City of Long Beach
Working Together to Serve

Memorandum

Date: January 27, 2020

To: Thomas B. Modica, Acting City Manager

From: John Keisler, Director of Economic Development

For: Mayor and Members of the City Council

Subject: **Everyone In Implementation Plan Update**

On June 11, 2019, the City Council directed the City Manager to work with appropriate departments and report back with a timeline and implementation plan within 120 days, for the five recommended policy areas of the "Everyone In Economic Inclusion Implementation Plan" (Implementation Plan): (1) Housing and Homeownership; (2) Small Business, Diverse Entrepreneurship; (3) Procurement; (4) Workforce and Youth Development; and, (5) Connectedness (Economic Resilience). In addition, the City Council directed the City Manager to provide updates every six months thereafter until a workplan and funding source for each of the Implementation Plan policy areas has been presented to City Council for approval.

An initial written update for the Implementation Plan was provided to the City Council on October 9, 2019. This memorandum provides additional background information, actions taken to date, updates from departments, and an updated timeline for the Implementation Plan.

BACKGROUND

On April 4, 2017, the City Council approved the City's 10-Year Blueprint for Economic Development (Blueprint) that informs the City's economic development strategy. The Blueprint includes several goals and objectives to increase economic opportunities for Long Beach workers, investors and entrepreneurs. These goals and objectives are grouped into seven broad focus areas: Emerging Industries, Quality of Life, Workforce Development, Real Estate Development, Economic Cooperation, Business Assistance, and Economic Inclusion.

On November 7, 2017, to advance the goals of the Economic Inclusion Focus Area of the Blueprint, the City Council approved four recommendations from Ninth District Councilmember Rex Richardson, including:

- Everyone In Listening Tour: Recommendation to refer to the Economic Development Commission (Commission) a request to conduct a deeper dive into the goals of the economic inclusion focus area and to provide further outreach to marginalized and disenfranchised segments of the business and working community. The City Council also approved the appropriation of $40,000 in the Economic Development Department (ED), offset by Ninth Council District one-time Council District Priority Funds, to supplement the targeted outreach. From March to June 2018, City staff engaged two outside experts in inclusive community engagement, Lee Andrews Group and Wilson & Associates Consulting, to convene over 100 community members who have been

historically underserved in economic development, assist with the co-creation of 12 community solutions, and prepare a summary report.

- Kiva Long Beach Loan Program: Recommendation to direct ED to work with the Los Angeles Local Initiatives Support Corporation (LA LISC) and the Long Beach Community Foundation (LBCF) to establish Long Beach as a "Kiva City" and to appropriate $25,000 offset by one-time Council District Priority Funds from the First, Fifth, Sixth, and Ninth City Council Districts. Over the course of 2018, the Kiva program utilized these one-time funds to hire a part-time staff member, train 13 local organizations to serve as trustees, and raise more than $200,000 from approximately 2,400 local lenders to provide loans to 24 local entrepreneurs who were unable to secure traditional loans from commercial banks. On July 6, 2018, the City Manager provided a written update to the City Council regarding the results of this pilot program. Ongoing funding has not been identified to continue the Kiva program.

- Youth Banking and Financial Literary Program: Recommendation to direct the Pacific Gateway Workforce Investment Network (Pacific Gateway) to provide access to free checking and savings accounts and conduct financial literacy education to all youth participants in Long Beach workforce development programs. No funding was authorized for this pilot program. Over the summer of 2018, staff engaged 112 participants in the checking and savings account program for youth, and engaged more than 800 youth in financial literacy education curriculum. On March 27, 2019, the City Manager provided a written update to the City Council regarding the results of this pilot program. Ongoing funding has not been identified to continue this program.

