series, which culminated in two policy proposals that will be forwarded to Long Beach City Council on June 11, 2019.

The full Phase II Report will include detailed updates on the programs and policies that have come to fruition since Phase I of the initiative, including an update on the Kiva program, Project Equity’s work in Long Beach to identify businesses likely to need succession planning and are prime for transitioning into an employee-owned company, the introduction of Economic Empowerment Zones, and the 2019 Economic Equity Summit.

PHASE II

Institutionalizing Economic Inclusion

Phase II of the Everyone In initiative set out to institutionalize the economic inclusion concepts and strategies learned in Phase I. While Phase I was primarily focused on data collection, learning, and understanding the strengths and challenges facing the Long Beach community, Phase II has focused on analyzing the data collected, creating a comprehensive implementation plan, and disseminating information as a means to build the necessary support for Phase III, which will consist of policy implementation. This is part one of a two-part report series.



PHASE II GOALS

- Convene an Implementation Committee who will create the 'Everyone In' Implementation Plan
- Convene 10 Community Conversations around Long Beach to obtain feedback on the economic inclusion policy ideas that emerged in Phase I
- Establish a Community Development Corporation in North Long Beach
- Establish a Citywide Inclusive Procurement Database and Streamlined Process
- Facilitate an Equity Tour of Long Beach to engage financial institutions and philanthropic interests
- Establish a Small Business Council
- Establish a Food Policy Council
- Host a 2019 Economic Equity Summit

PHASE II

'Everyone In' Implementation Committee

Beginning in January 2019, the Office of Councilmember Rex Richardson and LA LISC convened an Implementation Committee (Committee), comprised of 50 stakeholders from multi-disciplinary backgrounds. The Committee was tasked with analyzing the findings, feedback, and recommendations gathered,



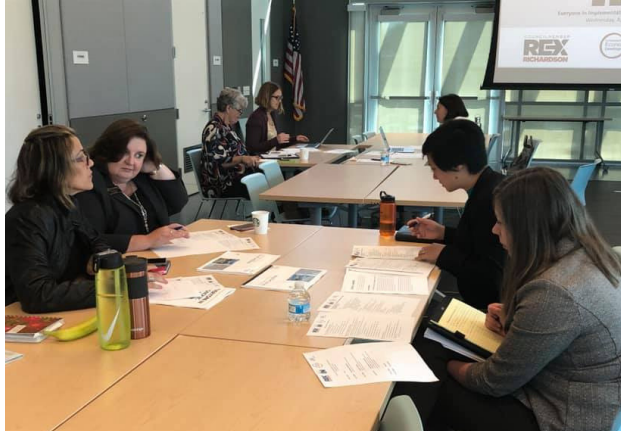
during Phase I of the initiative (through the Listening Tour, Policy Roundtables, and Economic Equity Profile), to vet and narrow down to five economic inclusion strategies to propose to the Long Beach City Council.

The Committee convened for three consecutive months, in two-hour intensive meetings to determine the most feasible and impactful approaches to expanding opportunity in the following policy areas:

- **Small Business, Diverse Entrepreneurship, and Procurement** – Local policies and programs that support and sustain small businesses, and furthermore, incentivize business diversity,
- **Workforce and Youth Development** – Public-private partnerships that aid in skills development and future workforce readiness, and;
- **Connectedness (Economic Resiliency)** – Access to services, information, policies, and programs that strengthen a community's ability to foresee, adapt to, and leverage changing economic conditions.
- **Housing and Homeownership** – Access to stable, affordable housing, and pathways to homeownership,

IMPLEMENTATION COMMITTEE

PARTICIPATING ORGANIZATIONS



- The California Endowment
- Centro CHA
- Century Villages at Cabrillo
- City of Long Beach Economic Development Commission
- City of Long Beach Economic Development Department
- City of Long Beach Office of Equity
- Council of Business Associations- Long Beach (COBA)
- Downtown Long Beach Alliance (DLBA)
- Economic and Policy and Impact Center (EPIC)
- Farmers & Merchants Bank
- Foundation for Economic Democracy
- International Brotherhood of Electrical Workers (IBEW) Local 11
- Institute for Innovation and Entrepreneurship at California State University, Long Beach
- Khmer Girls in Action
- Latinos in Action
- Legal Aid Foundation of Los Angeles
- LINC Housing
- Long Beach City College Workforce Development
- Long Beach Community Foundation
- Long Beach Forward
- Long Beach Small Business Development Center (SBDC)
- Long Beach Transit
- Long Beach Unified School District
- Los Angeles Food Policy Council
- Pacific Gateway Workforce Investment Network
- Pride Real Estate Professional Association (PREPA)
- Port of Long Beach
- United Cambodian Community
- Uptown Business Improvement District
- USC Small Business Diversity Office
- Wells Fargo Bank
- YMCA Youth Institute

IMPLEMENTATION COMMITTEE

STRATEGIES FOR ECONOMIC INCLUSION



Utilizing an equity-framed, proposal analysis tool, the committee determined the desired outcomes, opportunities for alignment, risks, and future demands; communities most in need; timeline, funding (start-up and sustainability), prospective partners; and, indicators of success for each recommendation (see Appendix B).

On April 24, 2019, the Implementation Committee finalized the following five recommendations and key strategies for economic inclusion:

Strategies for Economic Inclusion	
Housing and Homeownership	Support community-based organizations' efforts to become HUD-Certified Homebuyer Counseling and Education Center
Small Business, Diverse Entrepreneurship	Establish a Municipal Small Business Council with dedicated staff to provide representation, advocacy, and technical assistance to every small business in the City.
Procurement	Increase the percentage of City spending on local, small, and diverse businesses by establishing a streamlined certification process, integrated vendor database for Long Beach agencies/institutions, and transparent supplier participation goals.
Workforce & Youth Development	Develop a plan to expand and deploy workforce development services to every Long Beach teen centers.
Connectedness (Economic Resiliency)	Support the Establishment of a Community Development Corporation (CDC) to deploy programs and services that support the economic development and financial empowerment of North, Central, and West Long Beach communities.

PHASE II

'Everyone In' Community Conversations

Between April and June 2019, the Office of Councilmember Richardson, City of Long Beach Economic Development Department, and LA LISC, engaged over 350 Long Beach residents and business owners in meaningful community dialogue to help co-design and refine the proposals and strategies that emerged through the implementation committee efforts.

The primary goal of the community conversations was to ensure that low-income communities and communities of color in the city of Long Beach were integrated into the local dialogues and decision-making processes around economic development. By honoring the wisdom, voice, and experiences of our residents, we seek to share decision making and initiative leadership. Furthermore, meaningful engagement requires innovative partnerships that are inclusive of voices that have been left behind while focusing on a shared vision for a prosperous future. One way the 'Everyone In' initiative has sought to develop this compelling voice is through a strong collaborative of community and issue-oriented organizations, focused on shared priorities that resonate in marginalized communities.

