

August 2, 2022

**R-28**

HONORABLE MAYOR AND CITY COUNCIL  
City of Long Beach  
California

**RECOMMENDATION:**

Recommendation to receive and file a presentation regarding the City of Long Beach Strategic Vision 2030. (Citywide)

**DISCUSSION**

In early 2019, the Mayor and the City Council requested that a Strategic Plan for 2030 be developed. The focus of the Plan was to engage the community to identify actions that will address the challenges we will face decades from now, including climate change, housing affordability, education, jobs, infrastructure, transportation, and other key focus areas. After an assessment and identification of over 30 existing strategic plans and initiatives, the approach of the Plan evolved to design a Strategic Vision (Vision) that would encompass all plans.

In fall of 2019, an internal Strategic Vision Planning Committee was established to lead the development of the Long Beach Strategic Vision, and in early 2020, ARUP was contracted as the consultant to support the research and development of this Vision. In March 2020, the Vision document development process was placed on hold in light of the COVID-19 pandemic response and re-engaged in February 2021.

On May 11, 2021, a City Council study session was held to provide an update on the progress of the Vision including a high-level overview of project goals and themes, a review of the milestones achieved, a high-level synthesis of community and recent feedback, and upcoming engagement and future activities.

The Long Beach Strategic Vision 2030 has been developed utilizing community feedback and insights from the planning processes of more than 30 strategic plans across the City that were completed prior to the COVID-19 pandemic; this included more than 20,000 community member voices on topics including climate change, housing, public safety and violence prevention, education, infrastructure, transportation and much more. With an understanding that priorities may have shifted during the pandemic, additional data was captured in community interviews at vaccine locations, through Fiscal Year 2022 (FY 22) community budget meetings and through the community budget surveys. This process yielded feedback from approximately 1,350 additional people across Long Beach.

The Strategic Vision provides a long-term framework that not only identifies and prioritizes the City's high-level vision and goals, but also embraces the everchanging climate and weaves the anchors of equity and resilience into the fabric of how we do business for years to come. The Vision document is divided into two parts, focusing on what we seek to accomplish for our Long

Beach community as well as focusing on ensuring we have a healthy and thriving government infrastructure because without this infrastructure, we cannot effectively serve our community.

The Vision document includes a focus on the following areas for the community:

- Economic Development
- Digital Divide
- Housing and Homelessness
- Public Safety
- Mobility
- Health
- Education
- Climate and Environmental Sustainability

For our City governmental infrastructure, it focuses on:

- Financial Wellbeing
- City Employees
- Learning Organization
- Technology
- Aligning Expectations with Resources
- Community Engagement

Within these broader themes, there are 48 goals and 247 strategies to guide and prioritize our focus and efforts as we work to build a resilient, equitable, and thriving Long Beach.

This matter was reviewed by Deputy City Attorney Taylor M. Anderson on June 24, 2022 and by Budget Operations and Development Officer Rhutu Amin Gharib on July 1, 2022.

#### TIMING CONSIDERATIONS

City Council action on this item is not time critical.

HONORABLE MAYOR AND CITY COUNCIL

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FISCAL IMPACT

If City Council adopts the 2030 Strategic Vision and directs the City Manager to implement the policies within, the implementation of these strategies to achieve the goals delineated within the Vision is anticipated to require a substantial investment of City resources, including a significant staffing impact beyond the normal budgeted scope of duties. The departments responsible for elements within the Vision would return to the City Council for approval and request appropriation for items which are currently not budgeted as resources become available over the next several years. Offsets for implementing plan elements have not been identified and may require the use of one-time sources and structural funding in future years. The recommendation to receive and file the 2030 Strategic Vision has no fiscal or local job impact. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with City Council priorities.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



THOMAS B. MODICA  
CITY MANAGER

Attachment – City of Long Beach Strategic Vision 2030

CITY OF  
**LONG BEACH**  
STRATEGIC VISION  
**2030**







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# Letter From the City Manager

Dear Long Beach Community Members and Partners,

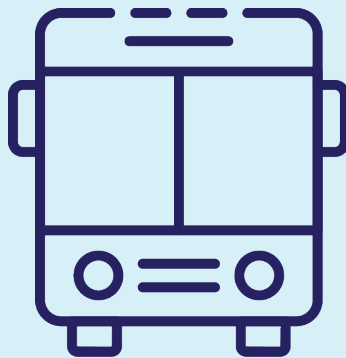
We are living in a profoundly historic time. The COVID-19 global pandemic continues to dominate nearly every aspect of our lives. We have seen unprecedented loss of life, devastating economic impacts, threats to our democracy, renewed calls for racial reconciliation, and inspiring examples of everyday heroism and resilience.

During this time of great uncertainty and change, cities have proven to be more relevant and important than ever. As city staff, we continually strive to meet the call to support our community members in addressing challenges in their lives. We have taken the time to listen. We have reflected deeply on what our residents and community members need to be healthy and thrive in the next decade and beyond. We have laid out statements of possibility and specific goals in the areas of economic opportunity, equity, resiliency, digital inclusion and technology, housing, public safety, transportation and mobility, health, behavioral health, wellness, education, and climate sustainability.

This is a watershed moment as we affirm and reframe our commitment to supporting our diverse community. We acknowledge, honor, and uplift the work that has brought us to this point. We resolve to achieve a better future in which all residents experience Long Beach as a safe, clean, and healthy place to live, learn, work, play, and thrive. It is in this context that we are proud to present you with the Long Beach Strategic Vision 2030. We look forward to embarking on this journey to reach our great city's future and invite you to be part of the work that will get us there.



Thomas B. Modica



# Strategic Vision 2030 Overview

*“Strategic plans are important to make good decisions for the city on a long-term basis. This is a sensible way to ensure the City has a roadmap for a better future!”*

**(PRM Strategic Plan Engagement)**

The Long Beach Strategic Vision 2030 is a citywide vision guiding long-range decision-making and policy direction through 2030. This vision captures the insights, goals and community voices that make up more than 30 city plans and initiatives developed in the past six years, as well as input from the Mayor, Council Members, City staff, and community members. This vision outlines our aspirations and goals for the City and identifies strategies to achieve them. It embodies our commitment to make Long Beach the best place to live for our residents and pledge to make it a reality.

Long Beach continues to rebuild itself toward a more equitable and resilient future after experiencing one of the most challenging periods in recent history with the impact of the COVID pandemic combined with the national movement to dismantle structural racism. Many of the City and Long Beach community's priorities and concerns have shifted, while others have remained as important as ever. This historic time has created the opportunity to imagine a vision for a healthy, safe and thriving Long Beach in 2030 that is more equitable and resilient.

Our Strategic Vision charts the course to rise and meet our vision over the next 8 years and reflects our values as a community united toward progress.

## WHY DO WE NEED A STRATEGIC VISION?

As our City continues to grow, we must plan for a future that builds on our innovative initiatives, embraces new opportunities, and promotes efforts to advance equity and strengthen the city's resilience in everything we do. The intent of developing a strategic vision is to provide a long-term framework that not only identifies and prioritizes the City's high-level vision and goals, but also embraces the everchanging climate and weaves the anchors of equity and resilience into the fabric of how we do business for years to come.

## DEVELOPING OUR STRATEGIC VISION

To be a successful, the 2030 Strategic Vision must build upon community voices and incorporate the goals from our residents and employees who are the front line in building a strong, safe, healthy and resilient Long Beach. The more than 30 existing city plans that are woven into this Strategic Vision reflect more than 15,000 community insights and one common theme emerged: improve the quality of life for all residents in Long Beach.

The majority of the strategic plans reviewed for this Strategic Vision were conducted prior to the COVID-19 pandemic. To capture additional insights and possibly changing priorities given the impacts of the pandemic, City staff gathered community input during the summer of 2021 through community conversations with residents at vaccination clinics and local events, at city budget meetings, through surveys, and city council district meetings to identify any shifts in priority among community members during the pandemic. There was some shift from talking about big changes to ensuring the basic needs of all our community members are met first.

Input from City staff was also key to the development of our vision. Listening sessions were conducted with city leaders including the Mayor and each Councilmember, the City Manager and his executive team, along with city department heads to identify goals. A Strategic Vision Steering Committee made up of city staff representing different departments met monthly to provide guidance to the development of this vision. City employees also attended online whiteboard sessions and department-led focus groups to provide key input on strategies to achieve desired goals as well as what city staff feel are necessary to provide critical services to our residents each day and night. Finally, an employee survey allowed any City employee to provide input and feedback on the goals and strategies. This was an all-hands effort designed to develop a comprehensive vision that is owned by all of us.

Our Strategic Vision is designed as a guiding document for Long Beach as a community, and Long Beach as a city government. Specifically, our vision identifies the key goals and strategies for our Long Beach community and how we ensure our City government has the financial security, employee opportunity and support, technology infrastructure and data to meet our community's most basic needs and further enhance the City so people continue to seek to live, work, and play here. This is a roadmap toward meeting the City's ambitious goals and allows us to forge ahead as a leader in the state and nation.

ENAGAGEMENT TYPE THAT INFORMED THE PLAN	QUANTITY
2030 Strategic Visioning Budget Survey conducted through Citywide Community Budget Meetings and on-line	<b>1,034</b> surveys received
Post Vaccine Community Conversations-line	<b>35</b> conversations documented
Council District Meetings	<b>150</b> residents attended
Employee Engagement Sessions	<b>117</b> employees participated
Strategic Plans Reviewed	<b>30+</b> Long Beach City plans
Residents engaged throughout City's planning efforts that inform the strategic vision	<b>20,000+</b>
Steering Committee Members	<b>15</b>
Steering Committee Meetings	<b>10</b>

## LONG BEACH TODAY AND THE CHALLENGES AHEAD

Long Beach is a city of local and national significance. We are a progressive city full of passionate individuals working toward a fairer and more just city.

The COVID-19 pandemic had a profound impact on our lives and changed the ways that we need one another and our city government. We sought help and support during times of uncertainty and concerns about our public's health. Residents relied on the city government, in partnership with community-based organizations, for food, vaccinations, public health updates, rental assistance, and small business grants to help keep households safe, healthy, and financially afloat.

As the country roiled through the COVID-19 crisis, we committed federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to support our residents and businesses impacted by the pandemic and launched the Long Beach Recovery Act to focus federal funding to address the social and economic impacts of the pandemic as well as strengthen our City for the future. Our City responded to these unforeseen shocks with urgency, which saved and improved lives.

### **Economic Development**

While the population of Long Beach has become a majority people-of-color population, inequitable outcomes in who has economic opportunity persist in the lives of Long Beach homeowners, workers, and entrepreneurs. The pandemic highlighted racial inequities across our economy, particularly the disproportionate burden placed on our "essential workforce" across all industries and sectors. To address historical inequities, economic development must focus on economic inclusion, jobs and workforce development, healthy business environment, investments in youth and education. The City will also continue efforts to promote the arts and our unique culture, history and identity to stimulate economic development and support our diverse economies.

### **Digital Divide**

In an increasingly technology-driven world, digital literacy and adaptable and digitally inclusive infrastructure are prerequisites for success in school, businesses, and institutions. The pandemic magnified the essential roles technology and the internet play in our lives and the detrimental impacts it has when some of our communities cannot fully access and use them. The digital divide, a partition between those Long Beach community members who have access to the internet and those who do not, deeply impacts an individual's ability to equitably participate in society, democracy, learning, and the economy.

It is important to close the digital divide by making classes and technology resources readily available. Our City has initiated important steps to begin addressing



technology accessibility, particularly through our recent Digital Inclusion and Smart City Initiatives.

## **Housing and Homelessness**

The housing crisis in Long Beach disproportionately impacts our Black, Latino, Cambodian and other communities of color. High housing costs and limited housing supply have contributed to overcrowding, homelessness, and difficulty achieving home ownership.

Lack of affordable housing also impacts a person's overall health and wellbeing. Housing cost is often the largest expense for families and spending too much on housing means not enough for other basic needs and essentials. Long Beach residents who are unable to save or invest enough to take advantage of the long-term financial benefits of homeownership are also deprived of the social, health, and economic benefits that can come to individuals and families with stable housing. Housing unaffordability curtails discretionary spending and access to a local workforce, impacting businesses and economic development. Tackling the housing issue is therefore a top priority that requires collaboration across departments and sectors.