- Equitable Growth Profile of The City of Long Beach: Recommendation to direct the Office of Equity to identify a philanthropic or educational partner to conduct an economic equity study on the City of Long Beach, and report back in 60 days. No funding was authorized for this recommendation. Office of Equity staff partnered with Policylink and the University of Southern California (USC) Program for Environmental and Regional Equity (PERE), to develop an Economic Growth Profile (Profile) of Long Beach. The Profile captures economic inequities by race, gender, and geographic area to show the impact of the City's economic vitality. The Profile has been utilized to inform Implementation Plan activities described later in this update.

To coordinate work approved by the City Council, the City Manager appointed a Management Assistant to work with the Economic Development (ED) and Technology and Innovation (TID) Departments for six months. On June 22, 2018, the City Manager presented a written update to the City Council regarding the Listening Tour. A summary of the final report authored by Wilson & Associates Consulting was presented to the Commission on June 26, 2018 for public review and comment. In October 2018, the City's first Economic and Digital Inclusion Project Lead position was created as part of the FY19 Adopted Budget, offset by one-time funds in the two departments. Staff is currently seeking ongoing funding for the Economic and Digital Inclusion Project Lead to make the position permanent.

Implementation Committee

In February 2019, Wells Fargo announced a $50,000 grant to non-profit partner LA LISC to coordinate community engagement and to outline recommendations for the implementation of activities identified in the Listening Tour final report. The City did not receive any direct funding from Wells Fargo for this effort. Consequently, this work was coordinated entirely by LA LISC in collaboration with participating City Council offices. To help inform and lead this effort, an Implementation Committee, consisting of 40 community stakeholders, was formed. The Implementation Committee convened three community meetings in the First, Second, and Seventh City Council Districts to receive input and recommend implementation strategies in four broad policy areas highlighted in the Listening Tour final report. The four areas include:

1. Housing and Homeownership
2. Small Business, Diverse Entrepreneurship, and Procurement
3. Workforce and Youth Development
4. Connectedness (Economic Resiliency)

Feedback from Implementation Committee community meetings was collected by LA LISC, which produced the Implementation Plan, including the five recommendations that were ultimately presented to the Commission, the Economic Development and Finance Committee (Committee), and the City Council. On June 11, 2019, the City Council approved a recommendation to receive and file the Implementation Plan, and to have the City Manager work with related departments to report back with a timeline for implementation within 120 days. The next section provides the first Implementation Plan Update requested by the City Council.

IMPLEMENTATION PLAN UPDATE

Over the past 120 days, staff convened meetings with City departments and community-based organizations to review the Implementation Plan and to discuss steps for implementing the policy recommendations. There were five City bureaus in four different departments, and one community-based organization initially identified as having a primary role in the potential implementation of the Implementation Plan recommendations. These organizations were:

- Development Services Department (DS), Housing and Neighborhood Services Bureau
- Economic Development Department (ED), Business Development and Workforce Development (Pacific Gateway) Bureaus.
- Financial Management Department (FM), Business Services Bureau
- Parks, Recreation and Marine Department (PRM), Community Recreation Services Bureau
- Long Beach Community Action Partnership (LBCAP) nonprofit organization

Through the group's meetings, City staff and LBCAP representatives discussed and determined the feasibility, project timelines, funding, and administrative resources needed to carry out the policy recommendations and additional considerations. A summary of the group's

findings are provided below, organized by the policy areas and recommendations from the Implementation Plan. See Attachment A for specific actions and additional considerations.

Policy Area One: Housing and Homeownership

Implementation Plan Recommendation: Support community-based organizations' efforts to become HUD-Certified Homebuyer Counseling and Education agencies.

Through DS, the City promotes three HUD-Certified Homebuyer Counseling and Education agencies: Affordable Housing Clearinghouse (AHC), Neighborhood Housing Services (NHS), and Home Preservation & Prevention (HPP) Cares Community Development Center. All three agencies currently provide services to Long Beach residents. In the future, should any other local HUD-certified agencies be established within the City, DS will direct potential homebuyers to those agencies as well.