With this framework in mind, conversations were hosted across the city, as to reach the most diverse populations possible. The Community Conversations were organized in partnership with Councilmember Lena Gonzalez, Councilmember Jeannine Pearce, Vice Mayor Dee Andrews, Councilmember Roberto Uranga, Councilmember Stacy Mungo, and several community-based organizations.

The conversations examined critical findings from the Equitable Growth Profile; after which, attendees participated in a dialogue exploring what their community needs to economically thrive. Through a panel discussion, community members learned of the proposed key strategies, followed by breakout sessions where community members could provide feedback and input on the policy ideas, and make suggestions on how to improve the recommendations

COMMUNITY CONVERSATIONS

METHODOLOGY

Nine community conversations occurred between April and June 2019. The Economic and Policy Impact Center (EPIC) and the Los Angeles Local Initiative Support Corporation (LA LISC) worked with the Office of Councilmember Rex Richardson and the City of Long Beach Economic Development Department to co-design the format and protocols used to guide the community conversations.



An equity-based framework was incorporated through the planning and implementation of the community conversations to encourage grassroots community participation, including:

- Community conversations took place on weeknight evenings and Saturdays.
- Community conversations were hosted at easily accessible and community-friendly locations (i.e. Michelle Obama Library, Silverado Park Community Center, Centro CHA, The LGBTQ Center, Long Beach Fire Local 372 Union Hall, Ramona Park Community Center, and First Congregational Church).
- Food, beverages, and childwatch were provided at each community conversation.
- Translation services were provided at every community conversation, though only four of the nine community conversations utilized the interpretation services. In those instances, simultaneous interpretation was conducted in Spanish and Khmer.

The community engagement and recruitment processes were designed and managed by the Economic and Policy Impact Center (EPIC). The community conversations were facilitated by a variety of implementation committee members including representatives from EPIC, Long Beach Forward, the Long Beach Office of Equity, City of Long Beach Economic Development Department, Centro CHA, LA LISC, City of Long Beach Economic Development Commission, and CSULB Department of Economics.

COMMUNITY CONVERSATIONS

METHODOLOGY

The conversations were each two-hours long, with the first half focusing on presenting information, and the second half dedicated to soliciting community feedback. The format of the community conversations were as follows (see Appendix C for sample agenda):

- Welcome and Introductions where Councilmember Rex Richardson provided background on the 'Everyone In' initiative
- Public brainstorm of all the things the group would need in order to thrive economically
- Presentation of the Economic Equity Report commissioned by PolicyLink and USC's Program for Environmental and Regional Equity (PERE) that details economic data on the city of Long Beach, disaggregated by various ethnic and racial categories
- Panel Discussion on the key strategies being proposed by the implementation committee in the four areas: Housing & Homeownership, Small Business & Procurement, Workforce & Youth development, and Connectedness
- Breakout Sessions on the four areas where members could provide input, additional considerations, and pitch new policy ideas
- Finally, participants were given an opportunity to provide anonymous feedback on each strategy using an evaluation form that was made available in English, Spanish, and Khmer (see Appendix D)



COMMUNITY CONVERSATIONS

COMMUNITY ENGAGEMENT METHOD



Economic and Policy Impact Center strived to engage historically underrepresented residents in Long Beach with the intent of incorporating their ideas and feedback into the design of the policy proposals that would come before the Long Beach City Council. The team implemented a community outreach and engagement plan to reach underrepresented and marginalized Long Beach business owners and residents.

The team utilized a variety of engagement strategies, including identifying community “gatekeepers” who represent the diverse interests of the city of Long Beach. Outreach to local community leaders engaged clergy, labor advocates, community activists, business leaders, college professors, and community-based organizations. Additionally, the team canvassed door-to-door interacting with residents in North and West Long Beach, and to businesses along the Uptown Business Improvement District, Bixby Knolls Business Improvement Association, Midtown Business Improvement District, and businesses along the Broadway corridor between Ximeno and Cherry Avenue.

Partnering with Community-Based Organizations was a vital component of the outreach strategy, particularly for the targeted group conversations that occurred with the African-American communities, Latinx, Cambodian, and LGBTQ communities. CBO’s promoted on their websites and social media accounts.

In addition to traditional in-person methods, the team also utilized social media to share the event flyers. Each community conversation had its own Facebook Event Page, which was converted into sponsored ads on both Facebook and Instagram to reach the most amount of people as possible. (See Appendix E for sample flyer).

COMMUNITY CONVERSATIONS

KEY FINDINGS

The second half of each community conversation featured a breakout session facilitated by an implementation committee member, where community participants were able to share concerns, considerations, and additional ideas about the proposed solutions, and the topic category in general. Breakout sessions were divided up by topic area. The following highlights community feedback for each topic area.

SMALL BUSINESS, DIVERSE ENTREPRENEURSHIP, AND PROCUREMENT

- 1 One-stop-shop for small business needs.** Communities desire a centralized resource center that provides information and support with the start-up process, technical assistance with permits, help identifying and applying for business loans, business incubation, and
- 2 Greater access to technology and digital marketing support.** Many aspiring entrepreneurs and small business owners lack basic access to an internet connection. Providing free WiFi on low-income corridors can improve the digital divide. Small business owners would benefit greatly from free marketing support, website assistance, and general technological skills training to compete in the 21st century economy.
- 3 Business Directory and Resource Guide.** Small Business owners would like to be more connected with fellow small businesses. Establishing a citywide business directory available both online and hard copy at central locations will allow small businesses and the general public to access information on what local businesses are in their community, encouraging increased local spending.

COMMUNITY CONVERSATIONS

KEY FINDINGS CONT.



SMALL BUSINESS, DIVERSE ENTREPRENEURSHIP, AND PROCUREMENT

4

Corridor investments and safety. Investing in underserved corridors can help close the revenue gap among businesses owned by people of color. Establishing business improvement districts in low-income corridors is a first step. Additionally, communities desire improved lighting, urban greening, beautification, and activated vacant storefronts on corridors in North, West, and Central to attract investment and promote safety.

5

Better access to contracting and subcontracting opportunities. The City of Long Beach should set a sub-contracting goal to encourage inclusion of small business who are not ready to compete for large contracts. Additionally, advertisement of contract opportunities should be widely marketed using a variety of platforms. Agencies should consider using a shared database across institutions with searchable features for both the vendor and agency.

6

Create a streamlined process for certifications. Minority-owned businesses, women-owned businesses, and LGBTQ-owned businesses are eligible for preference certification programs, however the disparate certification requirements among various agencies and institutions in Long Beach provide an additional barrier for already disadvantaged businesses. Creating a streamlined process would make it easier for these businesses to compete.

COMMUNITY CONVERSATIONS

KEY FINDINGS CONT.