## **Public Safety**

Addressing public safety, violence, and persistent community level trauma is a challenge for all cities. Public safety can look and feel different to people depending on one's accessibility to resources, housing options, workforce opportunities, family dynamics and other existing social factors. The feeling of safety is also a key factor that impacts a family's or a business' decision to stay in Long Beach.

The mission of public safety is the improvement of community wellness and support of the community's shared values through the reduction and mitigation of dangerous or life-threatening situations. While the City's Continuum of Public Safety has historically been headed by the Police and Fire Departments, it has over the last several decades forged partnerships across sectors to support a spectrum of public safety efforts and include Disaster Preparedness and Emergency Communication as well as Public Health Emergency Management, along with other City Departments and non-city partners. The mission is carried out through programs, services and policies designed to encourage authentic community involvement, leadership and collaborative efforts. More than ever a collaborative approach to public safety and violence prevention efforts is necessary and has grown to closely tie together the missions of Health and Human Services Department, City Libraries, Parks and Recreation, Workforce Development, and the City Prosecutor's Office. These partnerships, which leverage the strengths of the many, will facilitate achieving the goal of creating communities where people feel safe and supported to lead efforts that strengthen and maintain that safety.

## **Mobility**

How we connect people to places safely impacts our physical health, economic health, and environment. People of all ages and abilities must have safe and efficient mobility options. Congestion, high vehicle speeds, and lack of safe bicyclist and pedestrian facilities have been barriers for residents and have led to accidents, fatalities, and a lower quality of life.

Safe and maintained streets and roads that are comfortable for all users are a minimum for all neighborhoods. In the last five years, local infrastructure has undergone significant investment through the voter-approved ballot measure, Measure A, which allows for addressing critical repairs and maintenance for parks, city facilities, roads, alleys, and sidewalks. We will continue to work to ensure all residents feel safe using sidewalks, and convenient mobility options are available across the city.

## **Health**

Health outcomes vary significantly across Long Beach, with life expectancy varying by 17 years depending on which neighborhood you live in. We know that health care, genetics, and individual behavior only account for about 30 percent of health outcomes, and the remaining 70 percent stems from the neighborhood where we can afford to live, the condition of our housing, our parent's educational levels and stress load, our family's income, whether we have safe places to play outside, and the quality of our food, education and environment. These are called social determinants of health.

To address these differences, it is essential to address the underlying and interconnected conditions impacting health, mental health, overall wellness, healthy births, health care access, access to healthy foods, healthy and safe family structures, social support and connections, and safe accessible places to be outside for exercise and community gathering. The COVID-19 pandemic elevated the impacts of social conditions and racism, with far greater impact on people of color, those living in poverty and overcrowded conditions as well as for older adults and marginalized communities. We must work collectively to improve the health and opportunity in all Long Beach neighborhoods.

## **Education**

Educational attainment strongly correlates with lifetime earnings and economic wellbeing. In Long Beach, educational attainment is not the same across all neighborhoods in our city or among various racial groups. High school graduation rates for Black and Latino students are about 85 percent but fewer than half are considered prepared for college or career success after high school.

Together with city partners, we are taking important steps to address gaps in education, leading the development of the Early Childhood Education plan and investment efforts, partnering with Long Beach Unified School District, Long Beach Community College and Long Beach State to enhance the Long Beach College Promise to provide a pathway to post-secondary education as well as with Pacific Gateway to enhance workplace skills.

## **Climate and Environmental Sustainability**

Extreme heat, worsening air quality, and flooding pose the greatest climate change risks to Long Beach residents. As climate change worsens, more extreme weather events are expected, including heat waves, poor air quality days, flooding from sea level rise, and more severe storms. These impacts will also further complicate sustainability concerns such as access to good water quality, waste management, resource conservation, and community health. While climate change will impact the entire city, some communities within Long Beach already experience disproportionate environmental health burdens.

Our City has a number of sustainability initiatives underway but a more coordinated response can expedite and achieve more equitable outcomes. The Climate Action and Adaptation Plan (CAAP) provides an overarching framework for creating or updating policies, programs, practices, and incentives for the City, Long Beach residents and businesses to reduce the City's greenhouse gas footprint and ensure the community, city infrastructure, and physical assets are better protected from the impacts of climate change.

## **Government**

A healthy, effective and innovative government is essential to the ability to continually improve the quality of life for people throughout the City. Members of our community continue to face inequities and disparate outcomes based on historical and current marginalization. We recognize this and have identified areas within our organization that can be improved to better serve our community.

A healthy and effective government must be fiscally resilient, adequately staffed, technologically up-to-date, transparent and fully engaged with the community, continually learning, and guided by agreed upon priorities that are backed by sufficient resources. We have learned a lot from the pandemic and are working to be prepared for the next inevitable unprecedented challenge in the future.

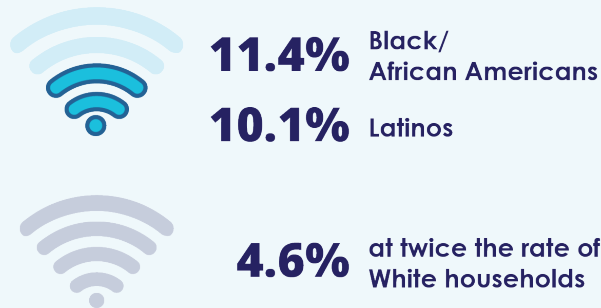
Our Strategic Vision sets goals and strategies that will help the City better respond to emergencies and integrate needed changes that create more equitable outcomes for all residents.

## LONG BEACH AT A GLANCE

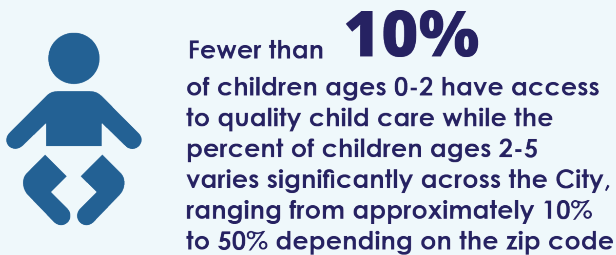
### DIGITAL



Without an internet subscription

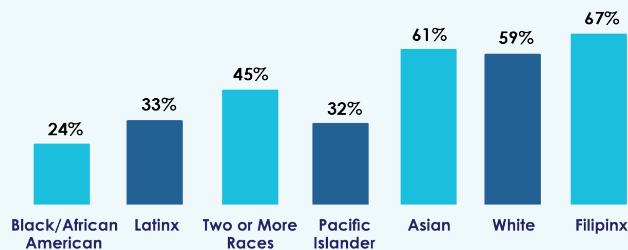


### EDUCATION



While our  
high school  
graduation  
rates are at

**86%**



The high school graduation rates for Black and Latino students are about 85%, but less than half are considered prepared for college or career success after high school.



Approximately

**56%**  
are ready for college

## LONG BEACH AT A GLANCE (CONTINUED)

### HOUSING



Households pay  
more than  
**30%**  
of their monthly  
income towards  
rent or a mortgage.



Approximately  
**20,000**  
households have  
more than one  
person per room.

### ECONOMIC DEVELOPMENT



#### MEDIAN HOUSEHOLD INCOME

**\$63,017 USD**

LONG BEACH, CA

Median income in  
Long Beach is  
\$63,017 compared  
to \$75,235 in  
California  
(ED Dashboard)

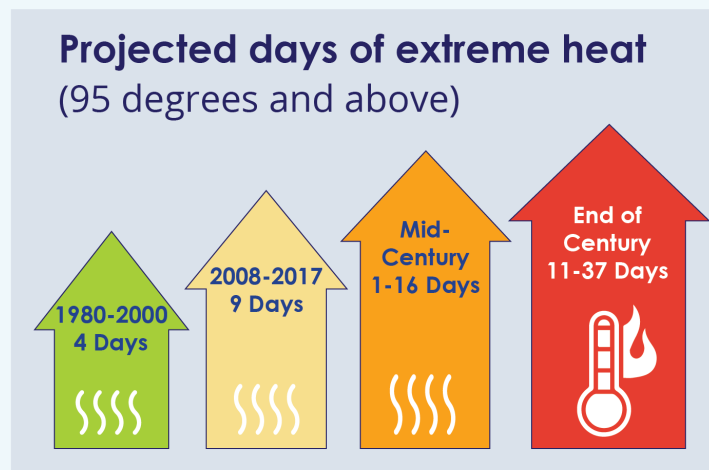
**\$75,235 USD**

CALIFORNIA

## LONG BEACH AT A GLANCE (CONTINUED)

### CLIMATE

Projected days of extreme heat  
(95 degrees and above)  
from 1980-end of century



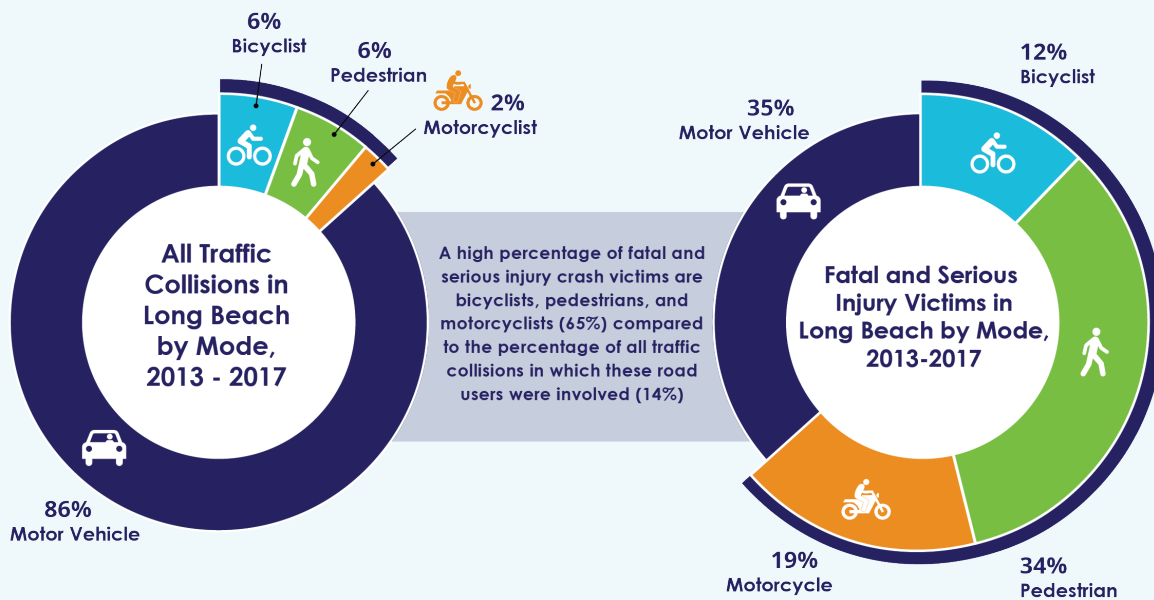
As extreme heat gets worse, the urban heat island effect could accelerate. The urban heat island effect impacts low-income areas and communities of color in North, Central, and West Long Beach the most.



## LONG BEACH AT A GLANCE (CONTINUED)

### MOBILITY

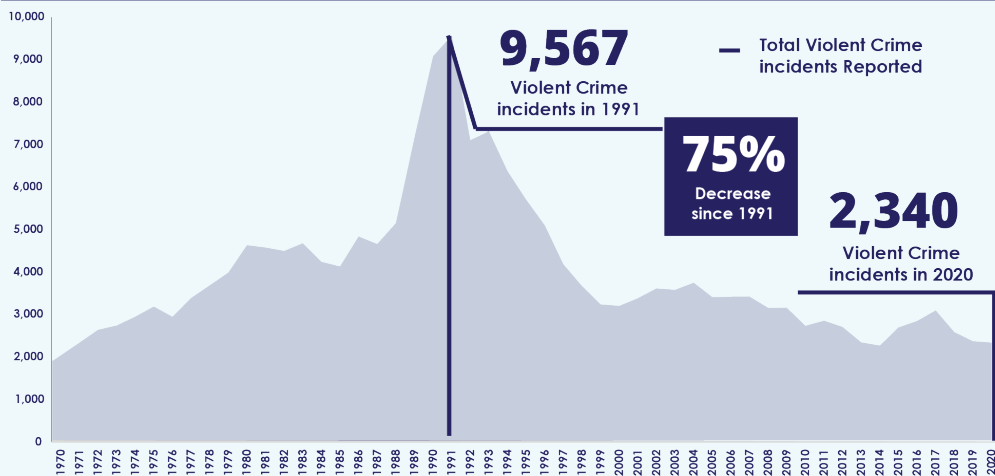
Fatal and serious Injury Victims in LB  
by mode 2013-2017  
(Safe Streets LB action plan pg. 3)



## LONG BEACH AT A GLANCE (CONTINUED)

### PUBLIC SAFETY

Historical Violent Crime in Long Beach



Firearm Statistics YTD 4/15/21

#### Firearm Related Arrests

2020 **112** 2021 **177** +58%

#### Firearms Seized

2020 **216** 2021 **324** +50%

#### Prohibited Firearm Possessor Arrests

2020 **69** 2021 **107** +55%

#### Ghost Guns

2021 **40\*** \*Preliminary count due to current backlog. 83 ghost guns seized in 2020.