The City also contracts with the Fair Housing Foundation (FHF) to provide residents with landlord/tenant services. These services include: counseling, mediations and unlawful detainer assistance; anti-discrimination services (including fair housing inquiries and investigations); and education and outreach services (including direct assistance, realtor trainings, tenant/landlord workshops, and walk-in clinics). Additionally, FHF assists with activities for the implementation of Assessment of Fair Housing and Consolidated Plan Goals and Objectives.

Other local organizations are seeking certification and have consulted with City staff. As of August 2019, United Cambodian Community (UCC) had received initial seed funding from the National Coalition for Asian Pacific Americans Community Development (National CAPACD) and Wells Fargo, to begin the process of becoming a HUD-Certified Counseling Center. UCC staff are currently receiving training to prepare for certification, with the goal of becoming fully certified by 2020. DS staff provided suggested actions for the additional considerations (see Attachment A).

Fiscal Impact: The City's current contract with FHF is $87,500 per year and is funded by federal grants. Additionally, the FY 20 adopted budget upgraded Language Access Program (LAP) staffing from a part-time Administrative Intern to a full-time Assistant Administrative Analyst II position and added an additional $80,000 in one-time funds to support the Program. Further funding to support additional community-based efforts to promote housing acquisition has not been identified at this time. However, the City Council recently approved a grant in the amount of $125,000 for the establishment of non-profit community development corporation (see "Policy Area Five: Connectedness" below) that may be able to support this type of programming. See Attachment A for specific actions and additional considerations.

Policy Area Two: Small Business, Diverse Entrepreneurship

Implementation Plan Recommendation: Establish a Municipal Small Business Council (SBC) with dedicated staff to provide representation, advocacy, and technical assistance to every small business in the City.

ED currently manages the Business Improvement District (BID) program established by the City Council, which requires a full-time staff member to ensure that fees are collected, payments are processed, and legal requirements for establishing, renewing, and reporting for the ten BIDS citywide are met on an annual basis. Additionally, the City maintains a "Business Ombudsman" who is responsible for assisting businesses with licensing, permitting, and accessing City small business loans. The Business Ombudsman also supports the Commission, which receives community input from small businesses and advises the City Council on matters pertaining to the Business Assistance Focus Area of the Blueprint to help businesses start and grow within the City.

Although the Implementation Committee report recommends the establishment of a Small Business Council with committees representative of business ownership demographics and industries (i.e., Black-owned Business Committee, Latinx Business Committee, Women-owned Committee, LGBTQ-owned Committee, Cambodian, Veteran, etc.), the City Attorney was concerned about the California Constitutional provision known as Prop. 209 that prohibits discrimination in government activities. The City Attorney indicated that many small business councils are established as part of larger business groups like the Chamber of Commerce, or they establish themselves as part of other nonprofits, like the National Association for the Advancement of Colored People (NAACP), United Cambodian Community (UCC) or the Latino-focused Centro C.H.A. Staff is currently evaluating how the City might support existing non-profit, culturally appropriate, community partners with business resources and inclusive entrepreneurial training. See Attachment A for specific actions and additional considerations.

Fiscal Impact: The fiscal impact to administer and to implement the SBC program depends on the level of service established by the SBC. Estimates to hire an SBC Coordinator and provide a small budget for program administration range from $100,000 to $150,000, depending on qualifications and experience. Currently, there is no funding to support this recommendation.

Policy Area Three: Local, Inclusive Procurement

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

Implementation Plan recommendations and additional considerations are consistent with the core principles of public procurement, which include ensuring an open, competitive and transparent process to select a vendor, and that all organizations wishing to participate in that process have access to participate. In addition, the Implementation Plan also aligns with the goals of the City's procurement operation, as articulated through a series of five related reports and memorandums to the City Council beginning in 2017 pertaining to support of local businesses, many of which are small and diverse, for City purchasing opportunities.