WORKFORCE AND YOUTH DEVELOPMENT

1 Mentoring and Internship Opportunities. The most requested service for youth workforce development was mentoring and internship opportunities. Ideas included creating a mentorship network of local leaders, career days at middle schools and high schools, career coaching at teen centers across the city, speaker series where professionals can share their journey, big brother/big sister career mentoring programs, and shadow days to help students envision themselves in certain fields or positions.

2 A focus on skill building. Many youth in low-income communities of color are in need of programs that provide "soft skill" training such as interview etiquette, how to get and keep a job, and emotional intelligence training. Additionally, financial literacy education and teaching youth how to save for the future was mentioned at every Community Conversation. Other skills included digital literacy skills, coding and technological education, and learning Google certification programs.

3 Partnerships with existing Community-Based Workforce Development programs should be prioritized. There is a strong desire in the community for the City to place a greater focus on acknowledging and leveraging the valuable community-based workforce programs that already exist. These programs already have connections with the communities who need the services most. Increased funding for existing programs should also be considered.

4 Bring back a focus on Trades and Entrepreneurial Training. Youth of today are interested in learning how to open their own businesses and leveraging their technological and social media know-how to benefit their future. Additionally, there is a desire to get connected to technical trades schools with a focus on machinery, construction, public safety, nursing, solar, and other emerging industries.

COMMUNITY CONVERSATIONS

KEY FINDINGS CONT.

WORKFORCE AND YOUTH DEVELOPMENT CONT.

5 Accessible and Inclusive Teen Centers. As the City considers programming teen centers, there should be an intentional focus to ensure that the services are accessible to everyone including undocumented youth, English-language learners, first generation youth, and special consideration for LGBTQ youth and at-risk youth.



Additionally, the City should consider extending hours at certain centers to ensure youth, who need it, have a safe place to be at in the late hours of the evening.

HOUSING AND HOMEOWNERSHIP

1 Increased pathways to homeownership. Ideas included down payment assistance programs, establishing a HUD-Certified Home-buying Education and Counseling Center that includes multilingual services, and building more homes to increase the supply and lessen the demand.

2 Increased tenant protections. Ideas included greater enforcement of slumlords by the City's Code Enforcement department, build more affordable renting units, greater access to tenant rights education, establish an emergency fund for rental assistance, especially for seniors and differently-abled communities. Explore the idea of housing co-ops to decrease homeless crisis.

COMMUNITY CONVERSATIONS

KEY FINDINGS CONT.

CONNECTEDNESS (ECONOMIC RESILIENCY)

- 1** **Community Development Corporation** should include a focus on housing, workforce development, and small business and entrepreneurial support, and creative place-making.
- 2** **Focus on reintegration services.** Bring in partners who can facilitate expungement workshops, and provide training and support for formerly incarcerated individuals.
- 3** **Access to financial institutions.** Community Development Corporation to service a connector to financial institutions and services such as financial literacy classes, and assistance opening savings and checking accounts, applying for credit cards and loans.
- 4** **Anchor institution.** The Community Development Corporation should partner with nonprofits in Central, West, and North Long Beach to deploy services. CDC should explore ways to support the existing assets in the community.
- 5** **African American-specific programming.** Communities expressed a strong desire to create a platform that fosters increased leadership in the Black community.

PHASE II

POLICY RECOMMENDATIONS

The following section provides five strategies and policy recommendations that promote greater economic inclusion for underrepresented communities, in the areas of small business and diverse entrepreneurship, procurement, workforce and youth development, connectedness (economic resiliency), and housing and homeownership.

SMALL BUSINESS, DIVERSE ENTREPRENEURSHIP

Establish a Municipal Small Business Council with dedicated staff to provide representation advocacy, and technical assistance to every small business in the City.

BACKGROUND

Long Beach is home to diverse communities and economies with more than 9,800 small businesses, employing nearly 100,000 people. Small businesses employing less than 10 employees account for 86.8 percent of all Long Beach businesses, excluding home-based businesses and commercial and residential property licenses (3). Small businesses are the backbone of our economy and indicative of a local economy's strength: they provide services and goods to the community, and often employ local residents. With over 14,000 active business licenses in the City of Long Beach today, and steady growth of small businesses, it is important that these stakeholders can access support and resources. Many businesses join collectives, chambers, business associations, or improvement districts, which offer tools and programming to support business growth and activity.

However, costly membership fees, lack of information, and geographic location pose as barriers to accessing the resources and supportive services available to many of the smaller, "mom and pop" businesses, particularly "mom and pops" of color. Establishing a Municipal Small Business Council would create an affordable network for Long Beach entrepreneurs with resources and information available to every small business with an active license in the City.

POLICY RECOMMENDATIONS

SMALL BUSINESS, DIVERSE ENTREPRENEURSHIP

TIMING

Short-term objective; 1-2 years to implement

ADDITIONAL CONSIDERATIONS

- Should operate as a quasi-public entity, with a board or commission representative of the business community, broader community, and City staff
- Membership fee included in business license and should cost no more than \$5 per business, per year
- Businesses should automatically be registered upon registration of business license, and should be provided information about the Small Business Council at that time
- Consider tiered services and prices
- Small business council should have committees representative of business ownership demographics and industries (i.e., Black-owned Business Committee, Latinx Business Committee, Women-owned Committee, LGBTQ-owned Committee, Cambodian, Veteran, etc.)
- Culturally sensitive business navigators assigned to specific commercial corridors
- Small Business Council should offer educational support, technical support, and networking (peer-to-peer learning)
- Consider a centrally located office space, as well as satellite sites in various parts of the City

Implementation Committee Contributors: Alfredo Carlos, Austin Metoyer, Blair Cohn, Eric Romero, Ingrid Martin, Juan Benitez, Miranda Rodriguez, Morris Mills, Seyed Jalali, Wade Martin, Walter Larkins

POLICY RECOMMENDATIONS

LOCAL, INCLUSIVE PROCUREMENT

Increase the percentage of City of Long Beach spending on local, small, and diverse businesses by establishing a streamlined certification process, integrated vendor database for Long Beach agencies/institutions, and transparent supplier participation goals.



BACKGROUND

Public Procurement is one of the most powerful tools that local governments can deploy to foster more equitable local economies. Municipalities often dedicate millions of dollars to projects that rely on the goods and services of other businesses to complete. In re-examining the City’s procurement and contracting processes, local leaders can create strategies and identify resources that leverage public spending to support local businesses. Inclusive procurement increases revenue, creates and preserves jobs, and reinvests in the local economy.

Long Beach is home to six public agencies and institutions: The City of Long Beach (municipal city government), Long Beach City College, Long Beach Unified School District, the Port of Long Beach, Long Beach Airport, and Long Beach Transit; each has their own process and database for purchasing and issuing contracts. Moreover, in the City of Long Beach, contracting, bidding, and procuring processes vary by Department. To increase the percentage of spending on Long Beach businesses, robust outreach and engagement, along with a clear, integrated process will encourage more businesses to participate and support the economic life of these communities.