## LONG BEACH AT A GLANCE (CONTINUED)

### HEALTH



**16%**

of adults are  
diagnosed  
with depression

The COVID-19  
pandemic  
increased mental  
health struggles

**42%**

of adults reported  
recent anxiety and  
depression

**25%**

of children  
and teens

**65.3%**

of adults  
in 2015



engaged in regular  
physical activity

# How to Read the Plan

## STRUCTURE

The Strategic Vision is organized in two sections: Our Community and Our City Government. Both sections contain goals and strategies identified with staff, the community, and city leadership. Strategies were also drawn from existing departmental and cross-agency strategic plans.

The first section provides the collective vision for Long Beach as a community and the outcomes we would like to see in our neighborhoods across the City. To achieve the vision, the community chapter identifies goals and strategies across eight themes, as provided in the figure below.

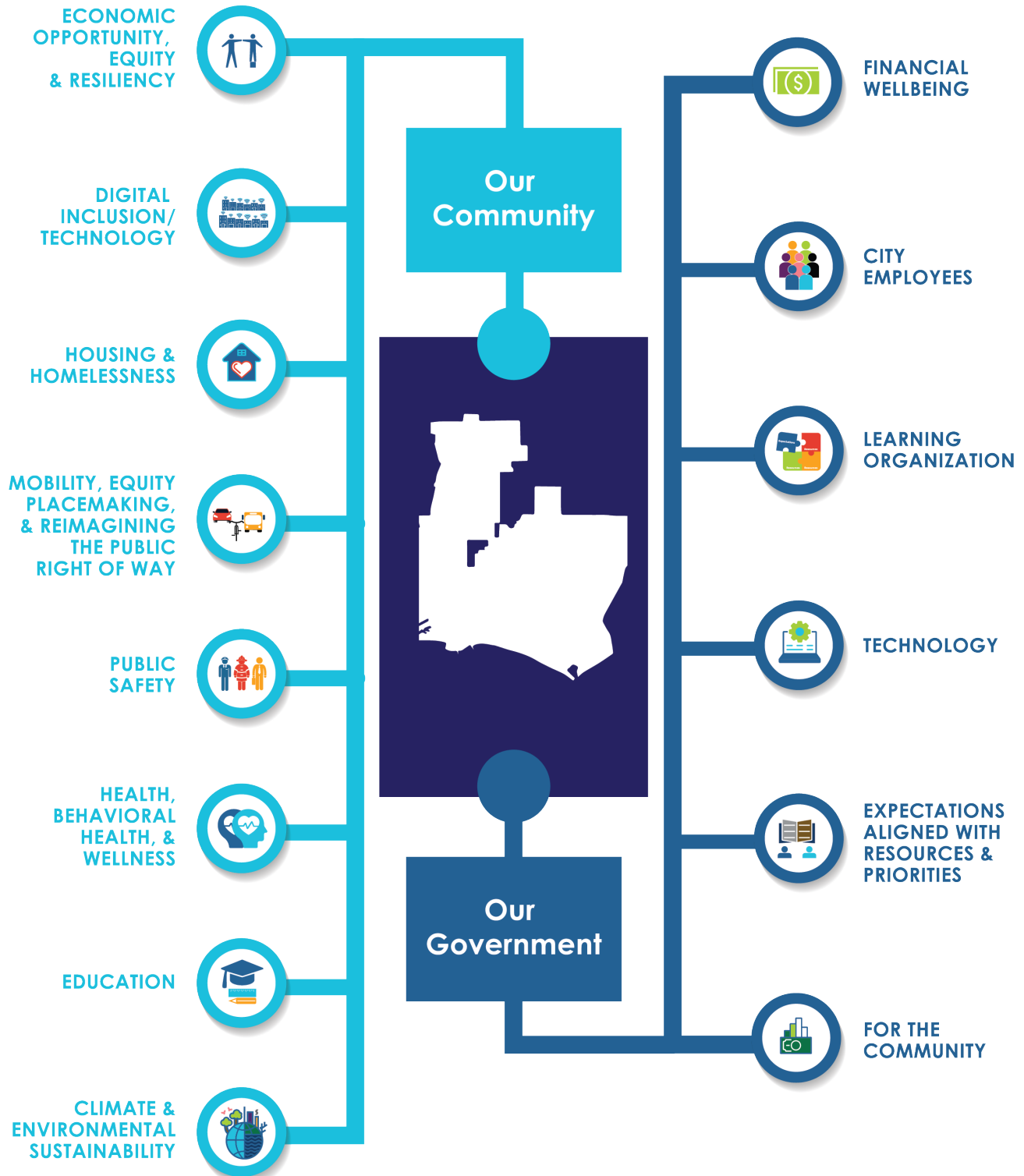
The second section provides the vision for our City government, and outlines the goals and strategies across six categories, as shown in the figure below. Key to the success of this vision is the health and efficient operation of our government. To implement the strategies and achieve the vision outlined in the first section, our city employees must feel supported and aligned in their efforts, and city processes must be simplified and streamlined to meet regular and changing needs.

Strategies have been organized by a single theme, but some may align with more than one theme due to the collaborative nature of city projects.

The structure of the Strategic Vision is provided on the opposite page.



Each of the themes have a set of goals and strategies to help the City implement its vision by 2030.  
The structure of the Strategic Vision is diagrammed below.




## HOW TO READ PLAN

### THEME

Key Focus Area

### GOALS

What we seek to achieve

OUR COMMUNITY	OUR COMMUNITY
<p><b>1. ECONOMIC OPPORTUNITY, EQUITY AND RESILIENCY</b></p>  <p>Long Beach provides economic opportunity for all.</p> <p><i>"Pandemic UI kept me afloat because I moved back in with my family, where my rent was reduced by \$600. The stimulus helped my family manage household expenses because I couldn't contribute."</i> (City Budget Survey 2021)</p> <p>Today, our commitment is to refresh, reassess, refocus, and uplift ongoing economic development activities that will truly make Long Beach a "city of opportunity for all." Our goal for the new decade is to recommend an effective and sustainable path to position Long Beach as a leader and model of equitable economic opportunity and resiliency for cities of the future.</p> <p>The following goals and recommendations include specific strategies for Black, Latino, Cambodian, other people of color, women, and veterans, who face distinct and compounding barriers to economic opportunity that include starting and maintaining a business and generating generational wealth. We are reimagining policies and programs that take affirmative steps to deliver resources, open-up access to capital, and tap into the power of networks so that historically disadvantaged businesses can compete. At the same time, we must invest in our youth, history, and culture and arts of Long Beach to stimulate economic development and celebrate the diversity of our community.</p> <p>These strategies were informed by the following plans:</p> <ul style="list-style-type: none"> <li>• Economic Development Blueprint (2017)</li> <li>• Everyone In (2017)</li> <li>• Racial Equity and Reconciliation Initiative (2020)</li> <li>• Youth and Emerging Adults Strategic Plan (2021)</li> </ul>	<p><b>1.1 A WELL-TRAINED WORKFORCE THAT IS COMPETITIVELY ALIGNED WITH THE NEEDS OF LOCAL EMPLOYERS.</b></p> <ul style="list-style-type: none"> <li>» Create dedicated funding sources to invest in the creation of geographically based Economic Innovation Districts that collocate industry anchors and employers with educational and training partners (including Long Beach City College, California State University Long Beach, Long Beach Unified School District, and the Pacific Gateway Workforce Innovation Network).</li> <li>» Ensure the Long Beach College Promise reaches and engages students from underserved communities to support completing educational goals and connect the Long Beach Promise to a jobs and housing promise to retain talent in the city for Long Beach employers.</li> <li>» Develop hiring pipelines from high school, vocational skills training, and institutions of higher education into green jobs, especially jobs supporting space/technology for Black, Latino and Cambodian students and other students of color.</li> <li>» Expand internship partner programs with high schools and post-secondary institutions to build job skills for underserved youth and provide pathways for the future City workforce.</li> <li>» Deploy and expand workforce development services to every Long Beach teen center, library and other youth-focused locations to enhance early exposure to job training and life skills.</li> <li>» Create workforce development training programs for older adults and/or retirees seeking to re-enter the workforce.</li> <li>» Work to ensure that internships and workforce development efforts are focused on at least a living wage and meet future employment needs across employment sectors.</li> </ul> <p><b>1.2 NEW AND EXISTING ENTREPRENEURS HAVE SUPPORTIVE, ACCESSIBLE, AND RELIABLE PATHWAYS TO CONFIDENTLY START AND GROW SUCCESSFUL BUSINESSES.</b></p> <ul style="list-style-type: none"> <li>» Create business incubators to provide technical assistance for both new and existing small businesses and help them navigate business licenses, permitting requirements, and loans and grants.</li> <li>» Modernize and streamline City regulations to make it easy, affordable, and efficient to start or grow a business in Long Beach.</li> <li>» Establish one-stop centers for technical, financial, and regulatory assistance for small businesses in locations throughout the city.</li> <li>» Utilize one-stop centers for support and resources for new and small businesses to help them get started, participate, and succeed in City procurement opportunities.</li> <li>» Establish a municipal small business support team with dedicated staff to provide representation, advocacy, and technical assistance to every small business in the City.</li> </ul>

### STATEMENT OF POSSIBILITY

### STRATEGIES

Broad actions to achieve the goals

## ANCHORS: EQUITY AND RESILIENCY

Equity and resiliency are at the core of our Strategic Vision. They are essential to ensure that all members of the Long Beach community can reach their optimal potential. Each goal and strategy is designed to support the community in withstanding external shocks. This foundation provides a basis for transformational change to occur at the individual, neighborhood, and city-wide levels. As a framework, equity holds us accountable to ensuring that no one is left behind and that all members of our community can thrive. As a City, we must transcend former ways of thinking and make changes starting at the core. We must acknowledge that we are not all starting from the same place. By finding common ground through common language and shared understanding, we will move toward hope and unity together.

### Equity

Equity is when everyone can reach their highest level of health and potential for a successful life, regardless of their background and identity. We envision a Long Beach where a person's zip code or identity does not determine the opportunities they and their families have for a healthy and prosperous life. The community plays a major role in advancing equity by informing policies and practices that will ultimately change the system as we know it today.

### Resiliency

Resiliency is the capacity of individuals, families, communities, and our government to heal from trauma, and strengthen our adaptability and experiences of wellbeing in ways that can prevent future trauma. It also focuses on our systems' capacity to absorb stresses, shocks and changes stemming from ecological, social and economic impacts and maintain function in the face of external stresses imposed upon it. Resilience allows us to adapt, reorganize, and evolve in ways that improve the sustainability of our systems, leaving us better prepared for future impacts.

Anchoring equity and resiliency in this strategic vision helps focus and prioritize our work as we emerge from the pandemic and move toward an inclusive, equitable, resilient and just future.

## STATEMENT OF POSSIBILITY

This plan is developed to move us to our possibility as a city.

### *IN LONG BEACH..*

#### *ALL PEOPLE AND COMMUNITIES...*

Have economic opportunity.

Have access to technology to learn, communicate, engage and thrive.

Have housing that is safe, inviting and affordable.  
are safe and secure in their neighbourhoods.

Have mobility and infrastructure that meets their needs

Are healthy and well.

Have access to quality education across the life span  
to learn and grow.

Live in a sustainable and resilient environment.

#### *WE DO THIS THROUGH ENSURING...*

The City is fiscally resilient to meet current and future challenges.