Fiscal Impact: FM staff provided updates on existing objectives, including elements that complement the Implementation Plan. As described, the continuing and planned objectives utilize existing City staff resources, which will be integrated into core operations and the update

to those operations currently underway. For efforts beyond those described, additional staff time and administrative funding will be required but has not been determined at the time of this update. See Attachment A for specific actions and additional considerations.

Policy Area Four: Workforce and Youth Development

Implementation Plan Recommendation: Develop a plan to expand and deploy workforce development services to every Long Beach Teen Center.

On December 10, 2019, the City Council authorized the City Manager to execute a lease agreement to establish a permanent location for the Youth Opportunity Center (YOC) at 500 West Willow Street. The YOC has been operating temporarily at the City's main workforce resources center (The WorkPlace) while staff identified a central location to deliver services directly, and to coordinate youth workforce development services at the five Teen Centers citywide. Office space at 500 West Willow Street has now been identified as the most suitable option, as this location provides convenient access for youth clients and provides an appropriate location to coordinate satellite programs at the Teen Center managed by PRM. The first two Teen Center locations, McBride Park and Houghton Park, have been identified for initial implementation of Teen Center workforce development programming in Spring 2020. Pacific Gateway staff are currently developing several programming efforts that align with the workforce and youth development policy recommendation, including:

- Mentorship-based youth program that will connect youth to neighborhood mentors;
- Financial literacy classes from county-funded workforce readiness training;
- Computer technology and digital literacy training;
- Programs for undocumented youth;
- Soft skill development, such as lifestyle and conflict resolution; and,
- Mental and emotional health services via eight community-based mental health partners.

Additional considerations for programming were provide by PRM staff (see Attachment A).

Fiscal Impact: Although costs for the new YOC will be funded by federal grants, one-time costs for Teen Center facility improvements and equipment will come from one-time funds as identified. Staff is currently seeking grant funding for both one-time costs for facility and equipment upgrades. Ongoing programming costs for the deployment of workforce development services at the Teen Centers will be offset by existing Pacific Gateway grant funding. See Attachment A for specific actions and additional considerations.

Policy Area Five: Connectedness (Economic Resiliency)

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

On September 3, 2019, the City Council authorized the City Manager to execute a grant agreement with the Long Beach Community Development Corporation, a 501(c)3 organization, to be located in Long Beach, in an amount not to exceed $125,000, to support the establishment of a CDC to deploy programs and services that support economic development and financial empowerment of low-median income communities, offset by one-time proceeds received from the sale of Successor Agency properties.

To advance the development of the CDC, the local non-profit Long Beach Community Action Partnership (LBCAP) successfully secured a $115,000 planning grant from Wells Fargo. LBCAP has a proven track record of working with the City through a variety of programs including the implementation of Public, Education, and Government Access Channel (PEG) funds, and other public service programs to assist individuals and families as they strive to achieve financial self-sustainability. As part of the grant award from Wells Fargo, LBCAP is required to secure a matching seed grant from the City to assist with the planning, development, and first year of operating the CDC. Immediately following City Council approval, the strategic planning process, including a broad range of community partners involved in the Implementation Committee, was initiated to define the mission, vision, and articles of incorporation. The CDC planning committee anticipates that it will launch initial programming and activities as early as Spring 2020.

Fiscal Impact: The required funding to develop and sustain the CDC for the first year is estimated by LBCAP to be $240,000. As such, City staff recommended City Council approval to execute a grant agreement with the CDC, once formed, and to provide up to $125,000 from Successor Agency property sale proceeds from the North Project Area funds, to support the first year of development and operations. On September 1, 2019, the City Council approved staff's recommendation and allocated funds for this purpose. Ongoing cost to maintain operations of the CDC beyond its initial year will be funded through the nonprofit and is expected to continue to provide services to advance goals in the Blueprint. See Attachment A for specific actions and additional considerations.