POLICY RECOMMENDATIONS

LOCAL, INCLUSIVE PROCUREMENT

TIMING

Short-term objective: 12 months to have a consultant do a baseline data analysis and stakeholder interviews

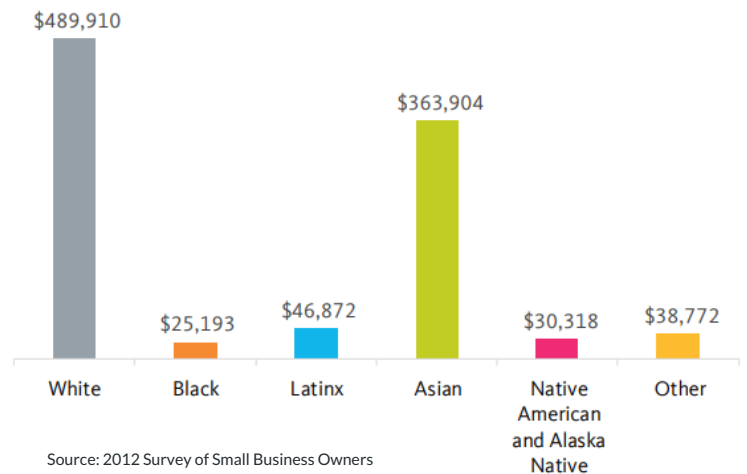
Long-term Objective: at least 5 years to implement fully

CONTRACTING AND PROCUREMENT ANALYSIS

As the City is determining how to create a more equitable procurement process, the first step is to conduct a contracting and procurement analysis on the City’s spending. The questions below seek to answer the larger question of what is the purchasing culture? If we can’t answer these questions, then it is an indication that we should consider hiring a consultant to help the City to better understand the purchasing culture, identify a baseline, and set clear goals to achieve a streamlined, consolidated, and more inclusive process for procurement and contracting.

- How do you advertise your bids?
- How does the City certify? Portal? Mail-in application?
- Is purchasing decentralized? Who is in charge of your contracting and procurement? What is the process?
- What are your threshold amounts? Informal amounts? Majority spend in which category?
- Can you break down your spend in percentage and dollar amount with SBE, VSBE, LSBE and by service category?
- Which departments have the highest spend? And in which categories?
- Do you collaborate and share vendor info across the departments?
- What are your biggest challenges as it relates to contracting with SBE, VSBE, and LSBEs?

Average Annual Receipts, Per Firm by Race/ Ethnicity, 2012



SBE- Small Business Enterprise;
 VSBE- Very Small Business Enterprise;
 LSBE- Local Small Business Enterprise

POLICY RECOMMENDATIONS

LOCAL, INCLUSIVE PROCUREMENT

ADDITIONAL CONSIDERATIONS

- Hire a consultant to conduct a procurement/contracting baseline data analysis of the City's spending
- Allocate budget to staff up procurement division in Financial Management/City Manager's Office, or in departments
- Set an ambitious transparent supplier participation goal by increasing the current small business, very small business and local small business enterprise (SBE, VSBE, LSBE) spend by 25%
- Consider creating a Chief Procurement Officer position in City Manager's office or similar role that can create accountability
- Examine and streamline the certification process for minority-owned, women-owned, veteran-owned, LGBTQ-owned, and social enterprise businesses
- Examine the performance of the 10% Local Preference
- Set clear participation goals (e.g., SBE, VSBE, LSBE, MBE, WBE, LGBTE, location of business, etc.)
- Following the baseline data analysis, set supplier diversity goals for each purchasing threshold
- Facilitate a boot camp or business incubator to support the capacity of local businesses to participate in supply chain
- Develop an outreach strategy to inform local businesses
- Automatically register businesses as vendors when they apply for a business license



Implementation Committee Contributors: Breanna Hawkins, Daniel Han, Miranda Rodriguez, Rhonda Thornton, Sashi Muralidharan, Susana Sngiem, Walter Larkins

POLICY RECOMMENDATIONS

WORKFORCE AND YOUTH DEVELOPMENT

Develop a plan to expand and deploy workforce development services to every Long Beach teen center.

BACKGROUND

There are five teen centers in the City of Long Beach, each located near a high school campus and operated by the Parks, Recreation, and Marine Department. Teen Center locations include McBride, Houghton, Cesar Chavez, Freeman, and Silverado. Currently, the teen centers provide Long Beach youth with a safe space that offers social and recreational programs to build interpersonal skills, teach responsibility, leadership, and personal growth. Some of the programs offered include computers, visual and performing arts, video games, intramural sports, cooking, and homework help.

The recent decision to move Long Beach's workforce development facility to an area of the city with the lowest unemployment rate, highest household incomes, and furthest away to those who need it most, has sparked much concern for many of the communities who reside in North, West, and Central Long Beach. This decision has generated innovative thinking about how we can utilize the assets we have in place to bring workforce development back into the communities who need it most. By leveraging our already established Teen Centers, we have an opportunity to reach more youth than ever before.

Modernizing the services and programs offered at teen centers will make workforce training accessible to every community and prepare Long Beach youth for the jobs of the future.