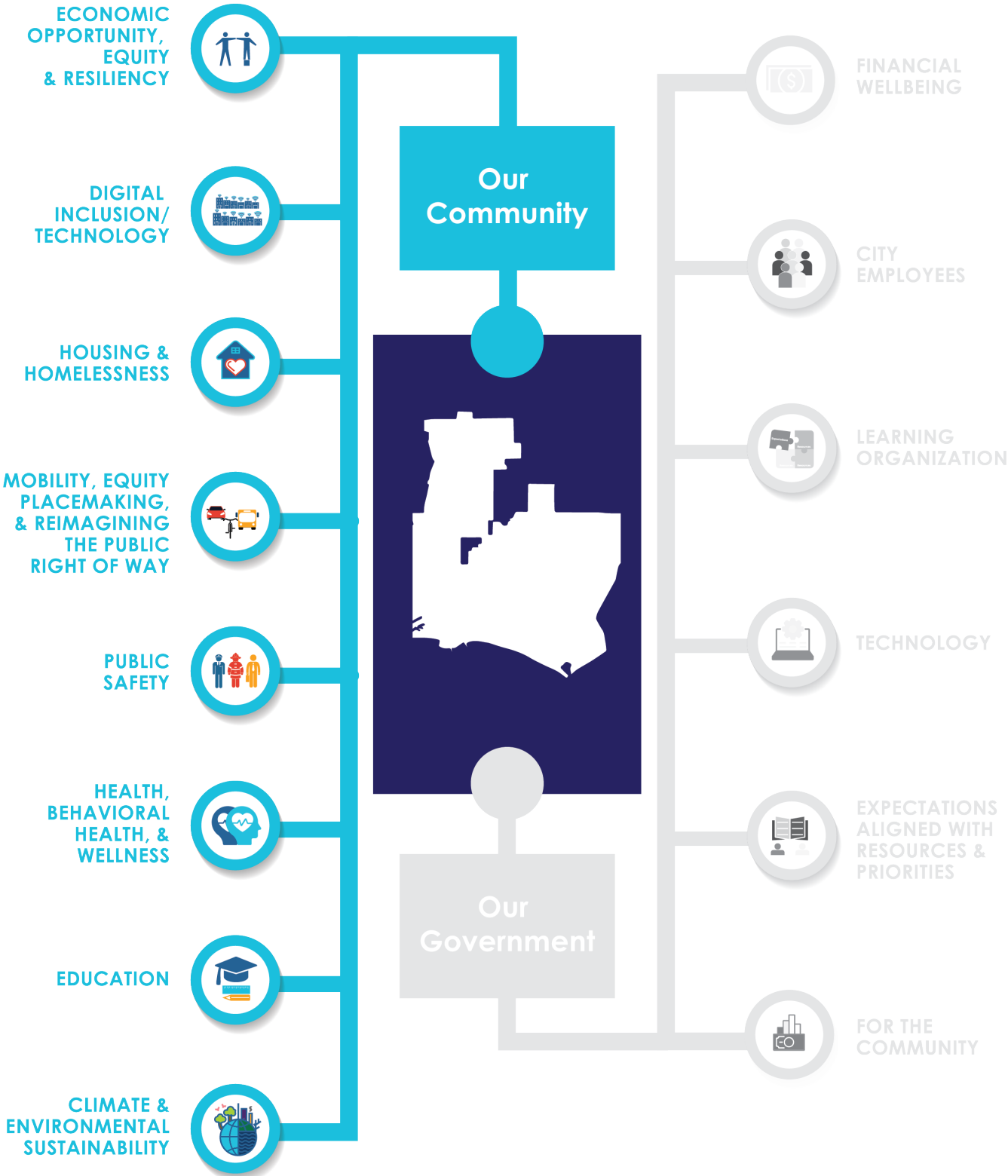
Employees are energized, thriving, engaged and reflect the many communities of our City.

Our City is a learning organization that utilizes innovation, experimentation, and data to continuously learn and grow.

We are technology and data driven.

Expectations and resources are aligned.

Our City acknowledges and values the expertise of its community members and organizations and ensures pathways to involve them in policy and program decision-making and implementation that impacts them.









## 1. ECONOMIC OPPORTUNITY, EQUITY AND RESILIENCY



**Long Beach provides economic opportunity for all.**

*“Pandemic UI kept me afloat because I moved back in with my family, where my rent was reduced by \$600. The stimulus helped my family manage household expenses because I couldn’t contribute.”*

**(City Budget Survey 2021)**

Today, our commitment is to refresh, reassess, refocus, and uplift ongoing economic development activities that will truly make Long Beach a “city of opportunity for all.” Our goal for the new decade is to recommend an effective and sustainable path to position Long Beach as a leader and model of equitable economic opportunity and resiliency for cities of the future.

The following goals and recommendations include specific strategies for Black, Latino, Cambodian, other people of color, women, and veterans, who face distinct and compounding barriers to economic opportunity that include starting and maintaining a business and generating generational wealth. We are reimagining policies and programs that take affirmative steps to deliver resources, open-up access to capital, and tap into the power of networks so that historically disadvantaged businesses can compete. At the same time, we must invest in our youth, history, and culture and arts of Long Beach to stimulate economic development and celebrate the diversity of our community.

These strategies were informed by the following plans:

- **Economic Development Blueprint (2017)**
- **Everyone In (2017)**
- **Racial Equity and Reconciliation Initiative (2020)**
- **Youth and Emerging Adults Strategic Plan (2021)**

## 1.1 A WELL-TRAINED WORKFORCE THAT IS COMPETITIVELY ALIGNED WITH THE NEEDS OF LOCAL EMPLOYERS.

- » Create dedicated funding sources to invest in the creation of geographically based Economic Innovation Districts that collocate industry anchors and employers with educational and training partners (including Long Beach City College, California State University Long Beach, Long Beach Unified School District, and the Pacific Gateway Workforce Innovation Network).
- » Ensure the Long Beach College Promise reaches and engages students from underserved communities to support completing educational goals and connect the Long Beach Promise to a jobs and housing promise to retain talent in the city for Long Beach employers.
- » Develop hiring pipelines from high school, vocational skills training, and institutions of higher education into green jobs, especially jobs supporting space/technology for Black, Latino and Cambodian students and other students of color.
- » Expand internship partner programs with high schools and post-secondary institutions to build job skills for underserved youth and provide pathways for the future City workforce.
- » Deploy and expand workforce development services to every Long Beach teen center, library and other youth-focused locations to enhance early exposure to job training and life skills.
- » Create workforce development training programs for older adults and/or retirees seeking to re-enter the workforce.
- » Work to ensure that internships and workforce development efforts are focused on at least a living wage and meet future employment needs across employment sectors.

## 1.2 NEW AND EXISTING ENTREPRENEURS HAVE SUPPORTIVE, ACCESSIBLE, AND RELIABLE PATHWAYS TO CONFIDENTLY START AND GROW SUCCESSFUL BUSINESSES.

- » Create business incubators to provide technical assistance for both new and existing small businesses and help them navigate business licenses, permitting requirements, and loans and grants.
- » Modernize and streamline City regulations to make it easy, affordable, and efficient to start or grow a business in Long Beach.
- » Establish one-stop centers for technical, financial, and regulatory assistance for small businesses in locations throughout the city.
- » Utilize one-stop centers for support and resources for new and small businesses to help them get started, participate, and succeed in City procurement opportunities.
- » Establish a municipal small business support team with dedicated staff to provide representation, advocacy, and technical assistance to every small business in the City.

## 1.3 CITY PROCUREMENT OPPORTUNITIES HELP DIVERSE LOCAL SMALL BUSINESSES EXPAND, CREATE JOBS, AND REINVEST IN LONG BEACH.

- » Streamline and simplify the city procurement processes and outreach to underrepresented vendors to encourage participation in city opportunities.
- » Provide outreach to underrepresented local vendors to encourage participation in the City's procurement process.
- » Provide training and education resources to local businesses to assist with participation in City procurement processes.
- » Simplify the process for participating in city procurement, including adjusting insurance requirements and simplifying and reducing required forms.

## 1.4 PUBLIC AND PRIVATE REAL ESTATE INVESTMENT IS PROMOTED IN ALL AREAS OF THE CITY WITH FOCUSED INVESTMENT IN AREAS AND PEOPLE THAT HAVE HISTORICALLY EXPERIENCED DISINVESTMENT.

- » Establish geographically-based Economic Empowerment Zones that boost investment to small local businesses and affordable housing, especially in communities of color.
- » Modernize land use regulations, entitlement, and permitting processes to support new and equitable economic opportunities.
- » Create opportunities for low-income residents and business owners to purchase housing and commercial real estate.

## 1.5 ECONOMIC EQUITY AND WEALTH CREATION ARE ADVANCED FOR HISTORICALLY MARGINALIZED INDIVIDUALS AND HOUSEHOLDS.

- » Provide financial literacy training through teen centers, libraries, workforce development organizations, and other community-based organizations.
- » Enhance public safety in commercial corridors to ensure safe spaces that support thriving businesses across the City by establishing business improvement districts and improving lighting, urban greening, walkability, and/or beautification as desired by the community.

## 1.6 INVESTMENT IN THE UNIQUE CULTURE, HISTORY, AND ARTS OF LONG BEACH RESIDENTS STIMULATES ECONOMIC DEVELOPMENT AND UPLIFTS DIVERSE COMMUNITIES.

- » Establish a public private partnership to develop city-sponsored cultural plans that celebrate the diverse culture and history of the City and create a greater sense of pride across all Long Beach, attracting investment and uplifting our Black, Latino, Cambodian and other communities of color.

- » Consider using a portion of the 1% for the arts funding to beautify and tell the story of Black, Latino, Cambodian and other communities of color and implement the cultural plans developed and adopted by City Council.
- » Invest in the sustainability and development of Business Improvement Districts, specifically in communities with larger populations of Black, Latino, Cambodian and other people of color.
- » Utilize opportunity zones to increase investment, employment, and revitalization in communities with larger populations of Black, Latino, Cambodian and other communities of color.
- » Protect Black, Latino, Cambodian and other communities of color from the negative effects of gentrification and rising housing costs associated with investment and revitalization efforts.
- » Develop a Corporate Social Responsibility (CSR) program to encourage new and existing businesses to invest and participate in the Long Beach community and engender a sense of community pride and ownership.

### 1.7 PROVIDE ONGOING SUPPORT AND INVESTMENT FOR ARTISTS LIVING AND WORKING IN LONG BEACH.

- » Identify, maintain and expand structural and one-time funding sources to support artists and cultural organizations in the City.
- » Coordinate and align implementation of arts support programs such as Measure B, Percent for the Arts, and Long Beach Recovery Act (LBRA) to amplify their impact.

### 1.8 ENSURE THAT ARTS SUPPORT PROGRAMS REACH AND ENGAGE ARTISTS AND ORGANIZATIONS UPLIFTING DIVERSE COMMUNITIES.

- » Promote arts education programs throughout the entire City.
- » Coordinate City arts support programs with the Arts Council to make it easy for artists to apply for and receive support for their art
- » Establish geographically-based priorities to align arts support with a citywide cultural plan.



## 2. DIGITAL INCLUSION / TECHNOLOGY



**People have access to technology to learn, communicate, engage, and thrive in our City.**

*"I just want to thank everyone for getting me this tablet, keyboard, and hotspot. It's more than what I was hoping for and will help me in restarting my business. This is a great program and a great asset for Long Beach!"*

**-Long Beach Resident**

Our vision for a digitally equitable and resilient Long Beach is one where every individual has access to and use of computer literacy training, the internet and technology devices to be successful in society, democracy and the economy regardless of their background, neighborhood, or identity. Resilience in technology also means improving our capacity to respond to the most-pressing civic challenges using data-informed decision-making and deploying emerging technology in a transparent, equitable, and responsible manner. Ensuring digital equity for all communities in Long Beach enhances each community member and uplifts the entire City.

At the same time, technology has incredible potential to improve the quality of life for Long Beach residents, facilitate accessible delivery of City services, and meet key citywide priorities ranging from reducing homelessness to building community resilience. Long Beach is committed to reducing historic inequities and disparities by ensuring technological advancements are accessible to all and improve the quality of life for communities that have been underserved. These strategies will reduce disparities and result in accessibility and inclusivity practices that ensure civic technology benefits all Long Beach residents. Specifically, we will focus efforts on households of color, immigrants, low-income households, and older adults to ensure equitable access is made to everyone.

These strategies were informed by the following plans:

- **Smart City Initiative (2020)**
- **Digital Inclusion Roadmap (2021)**
- **Youth and Emerging Adults Strategic Plan (2021)**



## 2.1 GOVERNMENT PLANNING AND FUNDING BRIDGE THE DIGITAL DIVIDE.

- » Support expansion of programs and public-private partnerships to be dedicated to internet access, hardware acquisition, and digital literacy training for low-income households.
- » Develop and implement plans to improve access to high-speed internet to facilitate business development and job growth.
- » Develop and implement a business plan that provides internet access and hardware for all homes and businesses in the city within a decade.