NEXT STEPS

Although this represents the first six-month update requested by the City Council, much has already been accomplished to create awareness, secure funding, and begin work on the Implementation Plan recommendations. The following is a list of next steps recommended by City staff:

1. Continue bringing individual Implementation Plan recommendations to the City Council for approval as business plans and funding solutions are identified.
2. Consider ongoing funding in the FY 21 Proposed Budget to make the Economic and Digital Inclusion Project Lead a permanent position in the City, responsible for coordinating implementation of activities related to the Economic Inclusion Focus Area of the Blueprint and updates regarding the Implementation Plan.

3. Provide written Implementation Plan updates regarding the activities, timeline, and funding of Implementation Plan initiatives to the City Council in June and December 2020.

4. Remove Implementation Plan items from the six-month updates as they are completed.

CONCLUSION

Implementation of the Economic Inclusion Focus Area of the Blueprint is a critical priority for the vitality and growth of the Long Beach economy and is a long-term commitment of the Commission, Committee, City Council, and City staff. Our economy is stronger when all of Long Beach is maximizing its resources.

Please do not hesitate to direct specific questions regarding this effort to me at john.keisler@longbeach.gov or 562-570-5282.

ATTACHMENT

CC: CHARLES PARKIN, CITY ATTORNEY
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MONIQUE DE LA GARZA, CITY CLERK (Ref. File #19-0560)
DEPARTMENT HEADS

On June 11, 2019, the City Council directed the City Manager to work with related to departments to report back with a timeline for implementation of the Everyone In Economic Inclusion Implementation Plan (Implementation Plan) within 120 days, with updates every six months until all recommendations have been funded by the City Council. The following table summarizes the first six-month update from departments requested by City Council. Please refer to the full memo for additional information.

Policy Area One: Housing and Homeownership

Implementation Plan Recommendation: Support community-based organizations' efforts to become United States Department of Housing and Urban Development (HUD)-Certified Homebuyer Counseling and Education agencies.

Recommendation:	**Suggested Action:**
Include tenant-focused services such as renters' rights education, and pathways to homeownership.	The City contracts with the Fair Housing Foundation (FHF) at $87,500 per year to provide residents with landlord/tenant services such as counseling, mediations and unlawful detainer assistance; anti-discrimination services including fair housing inquiries and investigations; and education and outreach services including direct assistance, realtor trainings, tenant/landlord workshops, and walk-in clinics. Additionally, FHF assists with activities for the implementation of Assessment of Fair Housing (AFH) and Consolidated Plan Goals and Objectives.
Down-payment assistance programs.	The City Council requested additional research into homebuyer assistance programs on February 6, 2018. City staff provided a memorandum with information on historic down-payment assistance and second mortgage programs to the City Council on August 23, 2019. The City and the Long Beach Community Investment Company (LBCIC) have administered a variety of first-time homebuyer programs that provided direct financial assistance to low- and moderate-income households. These programs were funded through Redevelopment Set-Aside, federal HOME Investment Partnerships Program (HOME) and Neighborhood Stabilization Program (NSP) dollars, and state CalHome Program and BEGIN funds--none of these sources are currently available.

Recommendation:	**Suggested Action:**
Establish community benefit agreements.	City staff are not able to provide feedback on this additional consideration.
There should be more than one HUD Certified Counseling Center so that it is accessible by communities in need.	City staff are not able to provide feedback on this additional consideration.
Invest in Housing Co-Ops.	The City Council requested additional research into homebuyer assistance programs on February 6, 2018, including a request for research pertaining to alternative forms of homeownership such as housing co-ops and Community Land Trusts (CLTs). City staff provided a memorandum with information on these items on August 23, 2019. City staff concluded that while the body of research establishes the potential of CLTs and other cooperative models to create affordable homeownership opportunities for lower-income residents, obstacles remain for establishing a successful CLT or housing co-operative in Long Beach. The very limited availability of substandard properties or vacant land that can be cheaply acquired for these purposes.
Literature on programs and services should be available in multiple languages.	City resolution 13-0071 established the Language Access Program (LAP), which promotes access to services, programs and activities with the goal of attaining meaningful or understandable access for limited and non-English speaking individuals. The FY 20 budget upgrades LAP staffing from a part-time Administrative Intern to a full-time Assistant Administrative Analyst II position and adds an additional $80,000 in one-time funds to support the Program.