TIMING

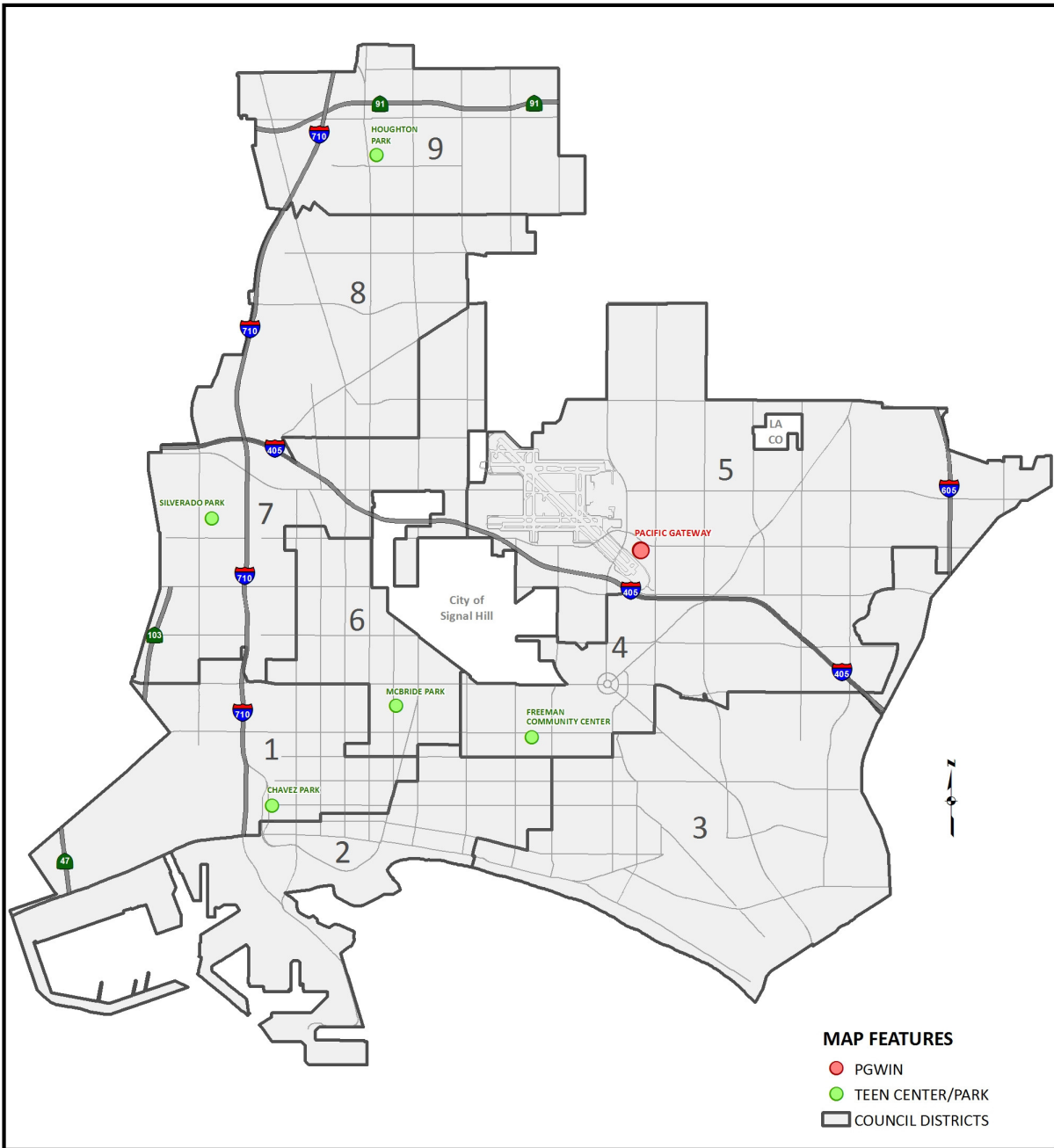
Short-term Objective: 1-2 years to pilot at two locations.

Long-term Objective: All five opportunity centers should be operational in 5 years.

POLICY RECOMMENDATIONS

WORKFORCE AND YOUTH DEVELOPMENT

MAP OF TEEN CENTERS



Department of
Technology & Innovation, GIS

City of Long Beach

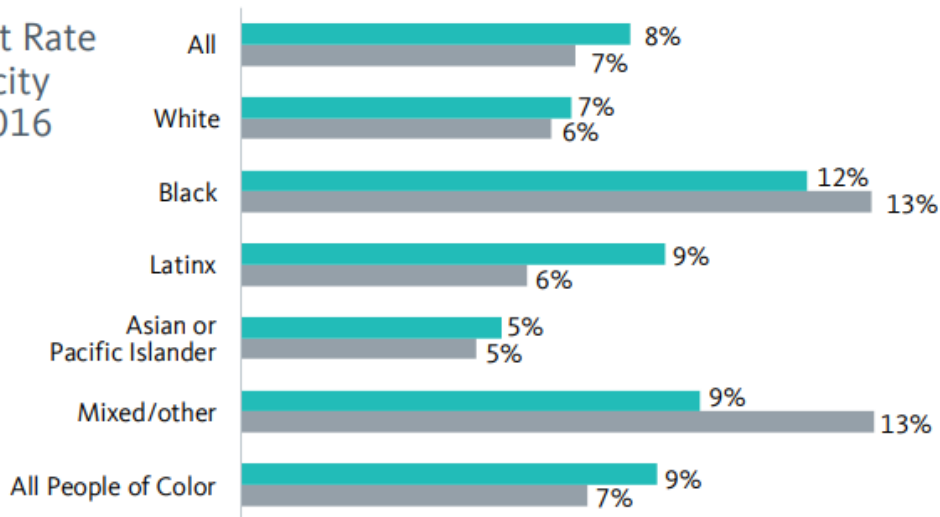
Proposed Workforce Development
Satellite Locations

POLICY RECOMMENDATIONS

WORKFORCE AND YOUTH DEVELOPMENT

Unemployment Rate by Race/Ethnicity and Gender, 2016

■ Female
■ Male



Source: Integrated Public Use Microdata Series. Universe includes the civilian noninstitutional labor force ages 25 through 64.
Note: Data represents a 2012 through 2016 average.

ADDITIONAL CONSIDERATIONS

- Prioritize mentorship/career coaching
- Conduct financial literacy classes, connect youth with banking opportunities
- Ensure access to computer technology; offer digital literacy trainings (i.e., Coding)
- Partner with community-based organizations to facilitate classes, trainings, etc.
- Ensure these centers are accessible to youth and offer amenable hours
- Partner with educational institutions, businesses for internship and employment opportunities
- Make mental health services available
- Introduce youth to careers in trade
- Offer programs for undocumented youth
- Soft skills development
- Employment opportunities in emerging industries

Implementation Committee Contributors: Bob Cabeza, Christine Petit, Alyssa Gutierrez, Jane Templin, Jessica Schumer, Jessica Quintana, Lionel Gonzalez, Melissa Infusino, Rebecca Kauma, Sara Baumann

POLICY RECOMMENDATIONS

CONNECTEDNESS (ECONOMIC RESILIENCY)

Support the Establishment of a Community Development Corporation (CDC) to deploy programs and services that support the economic development and financial empowerment of North, Central, and West Long Beach communities, and small businesses citywide.

BACKGROUND

During the 'Everyone In' Listening Tour, participants expressed a desire for a community resource center that is easily accessible, offers resources in multiple languages, and has the capacity to support the whole family with programs and services. Community Development Corporations (CDCs) are non-profit organizations dedicated to building the economic and social strength of a community by expanding educational programs and rehabilitating neighborhoods. CDCs often address a diverse range of neighborhood needs, such as job training, residential and commercial development, and social programming such as entrepreneurial classes, expungement workshops, and financial literacy courses.

As the dialogue around 'Everyone In' transitions from lessons learned, to building capacity and implementing strategic, best practices in Long Beach, a community development corporation is the ideal vehicle, through which many of these inclusive strategies can be sustained. Moreover, the CDC creates an opportunity for synergy by becoming the anchor institution to align and expand several North Long Beach initiatives.

In April, the Long Beach Community Action Partnership, joined by other community partners, began the process of establishing a CDC by applying for seed funding from Wells Fargo. The proposed CDC will focus on expanding opportunity and improving the overall quality of life through economic development goals, social, and health objectives, and aligning North Long Beach projects.