## 2.2 LOW-COST TECHNOLOGY DEVICES AND HIGH-SPEED INTERNET ARE AVAILABLE IN COMMUNITIES WITH THE LEAST ACCESS.

- » Ensure access to reliable, secure and supported Internet-enabled technology devices.
- » Expand the citywide fiber network infrastructure to equitably serve the full Long Beach community, with an emphasis on under-connected communities.
- » Promote and expand free and low-cost, high-speed, quality in-home Internet services for all communities.
- » Promote and expand public WiFi resources in the West, Central, and North neighborhoods of Long Beach where WiFi is not as prevalent towards ubiquitous WiFi.
- » Administer free quality WiFi at public libraries, public parks, local businesses, public transit stops, and community organizations.

## 2.3 COMMUNITY ACCESS TO TECHNOLOGY IS IMPROVED THROUGH PARTNERSHIPS AND ETHICAL TECHNOLOGY STANDARDS.

- » Invest in strategies that advance solutions to civic challenges by engaging the community, City staff, and private sector to explore and implement emerging technology.
- » Develop and maintain robust data privacy, digital ethics, and data security standards and accountability structures.
- » Develop programs to codesign civic technology with residents, small businesses, and other stakeholder groups who stand to benefit the most from digital literacy gains.
- » Strengthen the local technology ecosystem through partnerships with local businesses and community organizations to bolster local industry clusters, investments in tech workforce development for existing residents, and work to ensure that Long Beach has the infrastructure needed to thrive in the digital economy.

- » Adopt proactive accessibility, transparency, and inclusivity practices that ensure civic technology benefits all Long Beach residents and specifically reaches those who face barriers to access including Black, Latino, Cambodian and other communities of color, immigrants, low-income households, and older adults.
- » Create public computer stations at libraries and other public spaces to facilitate digital access for all residents.
- » Ensure that every household and business has access to the training necessary to access online City services, pay bills, conduct online meetings, access K-12 and higher education, advocate for their interests, health visits, and more.
- » Ensure high-quality multilingual technical support for Internet-enabled technology devices, programs, and applications.
- » Expand and create pathways to digital skills to ensure job employability and the ability to participate in society.
- » Expand access to essential employability skills designed to boost the City's overall educational attainment and digital literacy.

### 2.4 COMMUNITY ACCESS TO TECHNOLOGY IS IMPROVED THROUGH PARTNERSHIPS AND ETHICAL TECHNOLOGY STANDARDS.

- » Invest in a single sign on solution that provides a user-friendly, web-based portal for accessing resident-facing applications, paying for City services, and aggregating access to multiple City services.
- » Embrace a “digital by default” approach to ensure all City services are available online anytime and anywhere to enhance resident, businesses, and visitors’ experience with the City.
- » Create a trained, agile Digital Services Team and adopt modern user-centered design methods for service development to ensure a unified City brand and experience.



### 3. HOUSING AND HOMELESSNESS



#### Housing is available, safe, inviting and affordable

*"[Homeless Services is] the only place I've known that caters strictly to the homeless population and treats them like actual human beings. After reaching out to countless programs, service providers and alleged resources for the homeless, I was on the verge of giving up. Then a trio of workers from the Multi Service Center approached me and a few other distraught citizens underneath the bridge. The staff here has given me clothing, Tap cards, and is currently helping me acquire a place to live."*

**-Homeless Services Participant**

*"The most important issue is the fairness of housing."*

**-Century Villages at Cabrillo Youth Resident (Housing Element)**

Housing is basic infrastructure that is essential to people's health, quality of life and our overall economy. By 2030, we envision a Long Beach that has safe and quality housing that is available and affordable for residents across all income levels, and is the most affordable beach community in California.

To get there, we will expand on existing efforts to address the lack of sufficient housing supply and provide housing assistance, housing support services, and services for people experiencing homelessness. Increasing the feasibility of developing underutilized sites throughout the City and focusing the greatest amount of new housing near transit and jobs are some of the strategies needed for the City to increase our housing supply while minimizing the City's carbon footprint. Other strategies specifically focus on housing discrimination, behavioral health services, and community empowerment. The following recommendations help us meet our housing commitment and continue to affirm that housing is a fundamental human right for all residents.



These strategies were informed by the following plans:

- **Housing Element (2021)**
- **Everybody Home Initiative (2017)**
- **Racial Equity and Reconciliation Initiative (2020)**

### **3.1 LONG BEACH IS THE MOST AFFORDABLE BEACH COMMUNITY.**

- » Provide housing assistance and coordinated housing support services to meet resident needs.
- » Prioritize existing funding sources and explore new funding mechanisms and resources for affordable and workforce housing.
- » Minimize displacement and protect tenants who are vulnerable to eviction and displacement.
- » Ensure the opportunity for enough housing to be built so that housing prices are not unnecessarily high due to lack of supply.

### **3.2 NEW HOUSING IS DEVELOPED TO MEET THE NEEDS OF RESIDENTS AT ALL INCOME LEVELS.**

- » Increase opportunities for development of new housing to meet existing and projected resident needs, with a focus on new housing near transit and jobs.
- » Revitalize under-utilized commercial corridors throughout the city by allowing a mix of compatible uses including housing, jobs, shopping and services.
- » Continue to incentivize or mandate mixed-income, multi-family housing development throughout the City using strategies such as inclusionary housing requirements and density bonus incentives.

### **3.3 HOUSING DISCRIMINATION NO LONGER EXISTS.**

- » Provide services to combat rental housing discrimination against Black, Latino, Cambodian and other communities of color.
- » Provide homeownership assistance and support services to first-time homebuyers with a focus on low-income communities of color who have historically faced barriers to homeownership.
- » Establish incentives to facilitate the development of for-sale housing that is priced for entry level homeowners and those who work in Long Beach.

- » Empower community members to participate in community development such as through community land trusts or other models for facilitating community ownership of affordable housing.
- » Increase access to housing in high-opportunity areas where children have what they need to thrive, including quality schools, open space and a clean environment.

### 3.4 BARRIERS TO ACCESSING SHELTER ARE ELIMINATED.

- » Increase the number of emergency shelter beds, transitional housing options and permanent supportive units to meet the need in Long Beach, including tiny homes and other modular unit opportunities, motels, and new construction.
- » Partner with and incentivize landlords to open existing and new units for subsidized housing.
- » Increase the interim and permanent housing resources available to families experiencing homelessness and ensure consistent and timely access to those resources.
- » Implement mobile Multi-Service Center (MSC) services and intake units for increased outreach and connection to services across the City.
- » Identify resources and partners available to assess and connect people experiencing homelessness to resources after hours and weekends.
- » Educate the community about City homeless services and what the community can do to be a part of the solution.
- » Expand collaborative discharge planning processes at hospitals and institutions so that people experiencing homelessness are discharged into safe and supportive housing.

### 3.5 HOUSEHOLDS AT RISK OF BEING EVICTED HAVE WHAT THEY NEED TO REMAIN HOUSED.

- » Strengthen education, resources, and coordination of services for children, youth and young adults experiencing housing insecurity/homelessness to improve academic success and break the cycle of future homelessness.
- » Increase prevention funding and essential services for people who are precariously housed, including but not limited to support with rental payments, security deposits or utility bills, eviction prevention services, motel vouchers, legal aid, and credit counselling.
- » Develop and implement housing and service models including prevention, retention, housing access, and support services specifically to meet the needs of older adults, transition-aged youth, LGTBQIA+ and re-entry populations who are at-risk of, or experiencing housing insecurity/ homelessness.

- » Increase funding to support transitional-aged youth, disengaged youth, and youth who may be experiencing housing insecurity/homelessness.
- » Expand options for on-the-job training and living wage employment opportunities for dislocated workers, re-entry population, and transition-aged youth at risk of, or experiencing, homelessness.
- » Develop programs and policies that prevent the displacement of low-income communities of color that result in gentrification as new market rate housing is being constructed.

### 3.6 BEHAVIORAL HEALTH SERVICES AND CASE MANAGEMENT ARE ACCESSIBLE AND AFFORDABLE.

- » Expand long-term behavioral health treatment and prevention capacity within the City of Long Beach by leveraging County funding and services, leveraging MediCal funding and partnering with local hospitals and non-profit providers to expand services.
- » Increase substance use managed withdrawal services, sobering center opportunities, and recuperative care beds through partnerships with LA County, State, and local hospitals and non-profit providers.
- » Increase case management and support services at existing and future scattered site housing locations.
- » Further implement behavioral health crisis intervention teams to provide mental health and substance use outreach and connection to services.



## 4. PUBLIC SAFETY



**People are safe and secure in their homes and neighborhoods.**

*“The kids are so excited to see female officers out here.”*

**- Long Beach Day Nursery personnel**

The vision for a safer Long Beach begins with strong and connected families, education that meets the needs of everyone, and diverse workforce pathways and employment. In furtherance of the community's overall wellness, the City will support forward-thinking public safety agencies that enhance public safety through partnerships to include innovation, collaboration, and engagement. From policy writing to program implementation, the departments promoting public safety will incorporate community feedback and seek partnerships to better the City. The departments will reflect the communities they serve and have a myriad of alternative crisis response teams to ensure each call has a tailored response prioritizing wellness and safety of all.

A safer Long Beach is also one that is prepared to handle any unplanned disasters and all emergencies that arise. This requires engagement of residents, community-based organizations, and government systems working together to address social impacts that can improve overall safety and wellness.

The following recommendations encourage building strategic relationships, promoting community wellness, updating government policies, increasing investments in youth, and ensuring all City staff are prepared for the next shock or stressor as they emerge. These strategies build both individual and community resilience through planning, prevention, intervention, and community building.

These strategies were informed by the following plans:

- **Community Priority Budget Surveys (2017 – 2022)**
- **Racial Equity and Reconciliation Initiative (2020)**
- **My Brother's Keeper (2016)**
- **President Obama's Task Force on 21st Century Policing (2015)**
- **Emergency Operations Plan (2015)**
- **Hazard Mitigation Plan (2015)**
- **Crisis Communications Plan (2019)**



#### 4.1 CHILDREN AND YOUTH ARE SAFE FROM VIOLENCE.

- » Create safe passages through increased police presence and community intervention liaisons near schools with higher incidence of violence in the surrounding areas.
- » Provide school and career pathways for all youth and provide intentional focus on increasing these opportunities for youth who have had touch points with the criminal justice system.
- » Expand support and programs to connect young adults who are coming out of the criminal justice system to occupational training, life skills development, mentoring, job placement, and post-secondary education.
- » Connect children and public safety professionals to increase youth mentorship opportunities, create safe spaces, strengthen relations, and create public safety career pathways for youth who are from the community.
- » Increase the overall support and resources for physical health, mental health, and emotional wellness.
- » Examine innovative detention reform strategies that will best support Long Beach.
- » Invest in upstream prevention strategies such as early childhood education, living wage jobs, affordable housing, healthy communities, and other social services that will ensure sustainable peace advancement and diversion from the criminal justice system.

#### 4.2 COMMUNITY MEMBERS FEEL SAFE AND SECURE.

- » Create service-oriented public safety units within the Police Department that build community resilience to improve neighborhood safety.
- » Invest in modern policing practices to increase accountability for criminal behavior through solving cases and increasing police presence in the City, while involving community input.
- » Reduce property crime and victimization by increasing prevention and immediate intervention efforts throughout the community.
- » Respond promptly to emergency calls with a service-oriented approach.
- » Further bridge the gap between police and community through community events, policing summits, and other opportunities to bring police and community together in non-emergency settings.
- » Strengthen neighborhood group partnerships to increase safety and accountability.
- » Increase coordinated, collective place-based efforts to reduce gun violence, address community level trauma, and increase youth development and social connection within the community.
- » Engage and uplift community voices, foster trust and relationships, and encourage community capacity to act locally.
- » Increase training for community members in de-escalation, conflict resolutions, and trauma-informed care to solve crises before they become emergencies.

- » Support programs and activities that center the needs of crime and trauma survivors and build relationships across the community.