Policy Area Two: Small Business, Diverse Entrepreneurship

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

Recommendation:	**Suggested Action:**
Should operate as a quasi-public entity, with a board or commission representative of the business community, broader community, and City staff.	City staff recommends the following two options (1) establishing a Municipal Small Business Council (SBC) through a City Ordinance or (2) establishing a non-City managed SBC in partnership with local non-profit organizations whose mission is to advance small business and entrepreneurship. Both options will require additional staff time and administrative funding to develop and implement.
Membership fee included in business license and should cost no more than $5 per business, per year.	City staff recommends conducting additional research on potential funding sources before requiring a membership fee in City-issued business licenses as a fee may be considered a tax, if made mandatory.
Businesses should automatically be registered upon registration of business license, and should be provided information about the Small Business Council at that time.	City staff recommends not requiring a membership fee in City-issued business licenses that would automatically enroll businesses. If the City were to establish an SBC, the recommendation is to establish an Advisory Body to the Small Business Council. Information about the Advisory Body could be shared with new business licenses recipients.
Consider tiered services and prices.	City staff recommends exploring alternative funding sources before implementing a fee.
Small business council should have committees representative of business ownership demographics and industries (i.e., Black-owned Business Committee, Latinx Business Committee, Women-owned Committee, LGBTQ-owned Committee, Cambodian, Veteran, etc.).	City staff recommends not establishing committees based on specific demographic characteristics due to possible Prop 209 violations. The SBC would be encouraged to make every attempt to ensure the unique challenges and opportunities for all demographic groups are considered.
Culturally sensitive business navigators assigned to specific commercial corridors.	As part of the SBC's development process, City staff recommends a strategic planning process that would identify the SBC's priorities and objectives.
Small Business Council should offer educational support, technical support, and networking (peer-to-peer learning).	As part of the SBC's development process, City staff recommends a strategic planning process that would identify the SBC's priorities and objectives.
Consider a centrally located office space, as well as satellite sites in various parts of the City.	As part of the SBC's development process, City staff recommends a strategic planning process that would identify the SBC's priorities and objectives.

Policy Area Three: Local, Inclusive Procurement

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

Recommendation:	**Suggested Action:**
New financial system (with procurement) implementation: The new system is essential to operations as the old one had become risky to operate and was unable to meet the future needs of the City.	The new system was implemented in April 2019 and is currently in the stabilization phase.
Improve controls, efficiency and productivity around new system: As with all new systems, there are going to be issues, both with the software and matching procedures and practices to achieve appropriate controls, effectiveness, and efficiency.	City staff are engaged in efforts to ensure that the system and the processes around the system meet goals in the areas of controls, effectiveness, and efficiency. This is all part of normal and anticipated issues expected with major new systems implementation. This process is expected to take two years.
Development of a comprehensive procurement policy: City staff are engaging a leading industry expert consultant to help establish the City's first comprehensive procurement policy. The intent is to have a policy that reflects best practices per the national Institute for Government Procurement and that is in line with the American Bar Association's Model Procurement Code. The work will include assisting with the policy, evaluating processes and key templates for Invitations to Bid (ITB) and Requests for Proposals (RFP), and providing specialized training to procurement staff.	The consultant has been hired and is working on a draft policy. The timeframe, including all levels of review, is expected to take nine months to a year.