POLICY RECOMMENDATIONS

CONNECTEDNESS (ECONOMIC RESILIENCY)

PROGRAMS

The Community Development Corporation's core focus will be on expanding opportunity and improving the overall quality of life, through economic development goals, social, and health objectives.

Long-term objectives for this comprehensive CDC include services in the following areas:

Housing and Homeownership	<ul style="list-style-type: none"> • Partner with the Housing Authority • Establish a HUD Certified Counseling Center • Provide down payment assistance • Organize a rental assistance program fund
Entrepreneurship and Small Business Support	<ul style="list-style-type: none"> • Facilitate Entrepreneur Trainings and Workshops • Connect local businesses to funding and contract opportunities within the City • Provide technical assistance to small businesses • Provide administrative support to Business Improvement Districts
Workforce and Youth Development	<ul style="list-style-type: none"> • Partner with local community-based organizations, agencies, and educational institutions to facilitate youth and adult trainings • Offer soft skills (i.e. customer service) and technical skill training to immigrants, people with disabilities, formerly incarcerated, etc. • Facilitate resume building workshops and job interview trainings
Economic Resiliency (Connectedness)	<ul style="list-style-type: none"> • Expand multilingual financial literacy classes • Facilitate reintegration activities, including expungement workshops • Connect residents to financial institutions
Creative Placemaking	<ul style="list-style-type: none"> • Expand art-based economic development programming • Coordinate the annual Uptown Jazz Fest • Lead the Creative Corridor Challenge
Urban Agriculture, Green Spaces & Sustainability	<ul style="list-style-type: none"> • Support the expansion of community gardens and access to fresh produce • Support the development of open, green spaces in neighborhoods with limited access • Incentivize
Uptown Property Business Improvement District	<ul style="list-style-type: none"> • Explore partnership with the Uptown Business District to align services along commercial corridors

POLICY RECOMMENDATIONS

CONNECTEDNESS (ECONOMIC RESILIENCY)

TIMELINE

Preliminary Steps: Establish Community Development Corporation, leverage startup funds to identify partnerships and apply for project-specific grant opportunities to expand services.



YEAR 1: OCTOBER 2019 TO SEPTEMBER 2020

Engage organizational partners, initiate program development and implementation.



- Months 1-3**
- Facilitate asset mapping of community-based organizations
 - Establish partnerships
 - Transition NLB Initiatives to CDC for management

- Months 4-6**
- Begin long-range strategic planning process
 - Identify potential grant opportunities to support on-going programming
 - Conduct outreach with the broader community
 - Begin process to become a HUD approved counselor

- Months 7-9**
- Launch Small Business Mini Grant Program
 - Start bi-weekly multilingual financial literacy classes
 - Host Uptown Jazz Fest 2020
 - Submit application for HUD Certified Counseling

- Months 10-12**
- Complete long-range strategic plan
 - Begin monthly resume building workshops
 - Award Urban Ag. Mini Grants
 - Use an analysis tool to measure progress on Year 1 programming

POLICY RECOMMENDATIONS

CONNECTEDNESS (ECONOMIC RESILIENCY)



ADDITIONAL CONSIDERATIONS

- Wrap-around services that inform and assist residents with housing & employment
- Offers financial literacy education for all ages: children, youth, adults
- CDC is active in affordable housing development
- Partners/engages other community-based organizations, labor orgs, neighborhood associations, business associations, etc.
- Integrated programming with schools
- Facilitates Reintegration Services – employment opportunities for formerly incarcerated individuals
- Partners with nonprofits in Central, West, and North Long Beach to deploy services

Implementation Committee Contributors: Giselle Fong, Katie Balderas, Rebecca Kauma, Alanah Grant

POLICY RECOMMENDATIONS

HOUSING AND HOMEOWNERSHIP

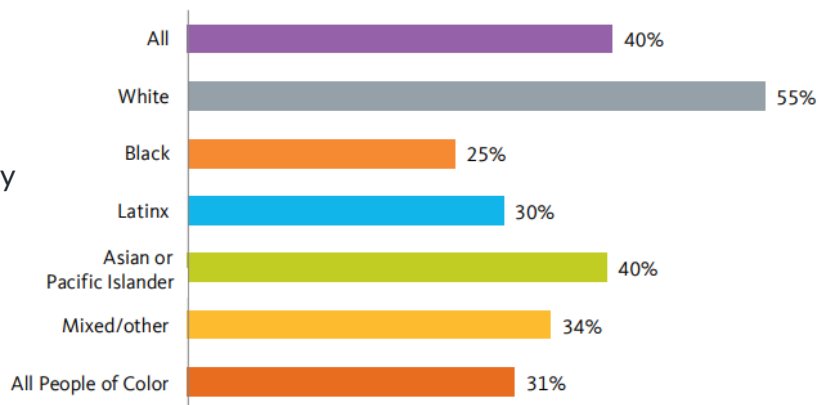
Support community-based organizations’ efforts to become HUD-Certified Homebuyer Counseling and Education agencies.

BACKGROUND

While homeownership remains one of the best ways to build intergenerational wealth, many low to moderate income households and families of color are systematically locked out from the opportunities homeownership provides. Black, Latinx, and Asian households receive fewer home purchase loans and have lower ownership rates than White families.

Long Beach is a majority-renter population, with over half of its residents paying more than 30% of their income on rent. While housing supply directly impacts home affordability, costly down payments are the biggest barrier to homeownership (2). The U.S. Department of Housing and Urban Development sponsors and certifies housing counseling agencies across the country, offering advice on purchasing a home, renting, defaults, foreclosures, and credit. A HUD Certified Counseling Center would connect real estate professionals to the Long Beach community, to educate, inform, and assist residents with navigating the housing terrain.

Homeownership Rates by Race/Ethnicity, 2016



Source: Integrated Public Use Microdata Series. Universe includes all households (no group quarters).
 Note: Data represents a 2012 through 2016 average. Homeownership for Native Americans is excluded because of small sample size.

POLICY RECOMMENDATIONS

HOUSING AND HOMEOWNERSHIP



TIMING

Short-term Objective: 1-3 years

ADDITIONAL CONSIDERATIONS

- Include tenant-focused services such as renters' rights education, and pathways to homeownership
- Down-payment assistance programs
- Establish community benefit agreements
- There should be more than one HUD Certified Counseling Center so that it is accessible by communities in need
- Invest in Housing Co-Ops
- Literature on programs and services should be available in multiple languages

Implementation Committee Contributors: Cheryl Ryman, Colleen Bragalone, Elsa Tung, Jacqueline Case, Linda Nguyen, Martha Cota, Mary Lee, Paige Pelonis, Sheila Sy, Stacey Slevcove, Susanne Browne, Tunua Thrash-Ntuk

LOOKING AHEAD

On Tuesday, June 11, 2019, Councilmember Rex Richardson will present the 'Everyone In' Economic Inclusion Implementation Plan to the Long Beach City Council, requesting their support in adopting the five recommendations outlined in this report. Upon adopting the recommendations, Council will also direct the City Manager to prepare a timeline for the implementation of each strategy; thereafter, Staff will share on-going updates for the Implementation Plan every six months.