### **4.3 CITY DEPARTMENTS DIRECTLY IMPACTING PUBLIC SAFETY WILL CONTINUALLY IMPROVE POLICIES AND PROCEDURES TO MEET BEST PRACTICES, LEGAL MANDATES, AND COMMUNITY EXPECTATIONS.**

- » Ensure all public safety departments use data-driven and community-focused practices to equitably and strategically deploy resources to promote community wellness.
- » Invest in the academic and physical preparation, recruitment, and promotion of Police and Fire personnel who reflect the diversity of the City of Long Beach.
- » Improve public safety tactics, training, retention, reporting, and accountability metrics to better serve the community in an equitable and just way.
- » Update departmental policies and practices through incorporating community voices, national best practices, and subject matter experts' insights.
- » Incorporate best practices and community input into the Citizen Police Complaint Commission processes.
- » Invest in non-police alternatives for non-violent emergency calls for service to defuse situations, connect individuals to support, and reduce touch points with the criminal justice system.

### **4.4 CITY DEPARTMENTS WILL PROMOTE PARTNERSHIPS THAT PRIORITIZE COMMUNITY WELLNESS.**

- » Partner with relevant City and non-City Departments to further strengthen cross-collaborative efforts to connect individuals to the services they need.
- » Continue to build partnerships between City departments, community organizations, and community partners to build trust and accountability.
- » Build a strong framework for community-based violence prevention and intervention programs, policies, and practices.
- » Increase funding, capacity, resources, and visibility of local community-based prevention/intervention models and gang outreach programs, including intervention workers, youth employment programs, summer programming, safe routes to school programs, and other best practices.
- » Improve data sharing to facilitate collaborative decision making across Departments to improve the community's wellness.
- » Enhance the City's ability to equitably and effectively respond to calls for service in the Long Beach community.

#### 4.5 PUBLIC SAFETY DEPARTMENTS WILL BE A NATIONAL STANDARD FOR TRANSPARENCY WITH THE PUBLIC.

- » Increase communications to improve community awareness about the City's public safety efforts.
- » Build annual reports and public dashboards to increase visibility surrounding public safety operations and goals.
- » Increase community policing practices to build rapport and connection between community members and the Police Department, strengthen trust and transparency, and improve accountability for those who work in the public safety field.
- » Respond to community expectations by sharing best practices on new innovative ways to inform the public on emerging trends in public safety.
- » Increase transparency by sharing data that discloses outcomes of the Citizen Police Complaint Commission.

#### 4.6 THE CITY IS PREPARED FOR THE NEXT UNPLANNED DISASTER.

- » Ensure detailed Citywide policies and procedures are in place to create an equitable framework for operating under disrupted conditions.
- » Develop an Emergency Operations Center structure plan, and cross-train City staff on it, so the City can operate safely and efficiently in the event of a disaster. Invest in emergency preparedness technology resources, including enhanced call center capabilities.
- » Establish public health priorities, act quickly and efficiently in emergencies and disasters, while coordinating with the existing emergency response structures in the city.

#### 4.7 THE CITY IS PREPARED FOR THE 2028 OLYMPIC SUMMER GAMES.

- » Create a plan to maximize the City's international profile as a result of the 2028 Olympic Games and how to best utilize the opportunity to gain international recognition, investment, economic development, and community benefit.
- » Build a stronger collaborative partnership with the Long Beach Airport, Port of Long Beach, Olympic Committee and other regional partners.
- » Improve communication capabilities with our neighbouring public safety agencies, including Los Angeles City and Los Angeles County Law Enforcement and Fire agencies. Ensure we pre-plan and address mutual concerns.
- » Ensure city preparedness to successfully host the 2028 Olympic Games by solicitation and incorporation of best practices into police department management of these large-scale events and ensuring all fire protection concerns, emergency medical services requirements and potential safety impacts to our community are identified.



## OUR COMMUNITY

- » Support our All-Hazard Incident Management Team and continue our collaborative efforts to effectively lead our city through any event that may impact our residents, including our financial and cultural interests.
- » Conduct event management activities between City's public safety partners to ensure effective communication and well-coordinated efforts to provide a safe, peaceful and enjoyable environment for the anticipated influx of visitors as well as our own residents.





## 5. MOBILITY, EQUITY PLACEMAKING, AND REIMAGINING THE PUBLIC RIGHT OF WAY



**Mobility and infrastructure needs are met for all individuals and communities in Long Beach.**

*“More bikes and pedestrians on the street make it safer for everyone.”*

**(Comment from Active Transportation Program Cycle 5)**

Long Beach seeks to achieve a balanced, multi-modal transportation network that enhances connectivity, retains our community character, encourages active lifestyles, and enhances environmental sustainability by reducing gasoline consumption and greenhouse gas emissions. An equitable transportation system uses multiple modes of travel including walking, biking, use of motor vehicles, public transportation, and regional transportation access through rail and air transportation. All these modes of transportation are supported in Long Beach.

Through 2030, Long Beach will continue building and maintaining a reliable, vibrant, and equitable network across all neighborhoods so that every resident feels safe traveling to and from their home, place of work, and recreational activities. Our community can expect continuous investment in citywide infrastructure, especially in areas that address the impacts of climate change and prepare for any challenge that comes our way.

These strategies were informed by the following plans:

- **Mobility Element (2013)**
- **Climate Action and Adaptation Plan (2021)**
- **Strategic Plan for Older Adults (2016)**
- **Youth and Emerging Adults Strategic Plan (2021)**
- **Health Strategic Plan (2020)**
- **Bicycle Master Plan (2016)**
- **CX3 Pedestrian Plans (2016)**
- **Safe Streets Long Beach Action Plan (2020)**
- **Downtown TOD Pedestrian Master Plan**
- **Downtown Plan (2012)**

### 5.1 RESIDENTS HAVE MULTIPLE CHOICES TO GET AROUND THE CITY BESIDES DRIVING.

- » Provide a safe, high-quality roadway, sidewalk, and alley network for all users.
- » Ensure a minimum standard of maintenance and cleanliness of all streets and sidewalks across the City.
- » Deliver equitable transportation services and capital improvements that prioritize safety and usability issues.
- » Maintain regional air, water, and freight transportation networks.
- » Work with neighboring jurisdictions to connect facilities and provide seamless travel between cities and amenities.
- » Embrace innovation and appropriate transportation technology.

### 5.2 GETTING AROUND LONG BEACH IS ACCESSIBLE AND CONVENIENT.

- » Promote roadway safety for all users through education, roadway design, and regulations such as speed limits.
- » Plan, maintain, and operate mobility systems consistent with the principles of complete streets, active living, and sustainable community design.
- » Employ mobility practices that maintain and enhance safety while strengthening community, sense of place, urban design, and the natural environment.
- » Coordinate with public transit providers including Metro and Long Beach Transit.
- » Continue to strengthen the citywide distracted driving and driving under the influence prevention programs.
- » Celebrate the co-benefits of mobility choices that free up time and money for other priorities.

### 5.3 HEALTHY AND CLIMATE-FRIENDLY TRANSPORTATION MODE CHOICES ARE CONVENIENT.

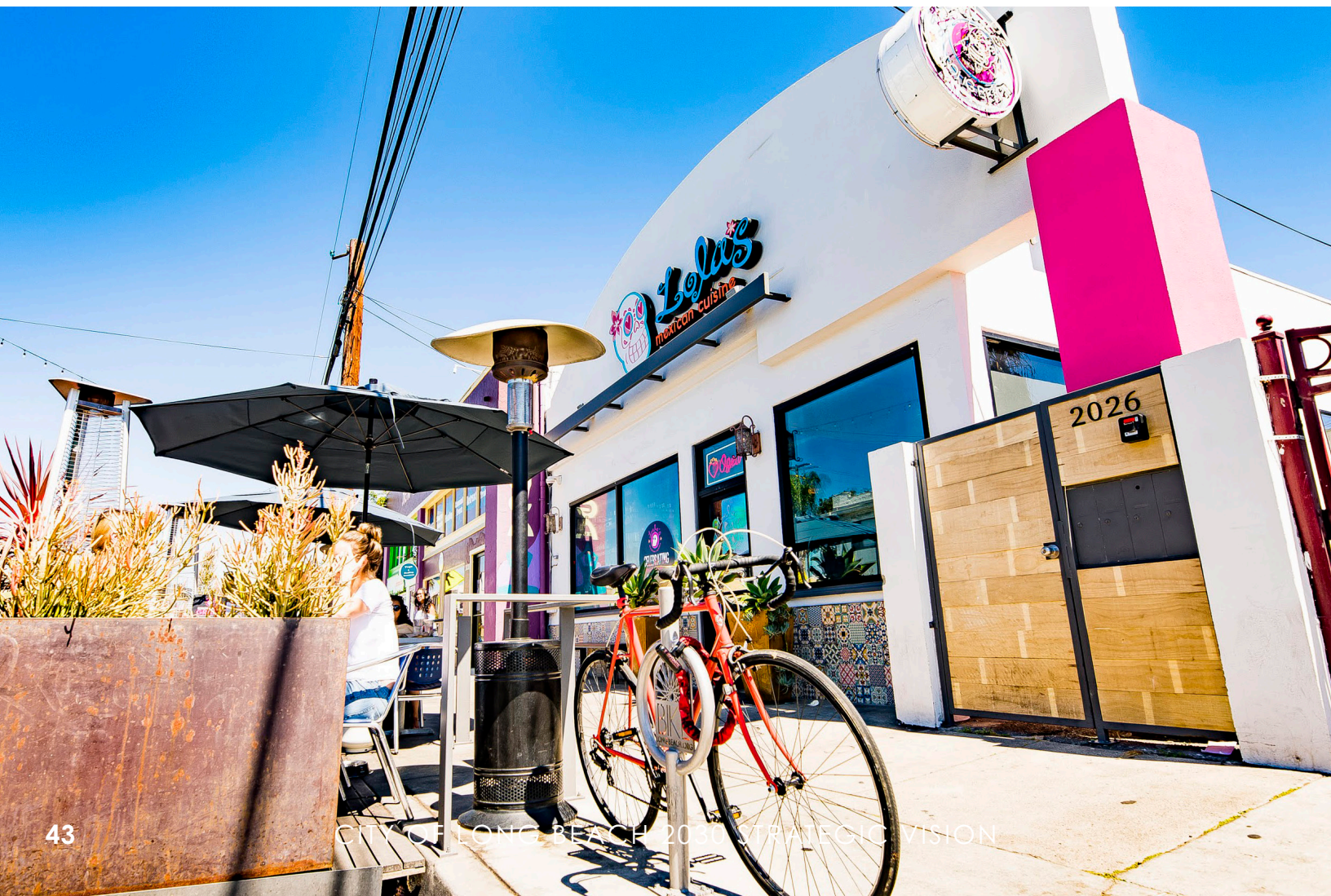
- » Encourage mode of travel options particularly for short trips, including walking, micro-mobility, and public transit to improve quality of life and reduce carbon emissions.
- » Focus new housing and development near transit.
- » Encourage a mix of uses in a neighborhood so that people have a range of convenient transportation options for their daily trips, such as options to walk, bike, or take transit from home to work, school or shopping.
- » Support flexible, convenient, affordable, and energy-efficient transportation options.
- » Celebrate and encourage active modes of transportation through special events, open street festivals, and community programming.

### 5.4 COMMUNITIES ARE CONNECTED AND ALLOW RESIDENTS TO MORE EQUITABLY AND SAFELY VISIT ALL AMENITIES THAT THE CITY HAS TO OFFER.

- » Better connect residents from the Downtown area to coastal amenities and the rest of the City through improved street realignments and park connectivity.
- » Increase contiguous park space and accessible greenbelt for recreational and family development activities.

### 5.5 RESIDENTS OF ALL ABILITIES ARE CONSIDERED IN TRANSPORTATION PLANNING AND ROADWAY IMPROVEMENTS.

- » Coordinate and collaborate with local school districts to provide enhanced, safer bicycle and pedestrian connections to school facilities throughout Long Beach.
- » Provide transportation services to meet the needs of older adults.
- » Address pedestrian and bicycle safety and access in the design and maintenance of all street projects.
- » Address transportation needs for people of all ability statuses.





## 6. HEALTH, BEHAVIORAL HEALTH AND WELLNESS



**People and communities are healthy and well.**

*"I will say, I was impressed with the city's outreach, clear messaging, and commitment to access for both COVID-19 tests and then vaccines. I would love to see this sort of robust public service infrastructure continue with other healthcare initiatives that would address more silent, but no less critical, issues in our communities: drug addiction, family planning, access to fresh and healthy foods, etc."*  
**(City Budget Survey 2021)**

We envision a Long Beach where everyone within our diverse communities is safe, healthy, and has the resources to thrive. Every resident in every neighborhood will have the resources they need to live a physically, mentally, and socially healthy life. This includes building individual resilience, the ability to grow and recover from difficult situations, among Long Beach residents.