Recommendation:	**Suggested Action:**
Development and implementation of business processes around the comprehensive policy: Subsequent to the development of a general policy and approach, City staff will be developing and implementing business processes and related detail procedures, forms, and training.	Much of this work will align with improving controls, efficiency and productivity. This process is expected to take two years.
Modify the City's vendor database and its use to support improved and expanded matching of local businesses with City purchasing opportunities: PlanetBids is the City's online open and competitive procurement facilitation platform and vendor database. Utilizing a sufficiently specific procurement coding structure in line with public procurement best practices will make it easier for small, local, and diverse business enterprises to match what they sell to City purchase opportunities. The improved categorization will support expanded use of the City's vendor database by City departments for local outreach on less formal decentralized procurements. This change is at the very core of improving opportunities for local businesses, and it will support increased supplier diversity at all purchasing thresholds.	PlanetBids has recently been modified by City staff to incorporate a more accurate and specific categorization of goods and services. The technical improvements to PlanetBids are complete. A major outreach effort is underway to inform registered businesses of the changes and help them update their profiles to take advantage of this improvement. City staff are also using this opportunity to clean up the vendor database to allow for improved statistics in the future. An initial round of email contacts to all registered vendors was completed. Phone contacts are currently being conducted and will continue at least through 2021. Policies and procedures pertaining to increased department use of the database for local business outreach are currently being developed and are expected to roll out in coordination with the larger policy and procedure update underway.

Recommendation:	**Suggested Action:**
Simplify documents and requirements: Simplifying the requirements for local, small and diverse businesses makes it more likely they can meet requirements and helps keep their costs down. Specific areas targeted include lowering insurance requirements and simplifying bid and Request for Proposal (RFP) documents.	City staff have completed a review of the City's insurance requirements and reduced the requirements for lower risk procurements. Insurance review has been incorporated into the automated workflow of the City's financial system to reduce the time it takes for documents to be reviewed. Going forward, City staff will monitor the effectiveness and how the change is communicated out so local businesses are aware of this improvement. City staff will roll out improved Bid and RFP templates in coordination with the larger policy and procedure update which is currently underway.
Increase outreach though organizations and outreach events targeting local, small, and diverse business enterprises: This will expand awareness within these business communities of the City as a source of potential contracting opportunities and provides technical assistance to help businesses register so they can be informed of and respond to City procurements of interest. In the future, this will eventually include helping businesses know how to better respond and maximize their chances of successful award. This effort will also include development of improved materials and information to assist the City's diverse business community. Opportunities to build upon the nexus between business licensing and local purchasing will be explored.	City staff emails procurement opportunities to many local organizations and participates regularly in citywide events marketed towards local, small and diverse business enterprises. Early this year, City staff assignments were shifted to name an Outreach Coordinator to support increased focus on expanding outreach efforts, although current resources do not allow this to be a full-time, dedicated position. In the future, City staff will host one presentation annually in each of the Council Districts to further reach local, small and diverse business enterprises efficiently. Limited staff resources will focus on these annual events plus attendance at a standard set of citywide events, and special requests may not be able to be accommodated. Further aspects of this expanded approach will continue to be identified as the program is developed over the next year. Full program rollout is intended for late 2020.

Recommendation:	**Suggested Action:**
Improve technology, data collection, and reporting: The City's current systems have significant data collection limitations, and it is not practical to report on access and participation by business enterprise currently. This effort will look to provide better data collection for future use to quantify and acknowledge the successes the City has made in ensuring participation of targeted business enterprises.	Further upgrades to the City's PlanetBids configuration are planned to ensure it is approachable, easy to understand, and quick to complete while continuing to meet all aspects of the City's process requirements. This upgrade will also ensure that businesses' diversity certifications and self-classifying information can be fully captured. Upgrades and communications to registered vendors are expected to be completed within nine months.
Evaluate vendor registration and competition in procurements to determine weaknesses and areas that can be addressed: This will support continued evolution of the City's business outreach strategy to pursue opportunities to further expand and diversify the City's supplier pool. Innovative and creative uses of current resources and maximization of technology will be sought and developed to make the most impact with limited resources while continuing to deliver core services in support of Citywide operations.	Once sufficient data collection and reporting exists on registration and participation by various business enterprises, staff will be able to analyze this data to determine opportunities for improvement and strategies to further diversify the City's supplier pool. City staff will explore the City's legal ability to set explicit preference goals and establish them as appropriate once there is sufficient data collection and reporting to do so. City staff estimates that baseline reporting, analysis and establishment of appropriate targets will be completed in 2021. It is anticipated that full implementation of initial strategies may take an additional two years.