It is our goal that these economic inclusion strategies will be integrated into the City's long-term economic plan, and that tools to advance equity will be incorporated into how the City provides services to Long Beach residents.

In addition to the Implementation Plan, Councilmember Richardson will also introduce a second item on June 11th to explore the feasibility of establishing a special Economic Empowerment Zone (EEZ) program in targeted areas of North, Central, and West Long Beach, to grow economic activity. This strategy came directly from the community, as we observed a pattern in the feedback received throughout the 'Everyone In' Community Conversation Series. Participants in North, Central, and West Long Beach, shared similar desires for resources hubs, good paying jobs, quality housing, and neighborhood-serving amenities to improve the economic vitality of their communities.

The pattern of disparate outcomes in health, wealth, and opportunity in North, Central, and West has been reimagined as a strategy to grow economic activity in these areas. The special Economic Empowerment Zone is a local program that aligns state and federal economic, place-based initiatives to bolster distressed communities. A local initiative will ensure inclusive and equitable development of these areas, by identifying incentives to grow good jobs, anchor and support businesses, add quality housing, and neighborhood amenities to the designated Economic Empowerment Zones.

LOOKING AHEAD

The remaining objectives for Phase II include:

- Facilitate an Equity Tour of Long Beach to engage financial institutions and philanthropic interests
- Establish a Food Policy Council
- Host a 2019 Economic Equity Summit

At the conclusion of the 2019 Economic Equity Summit, we will produce a Phase II Summary detailing updates on the remaining Phase II objectives, as well as updates from policy initiatives commencing during Phase I such as the Kiva crowdfunding program, Project Equity's worker-owned cooperatives, and

These programs, services, and policy changes are the first major step in achieving a more equitable city. Equity - ensuring the full inclusion of the entire city's residents in the economic, social, and political life of the city, regardless of race/ethnicity, nativity, age, gender, sexual orientation, neighborhood of residence, or other characteristics - is the essential element to achieving economic inclusion. Join us in creating a city where everyone has a seat at the table and an opportunity to thrive.

ACKNOWLEDGMENTS

Lead Partners

Office of Councilmember Rex Richardson
Los Angeles Local Initiatives Support Corporation (LA LISC)
City of Long Beach Economic Development Department
City of Long Beach Economic Development Commission
Economic and Policy Impact Center (EPIC)

Partners

Bixby Knolls Business Improvement Association
Centro CHA
City of Long Beach Office of Equity
Council Of Business Associations (COBA)
CSULB Economics Student Association (ESA)
CSULB Institute for Innovation and Entrepreneurship
Downtown Long Beach Business Alliance (DLBA)
Hon. Lena Gonzalez, Long Beach City Councilmember, 1st District
Hon. Jeannine Pearce, Long Beach City Councilmember, 2nd District
Hon. Stacy Mungo, Long Beach City Councilmember, 5th District
Hon. Roberto Uranga, Long Beach City Councilmember, 7th District
The LGBTQ Center of Long Beach
Long Beach Economic Development Commission
Long Beach Economic Development Department
Long Beach Forward
Long Beach Language Access Coalition
PolicyLink
Port of Long Beach
United Cambodian Community (UCC)
Uptown Business Improvement District
USC's Program for Environmental & Regional Equity (PERE)

ACKNOWLEDGMENTS

Special Thanks to the 'Everyone In' Implementation Committee Participants

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Jacqueline Case, President, Pride Real Estate Professional Association (PREPA)
Jane Templin, Vice President, IBEW Local 11
Jessica Schumer, Commissioner, Economic Development Commission
Jessica Quintana, Executive Director, Centro CHA
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Marcelle Epley, President & CEO, Long Beach Community Foundation

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Special Thanks cont...

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Tasha Hunter, Executive Director, Uptown Business Improvement District

Tunua Thrash-Ntuk, Executive Director, Los Angeles Local Initiative Support Corporation

Dr. Wade Martin, Professor & Director, Institute for Innovation & Entrepreneurship at California State University, Long Beach

Walter Larkins, Commissioner, Economic Development Commission

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APPENDIX A

2019 ECONOMIC INCLUSION OBJECTIVES



2019 Economic Inclusion Objectives

Pathways to Homeownership & Housing Attainability

Access to stable, affordable housing, and pathways to homeownership.

- Soft Second Mortgage Program – *Everyone In*
- HUD Certified Homebuyer Education Center – *Everyone In*
- Alternative types of Homeowners – *Everyone In*
 - Local Revenue for Affordable Housing Development – *Everyone In*
- Engage nonbank lenders and develop a community benefits plan – *Everyone In*
- Assess the value of establishing Community Revitalization and Improvement Areas - *Blueprint*

Diverse Entrepreneurship, Small Businesses & Procurement

Local policies and programs that support and sustain small businesses and incentivize business diversity.

- Develop strategies to attract investment, improve business corridors, encourage business formation and retention, and support job creation in low-income communities. – *Blueprint*
- Increase the number of minority-owned and women-owned businesses – *Blueprint*
- Partner with lenders to achieve greater access to capital among business owners of color and women in low-income neighborhoods. – *Blueprint*
 - Microfinance and Small Business Lending (Kiva Program) – *Everyone In*
 - Business Retention (Project Equity)
- Create a Small Business Council – *Everyone In*
- Increase Percentage of City Spending on Local Businesses – *Blueprint*
- Align & Streamline Business Certification across Long Beach Institutions – *Everyone In*
- Coordinate and Align Vendor Participation with Long Beach Institutions – *Everyone In*
- Create a Food Policy Council – *Everyone In*
- Create a Procurement Council – *Everyone In*

Workforce & Youth Development

Public-private partnerships that aid in skill development and workforce readiness.

- Diversity Recruitment Officer for Public Safety Departments and Agencies – *Everyone In*
- Community Based Workforce Development – *Everyone In*
- Public Private Partnerships for talent development (Leaders UP) – *Everyone In*
- Expanding educational opportunities & workforce readiness through strategic partnerships with LBCC and PGWIN – *Everyone In*
 - Creation of a North Long Beach Higher Education Center

Economic Resiliency

Services and policies that strengthen a community's ability to foresee, adapt to, and leverage changing economic conditions.