The following recommendations address the underlying conditions impacting health, mental health, and overall wellness. This includes healthy births, health care access, access to healthy foods, safe outdoor places for exercise and community gatherings, healthy and safe family structures, and social support and connections. These strategies seek to protect our most vulnerable residents including older adults and members of Black, Latino, Cambodian, and other communities of color. In order to achieve our goal, we will work collectively to improve the chances for good health and opportunity in all Long Beach neighborhoods.

These strategies were informed by the following plans:

- **Mobility Element (2013)**
- **Racial Equity and Reconciliation Framework (2020)**
- **Strategic Plan for Older Adults (2016)**
- **Youth and Emerging Adults Strategic Plan (2021)**
- **Health and Human Services Strategic Plan (2021)**
- **Community Health Improvement Plan (2021)**
- **Parks, Recreation, and Marine Strategic Plan (2021)**

## 6.1 COMMUNITY RESOURCES ENCOURAGE HEALTHY EATING, ACTIVE LIFESTYLES AND PREVENT CHRONIC DISEASES SUCH AS DIABETES AND HYPERTENSION.

- » Support and engage in efforts to increase access to affordable, healthy and culturally specific food through expanding healthy market partnerships, farmers markets, community gardens and pop-up farm stands in communities with low access to healthy foods.
- » Partner with Long Beach Unified School District (LBUSD) and private schools to promote healthy food consumption at school dining cafeterias and classrooms as well as increase school garden and health education opportunities.
- » Increase opportunities in underserved communities to recreational resources such as local pools for swimming lessons, multipurpose trails that allow for walking, jogging, biking, and other connection corridors to increase access to destination resources.
- » Increase youth programming at parks and communities without parks through mobile recess, bike rodeo, and other innovative localized opportunities.
- » Increase communications and outreach to local communities in-language and remove barriers to youth enrollment in parks programming in low-income communities.
- » Create safe, inviting, affirming, and welcoming spaces for people of all physical abilities across the City and ensure parks and libraries are inclusive and safe spaces by building staff capacity and providing training in diversity, equity, and trauma.
- » Develop joint use agreements with Long Beach Unified School District, churches and other organizations for recreational, learning, and health-related activities.

## 6.2 ACCESS TO OPEN SPACE AND CONNECTEDNESS TO NATURE AND ACTIVE LIVING IS ENHANCED AND EXPANDED.

- » Improve park space and public development around the Los Angeles and San Gabriel Rivers, with a focus on areas that need greater park space.
- » Increase opportunities for active living by investing in developing and maintaining parks, playgrounds and open spaces in park-poor neighborhoods to create safe, clean spaces for people and community events.
- » Invest in projects at the beach that restore habitat and improve water flow and quality.
- » Offer state of the art beach facilities that welcome the entire community and provide recreational opportunities for generations to enjoy.

### 6.3 ALL COMMUNITY MEMBERS CAN ACCESS QUALITY PHYSICAL AND BEHAVIORAL HEALTH CARE SERVICES.

- » Increase health care enrollment into Medi-Cal, Covered CA, My Health LA, and other private insurance coverage.
- » Partner with medical providers and insurance providers to ensure people across the City have access to a medical center to support chronic disease prevention as well as case management to support connection and access to needed services and care.
- » Ensure that pregnant women have access to culturally supportive and affirming pre- and post-natal care and support to ensure healthy births, the first step toward a positive future.
- » Increase access to local mental health services for all ages and needs through school-based, community-based, and City-based services for youth, families, and adult individuals.
- » Invest in health care initiatives, programs, and providers that are working to reduce health inequities for our Black, Latino, Cambodian, and other communities of color.
- » Utilize technology platforms such as Unite Us to connect people to both physical health and behavioral health services, as well as to economic and social support needed to maintain health and wellness.
- » Build community power and partnerships to implement place-based efforts in Long Beach neighborhoods and engage community members and partners to achieve improved health, safety and wellness outcomes.
- » Invest in the City's children and youth to ensure their future health, wellness, and resiliency, particularly in neighborhoods and communities most impacted by poverty, racism, trauma, and crime.
- » Support and strengthen the capacity and funding for community-based organizations that serve Black, Latino, Cambodian and other communities of color to create a network of early prevention and intervention activities and ensure equitable access to health and behavioral health care for those most impacted by systemic racism.

### 6.4 THE CITY'S OLDER ADULTS HAVE THE RESOURCES AND SUPPORT THEY NEED TO BE AS HEALTHY AND INDEPENDENT AS POSSIBLE AS THEY AGE.

- » Strengthen and resource the Healthy Aging Center and improve access to senior center services across the City, particularly in low-income communities.
- » Increase the number of social, civic, and inter-generational engagement opportunities for older adults.
- » Ensure that older adults have safe and affordable transportation and assistance services to allow them to participate in activities.



- » Work with local public and community-based providers of essential programs, activities, and services for older adults to promote and increase access to senior and community centers that provide social, educational, nutritional, recreational and leisure programs, and information and assistance services.
- » Improve access to information about mental health programs and improve outreach, education, and screenings for mental health services for older adults, especially among communities of color, in mental health, health care, and social and recreational settings.



## 7. EDUCATION



**People have access to quality education across their life span to learn and grow.**

*“The library! Both me and my daughter would have gone crazy without their online programs and ebooks.”*

**(City Budget Survey 2021)**

Education is one of the core foundational elements to opportunity and success that stretches across our entire lifespan. By 2030, we envision a Long Beach where children in all neighborhoods have access to quality education, childcare, afterschool programs, post-secondary education, and are prepared to successfully enter the workforce. We value the importance of education and know there is more we can do. We will work with our partners to take important steps to address identified gaps, leading the implementation of the Early Childhood Education Strategic Plan and the Youth and Emerging Adult Strategic Plan; partnering with LBUSD, Long Beach Community College, Long Beach State, and multiple community partners to create the Long Beach College Promise providing a pathway to post-secondary education as well as with Pacific Gateway to enhance workplace skills. The following strategies reinforce investments in early childhood education and educational support opportunities.

These strategies were informed by the following plans:

- **Library Strategic Plan (2017)**
- **Racial Equity and Reconciliation Framework (2020)**
- **Early Childhood Education Strategic Plan (2018)**
- **Youth and Emerging Strategic Plan (2021)**
- **My Brother's Keeper (2016)**
- **Long Beach Unified School District Strategic Plan (2017)**



### 7.1 ALL CHILDREN HAVE ACCESS TO EARLY CHILDHOOD EDUCATION.

- » Expand access for infant/toddler and preschool-aged early care and education and partner with LBUSD and community providers to implement universal pre-K.
- » Implement an access hub technology solution that connects parents to early childhood providers.
- » Engage the business community to understand the importance of childcare and early learning opportunities to business viability and economic growth and partner with businesses to increase these services.
- » Invest in the early childhood education workforce, professional development, and jobs in education that pay a living wage.
- » Increase access to resources across the City that support families with young children.

### 7.2 ACCESS TO EDUCATION AND SUPPORT OPPORTUNITIES IS EQUITABLE.

- » Invest in afterschool and summer programs and use schools and city facilities including libraries as community learning centers to expand learning opportunities beyond the bell for both students and their parents.
- » Invest in trauma-informed mentoring, life skill development, and gathering spaces to create safe spaces and learning opportunities for youth impacted by poverty, trauma, and/or difficult family situations.
- » Increase access to library resources for those with limited resources by expanding hours in underserved communities and using the Mobile Studio to provide classes and workshops for those with limited access to library locations.
- » Reduce barriers to library use for residents by eliminating fines.
- » Ensure the Long Beach College Promise reaches, engages, and supports Black, Latino, Cambodian, and other students of color to complete their educational goals.



## 8. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY



**Long Beach is environmentally sustainable and resilient.**

*“We must focus on park equity. I live in East Long Beach but West Long Beach has so many fewer park resources.”*

**(PRM Strategic Plan)**

Adapting Long Beach to climate change and reducing our contribution to its causes presents an unprecedented opportunity to improve the health of our environment and quality of life for all Long Beach residents and begin to remedy longstanding social, economic and environmental inequities. By 2030, we envision a Long Beach where everyone can live in thriving communities built on sustainability and resilience. All communities will have access to clean air, clean water, flourishing ecosystems, and protection from extreme weather events.

These goals and strategies focus on reducing our carbon footprint, preparing for extreme climate events, investing in environmental justice communities, increasing the efficiency of natural resource use, and creating more liveable communities. Through a coordinated response to climate change, we can help address public health disparities, foster economic opportunities, and realize a healthy, sustainable, and resilient future.

These strategies were informed by the following plans:

- **Climate Action and Adaptation Plan (2021)**
- **Racial Equity and Reconciliation Framework (2020)**
- **Parks, Recreation, and Marine Strategic Plan (2021)**
- **Green Port Policy (2005)**

### 8.1 LONG BEACH RESIDENTS AND NEIGHBORHOODS ARE SAFE AND RESILIENT IN THE FACE OF CLIMATE CHANGE.

- » Prepare for climate change impacts and keep people safe during extreme weather events, such as extreme heat, flooding, and drought by supporting a healthy and resilient city.
- » Prioritize climate investments and environmental justice in communities that are already disproportionately burdened by issues such as poor air quality and extreme heat.
- » Plan for and invest in safe and adaptable infrastructure that can withstand the impacts of climate change and reduce future greenhouse gas emissions from transportation, waste, buildings, and energy use.

### 8.2 CLIMATE INVESTMENTS BENEFIT THE 3 E'S: ENVIRONMENT, EQUITY, AND THE ECONOMY.

- » Invest in strategies that maximize co-benefits related to health, equity and inclusive economic development.
- » Maximize opportunities for green jobs and workforce development that prioritizes young people, communities of color, and environmental justice communities through programs such as Youth Climate Corps.
- » Invest in multi-modal transportation options that reduce the City's carbon footprint, including active transportation and public transit.
- » Acknowledge the climate and land stewardship and history of local indigenous communities.

### 8.3 CLIMATE STRATEGIES ARE INTEGRATED INTO CITY PROCESSES AND INFRASTRUCTURE INVESTMENTS.

- » Incentivize and mandate lower carbon, more resilient buildings and neighborhoods through renewable energy, energy efficiency, electrification, material reuse, and other green building and development practices.
- » Incorporate climate mitigation and adaptation strategies into all city infrastructure investments such as through the City's Capital Improvement Plan.
- » Support climate investments through a combination of new funding mechanisms, alternative financing options, and reprioritization of existing funding and budgets.
- » Enhance livable and green space in historically red-lined and otherwise disinvested communities to build climate resiliency.