- Work with bank institutions and educational institutions to provide financial literacy training for residents and students in racially/ethnically-concentrated areas of poverty. – *Blueprint*
 - CRA Reform – *Everyone In*
 - Workforce Development Youth Bank Accounts and Financial Literacy (Lemando) – *Everyone In*
 - Leverage Successor Agency properties to bring in financial institutions – *Everyone In*
- Identify opportunities to increase access to traditional banking services in West Long Beach and North Long Beach. - *Blueprint*

APPENDIX B

PROPOSAL ANALYSIS TOOL

COUNCILMEMBER
REX
RICHARDSON

EVERY
ONE
IN



LISC
Los Angeles

**Everyone In Economic Inclusion Implementation Committee
Proposal Analysis Tool**
Wednesday, February 27, 2019

Proposal

- What strategic issue(s) will be addressed?
- How will the proposal be developed and implemented (e.g. policy, program/project (pilot), operations)?
 - **Policy** – a Citywide ordinance, that requires City Council approval.
 - **Program/Project (Pilot)** – Implemented by the City, requires City Council approval or implemented by a community-based organization.
 - **Operational** – an existing internal capacity or function.
- What are the desired outcomes and results for the proposal?
- What current opportunities does this proposal align with?
- What are the risks with this proposal?
- What are the future demands?

Analysis of Data

- What does the disaggregated data tell us?
 - Need to disaggregate by many indicators (e.g. race, gender, geographic area, age, etc.)
- Which community (communities) are most in need?
- Will the proposal have impacts on specific geographic areas or communities?
- What are the root causes or factors influencing the inequities?

Community & Stakeholder Engagement


- Have communities or areas most in need been engaged in this proposal?
- If yes, what input was received from the community?
- What impact do current/previous efforts have on the community?
- What is working?
- What didn't work?
- What are the lessons learned?
- What can be done differently?

Analysis & Strategies

- Is this a short-term or long-term proposal?
 - Short-term – accomplished in 1-5 years.
 - Long-term – accomplished in more than 5 years.
- If long-term, what preliminary work needs to be done?
 - What does the timeline for groundwork look like?
- What are the equity-based strategies and tactics to advance this proposal?
 - Think about SMART goals (Specific, Measurable, Achievable, Relevant, Time bound).

COUNCILMEMBER
REX
RICHARDSON

EVERY
ONE
IN



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Los Angeles

Implementation

- What funding is needed to operationalize/initiate this proposal?
- What funding is needed to support the proposal's on-going sustainability?
- What community partners should be engaged in the development, implementation and evaluation of this proposal?
- Does this proposal align with the vision, mission and/or values of any funding institutions?
- What funder(s) should be engaged to support this effort?
- How will elected, appointed leadership and staff be engaged on this proposal?

Shared Measurement, Accountability & Communication

- What are the indicators for success?
- How will data be collected, and results measured?
- What process will be developed and implemented to ensure consistent and open communication about the proposal to stakeholders and the community?
- Which entity will serve as the "backbone support"?
 - (resources and skills to convene and communicate efforts).

APPENDIX C

COMMUNITY CONVERSATION AGENDA



'Everyone In' Community Conversations Strategies to Create an Inclusive Long Beach Economy

Long Beach Fire Union Hall
Tuesday, May 28, 2019
6:00 PM- 8:00 PM

6:00- 6:10pm	Arrival
6:10- 6:20pm	Welcome & Introductions Susana Sngiem, Executive Director, United Cambodian Community Councilmember Rex Richardson, City of Long Beach, 9 th District
6:20- 6:30pm	Economic Equity Profile ~ What does the data tell us? Alyssa Gutierrez, Executive Director, Economic & Impact Policy Center (EPIC)
6:30- 6:35pm	Clarifying Questions ALL
6:35- 7:00pm	Strategies for Economic Inclusion Panel Discussion Moderator: <i>Councilmember Rex Richardson, City of Long Beach</i> Panelists: Housing & Homeownership: <i>Elsa Tung, Long Beach Forward</i> Small Business & Procurement: <i>Sandra Romero, LA LISC</i> Youth & Workforce Development: <i>Alyssa Gutierrez, EPIC</i> Connectedness: <i>Alanah Grant, Office of Councilmember Richardson</i>
7:00- 7:45pm	Breakout Sessions: Feedback & Input on Strategies <i>Breakouts to Choose From:</i> <ul style="list-style-type: none">- Housing & Homeownership, <i>Facilitated by: Elsa Tung</i>- Small Business, <i>Facilitated by: Sandra Romero</i>- Youth & Workforce Development, <i>Facilitated by: Alyssa Gutierrez</i>- Connectedness, <i>Facilitated by: Alanah Grant</i>
7:45- 7:55pm	Breakout Report Back ALL
7:55- 8:00pm	Evaluations & Closing



APPENDIX D

COMMUNITY CONVERSATION EVALUATION FORM



Community Evaluation Form WE WANT TO HEAR FROM YOU!

CONNECTEDNESS: ESTABLISHING A CDC

Please rank the following services/programs for the CDC? (1, low priority to 5, very important)

Strategy	1	2	3	4	5
Financial Literacy Classes					
HUD Certified Counselor - housing/rental assistance					
Resume Building Workshops					
Expand art-based programming					
Technical Support for Small Businesses					

SMALL BUSINESS & PROCUREMENT

Which strategy would best support small businesses in the short-term? *Circle one.*

- Access to capital, resources and technical assistance.
- Access to contracting opportunities.
- Succession plans for older businesses.

YOUTH & WORKFORCE DEVELOPMENT

What kind of services would help prepare you (or someone you know) for the jobs of the future?

ARE WE MISSING SOMETHING? WHAT OTHER ECONOMIC INCLUSION STRATEGIES SHOULD WE CONSIDER IMPLEMENTING?



APPENDIX E

COMMUNITY CONVERSATION FLYER

The City of Long Beach is Seeking Your Input!

EVERY ONE IN COMMUNITY CONVERSATIONS

Join us as we explore solutions to our city's most pressing economic issues around:

- Housing & Homeownership
- Small Business & Procurement
- Youth & Workforce Development

Saturday, April 6, 2019
10AM- 12PM

Silverado Park Community Center
(1545 W. 31st St., Long Beach)

Free food, childwatch, and translation services.
To RSVP, please visit: bit.ly/everyonein2

COUNCILMEMBER
REX RICHARDSON

LISC
Los Angeles

7 Councilmember
ROBERTO URANGA
Long Beach, Seventh District

LONG BEACH ECONOMIC DEVELOPMENT

¡La ciudad de Long Beach solicita su opinión!

EVERY ONE IN CONVERSACIÓN COMUNITARIA

Acompáñanos para explorar soluciones a los problemas económicos de nuestra ciudad.

Hablaremos sobre:

- Viviendas y propiedad de viviendas
- Como ayudar negocios pequeños
- Como desarrollar a los jóvenes para conseguir trabajo

sábado, 6 de abril de 2019
10AM- 12PM

Silverado Park Community Center
(1545 W. 31st St., Long Beach)

Comida gratis, cuidado de niños, y servicios de traducción.
Para registrarse, por favor visite: bit.ly/everyonein2

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Los Angeles

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ROBERTO URANGA
Long Beach, Seventh District

LONG BEACH ECONOMIC DEVELOPMENT