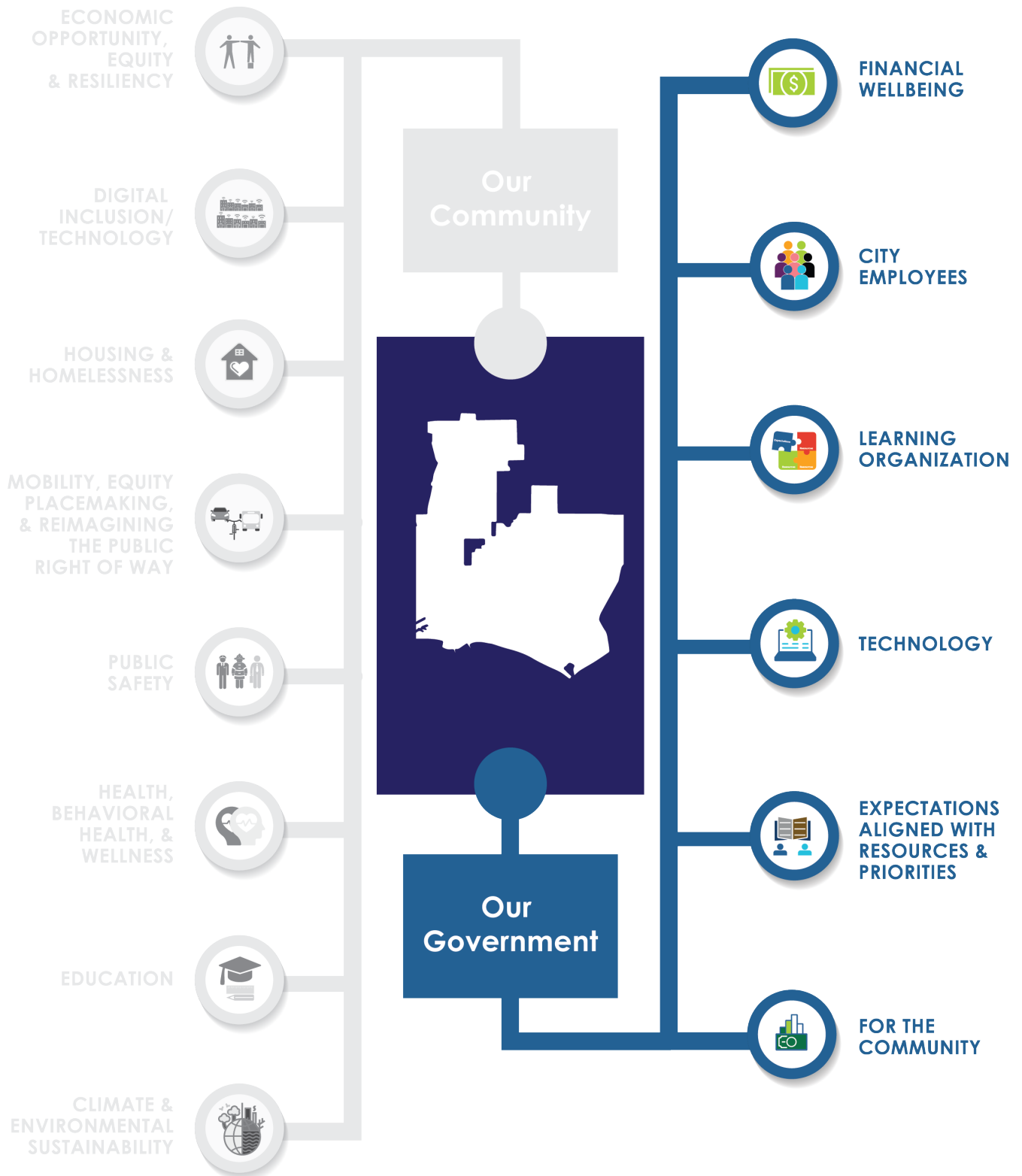


- » Track and monitor progress toward greenhouse gas reductions and the community's adaptive capacity.
- » Build and invest in the urban stormwater treatment centers to divert and treat polluted stormwater runoff or reuse as alternative water source.

### 8.4 MORE LIVABLE COMMUNITIES WITH HOUSING, JOBS AND RECREATIONAL SPACES ARE CREATED THROUGH CLIMATE INVESTMENTS.

- » Prioritize natural solutions to climate change, such as tree planting and stewardship, rainwater reuse, stormwater infiltration, and other green infrastructure strategies.
- » Facilitate the development of complete communities where housing, jobs, shopping, and community services are located close together.
- » Maximize opportunities to create more liveable communities through climate investments, such as tree plantings that increase shade along streets and make walking, biking, and spending time in public spaces more inviting and comfortable.
- » Develop targeted education and outreach campaigns to raise climate change and adaptation awareness and promote a personal sense of community climate stewardship.







## OUR GOVERNMENT



## 9. FINANCIAL WELLBEING



**The City is fiscally resilient to meet current and future challenges.**

In 2030, we envision a fiscally resilient city with healthy reserves to fund needed community programs and protect against future emergencies. To get there, we need diverse and sustainable revenue streams, and regular oversight of our financial health. The following strategies help build our fiscal resilience and put our City in the best position to serve our community.

### 9.1 CITY GOVERNMENT IS FISCALLY RESILIENT, EQUITABLE, TRANSPARENT, AND PERFORMANCE BASED.

- » Make wise financial investments in municipal services, fully understanding our ability to pay for current and future costs and understanding both risks and rewards, based on sound financial policies.
- » Diversify and expand sustainable and predictable revenue streams.
- » Build and maintain fund development capacity across City departments and capacity to effectively manage grants.
- » Create robust financial capacity and infrastructure across all departments to ensure the ability to effectively budget, manage, and report for all funding streams as well as plan for resourcing of programs and community needs.
- » Develop financial plans that are clear and long-term, with sufficient fiscal reserves.
- » Improve awareness of the importance of financial health and wellbeing across all departments and programs.
- » Allocate resources to ensure equitable outcomes across our City by intentionally investing funds and resources in our people and those communities most impacted by racism.
- » Maintain adequate fiscal reserves for emergencies.





## 10. CITY EMPLOYEES



**Employees are energized, thriving, engaged and reflect the diversity of communities in our City.**

The health of our city government begins at the heart with each city employee. City employees are the drivers behind city services and community programs, and their hard work and passion for our community must be recognized. The following strategies are designed to create a safe, diverse, and supportive work environment with improvements to hiring, staff wellbeing, and work culture.

### 10.1 DIVERSE, TALENTED CITY STAFF REFLECT THE COMMUNITY, FEEL VALUED AND HEARD.

- » Simplify and streamline hiring processes so staff can be hired more quickly and efficiently.
- » Recognize staff performance with equitable compensation and professional growth opportunities.
- » Create mentoring and succession planning programs to ensure a healthy transition when people leave the organization.
- » Recruit city staff with a focus on diversity, equity, and inclusivity.
- » Create new models for employee recruitment, support, and retention.
- » Support the mental health and wellbeing of staff to develop personal resiliency, stress management, and adaptability through trauma-informed practices.
- » Continue and strengthen the work culture that allows for flexible work schedules and increased investments in technology to support remote working.
- » Expand safe and supportive work environments where city staff feel comfortable sharing ideas.

### 10.2 CITY EMPLOYEES UNDERSTAND AND ARE COMMITTED TO EQUITY IN PROGRAM AND BUDGET PLANNING, IMPLEMENTATION, AND OUTCOMES.

- » Provide City employees with multiple touch points, tools, and opportunities to learn, grow and incorporate equity into their work so that it becomes a part of everyday policy and practice.
- » Strengthen City leadership knowledge base around equity so that they apply an equity lens to all work-related matters and encourage their teams to do so as well.



## 11. LEARNING ORGANIZATION



**Our City is a learning organization that utilizes innovation, experimentation, and data to continuously learn and grow.**

We recognize that technology and new information will continue to transform our society, and we need to be able to adapt and evolve with the changes. We commit to being a learning organization that learns from each other, collaborates on projects, explores new ways of providing service, and continually builds staff skills. Collaboration across departments will be key to this vision and will help us leverage each other's experience and expertise by coordinating on projects and services to best serve our residents.

### 11.1 DEPARTMENTS COLLABORATE TO ALIGN GOALS, LEVERAGE RESOURCES, AND CONTINUE TO LEARN AND GROW.

- » Modernize internal communications systems and processes to improve coordination across departments.
- » Create opportunities for our staff to participate in cross-departmental programs to expand knowledge sharing and skill building among city departments.
- » Strengthen data, quality control, and learning infrastructure to ensure the City is continuously focused on learning and improving.
- » Ensure City staff are trained and implementing an equity lens in program and service delivery, including utilizing data and performance metrics to track and monitor progress.
- » Improve service delivery by identifying solutions to streamline internal processes and pilot innovative ways of doing business.
- » Create more partnerships with schools, government partners, and private industry to meet crosscutting goals, and advance racial equity across City and partner functions.



## 12. TECHNOLOGY



### We are technology and data driven.

Technology is fundamental to how we function. From our “Go Long Beach” app to permit management software, technology is instrumental to improving the lives of our residents, serving our businesses, and providing a high-quality experience for visitors. It is equally important to give City staff the technological tools and skills to succeed. Our city is committed to creating technology and data-informed solutions to maximize our collective impact and our ability to serve, understand, engage and meet the expectations of our residents.

City staff seek a work environment that is transparent, collaborative, and empowering. These growing demands inform the technology mission and vision for the City, as well as the goals and strategies below. Over the next several years, we will invest in vital technology and learning opportunities for all City staff, to improve our resiliency in the face of uncertainties and to foster a culture of civic pride so we may passionately and equitably serve all Long Beach residents.

### 12.1 TECHNOLOGY AND DATA YIELD GREATER EQUITY, OPTIMAL RESOURCE ALLOCATION, AND SOUND DECISIONS TO IMPROVE CITY SERVICES.

- » Implement a 24/7 City Hall philosophy, with technology giving everyone the ability to access City services and information anytime, anywhere.
- » Facilitate collaboration for City employees anytime, anywhere using modern, reliable technologies.
- » Invest in City staff’s access to regular technology training opportunities to enhance digital competency levels.
- » Invest in data privacy and cybersecurity measures to prevent City data breaches and protect residents’ personal data.
- » Commit to and build a mature data management practice capable of responsible data proliferation.
- » Promote regular strategic technology planning and collaboration to identify and implement integrated citywide and department technology priorities.
- » Develop a digital services practice and make user experience central to City services.
- » Develop digital workflows for City processes and services and streamline record management systems across all City departments.
- » Provide a technology infrastructure to deliver services wherever and whenever needed to support staff productivity, public safety, critical operations, resident digital services, and citywide security and resiliency.

## 13. EXPECTATIONS ALIGNED WITH RESOURCES AND PRIORITIES



### Expectations and resources are aligned.

As a City full of passionate and smart individuals, we often have more ideas than the resources needed to address our community issues. In an ideal world, we would have unlimited resources to see all the ideas through. However, the reality is that certain programs need to be prioritized based on urgency, department staff capacity, and available funding.

We are committed to thinking and operating as one City family. To do this, we are ensuring that our leadership and departments have a clear understanding of what staff can accomplish given their current resources. As a result, leaders and staff will have a clear understanding and alignment with our strategic goals. They will help adequately resource new and ongoing programs and prioritize efforts that focus on the most urgent improvements and focus on our most vulnerable neighborhoods.

### 13.1 CITY LEADERSHIP HAS A CLEAR UNDERSTANDING OF THE IMPACTS OF POLICY AND PROGRAM REQUESTS ON FUNDING, EMPLOYEE CAPACITY, AND TECHNOLOGY

- » Establish clear understanding of the impacts of policy and program requests on funding, employee capacity, and technology.
- » Ensure City leadership recognizes that in addition to financial resources, staff time is a critical resource that must be conserved and effectively put to use, by way of deliberate decision making on the highest and best use of that time to serve the community.
- » Engage City elected officials and City Manager in prioritizing various initiatives requested by the Mayor and City Council, and balance those with the ongoing City Manager and department assignments.
- » Ensure that direction and expectations established by City elected officials and leadership align with strategic priorities and with existing financial, staffing and technological capacity when giving policy or programmatic direction or prioritize resources to meet the direction.
- » Set common goals and performance indicators and align efforts to achieve them.



## 14. FOR THE COMMUNITY

**Our City acknowledges and values the expertise of its community members and organizations and ensures pathways to involve them in policy and program decision-making and implementation that impacts them.**

We recognize the community as an active partner in policy and program decision making, and therefore, we plan to strengthen our relationships with community groups, especially those that have been historically marginalized, by providing more opportunities to engage and partner on projects. To get there, we must build trust in the community by growing and maintaining genuine relationships with residents and reducing the barriers to participate in city processes.

### 14.1 AUTHENTIC RELATIONSHIPS WITH THE COMMUNITY ARE DEVELOPED AND FOSTERED

- » Embrace communication, recognizing that sharing information about important topics is a core service, and incorporating communication into normal City operations.
- » Enhance trust by openly and regularly communicating information that impacts residents.
- » Create robust communication infrastructure that meets the diverse needs of our communities, including limited English speakers, those without technology, older adults, and people with disabilities.
- » Provide opportunities for employees to develop cultural competency and trauma-informed practices for engaging with community members with an understanding that backgrounds come in many forms including backgrounds of people facing issues related to poverty, race, ethnicity, and experience.
- » Build and strengthen the culture of service among City employees.
- » Create and utilize engagement tools, practices, and skills that innovatively cross over economic barriers to authentically engage with communities that have historically been underrepresented in City efforts.

### 14.2 A STRONG CIVIC ENGAGEMENT INFRASTRUCTURE INVITES AND SUPPORTS INCLUSION OF ALL VOICES

- » Build trust with community leaders and groups to reach and uplift community voices through the City's civic engagement infrastructure.
- » Implement language access policy consistently throughout the City.
- » Create and continue to update a database of community-based organizations and community partners that departments can contact for outreach and collaboration.

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