Policy Area Four: Workforce and Youth Development

Implementation Plan Recommendation: Develop a plan to expand and deploy workforce development services to every Long Beach Teen Center.

Recommendation:	**Suggested Action:**
Prioritize mentorship/career coaching.	City staff recommends creating a Community Services Supervisor (CSS) position to oversee the Workforce and Youth Development Program in Parks, Recreation and Marine Department (PRM) and provide program and services coordination for all teen program sites. This CSS position will be responsible for creating a mentoring program and engaging with City staff, Long Beach Unified School District (LBUSD), private companies and mentors in specialized fields and trades. In addition, the CSS position will create a speaking series or small conference for teens to attend and hear about careers, and provide an opportunity for goal setting. These efforts will require additional staff time and administrative funding to develop and implement.
Conduct financial literacy, connect youth with banking opportunities.	The CSS position can work with local financial institutions to develop a curriculum for financial literacy classes geared towards youth/teens and connect youth/teens with banking opportunities with local financial institutions.
Ensure access to computer technology; offer digital literacy trainings (i.e., Coding).	The CSS position will update all public access computer labs with computers and updated technology and partner with California State University Long Beach (CSULB) to offer digital literacy classes.
Partner with community-based organizations to facilitate classes, trainings, etc.	The CSS position will coordinate with community-based organizations to schedule and promote classes and trainings in a variety of subjects for youth/teens. In addition, the CSS position will work with internal City staff such as the Health Department and the Library Services Department to provide classes and workshops that PRM currently offers.

Recommendation:	**Suggestion Action:**
Ensure these centers are accessible to youth and offer amenable hours.	Additional staff time and administrative funding will be required to have additional hours and City staff for all Teen Centers. Currently, programming is offered for 15 hours per week. Adding additional weekday and weekend hours will allow youth/teens access to programs, services, classes, workshops and trainings.
Partner with educational institutions, businesses for internship and employment opportunities.	City staff recommends creating a job recruitment path for educational institutions, business and non-profit organizations for internships and employment opportunities with each of the Teen Centers. This will include offering classes for job readiness such as interviewing skills, resume building and healthy work habits. City staff recommends creating an online portal for both employer and future employees.
Make mental health services available.	City staff recommends partnering with the Health Department to provide mental health services.
Introduce youth to careers in trade.	City staff recommends coordinating job fairs and opportunities for youth/teens to learn about various trades. This can be in coordination with the mentor/career coaching program.
Offer programs for undocumented youth.	City staff recommends partnering with local community-based organizations to provide programs and services for undocumented youth.
Soft skills development.	City staff recommends partnering with Pacific Gateway on the expansion of soft skills development.
Employment opportunities in emerging industries.	City staff recommends partnering with local community-based organizations for connecting youth to employment opportunities in emerging industries.

Policy Area Five: Connectedness (Economic Resiliency)

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

Recommendation:	**Suggested Action:**
Wrap-around services that inform and assist residents with housing & employment.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.
Offers financial literacy education for all ages: children, youth, adults.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.
CDC is active in affordable housing development.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.
Partners/engages other community-based organizations, labor orgs, neighborhood associations, business associations, etc.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.
Integrated programming with schools.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.
Facilitates Reintegration Services – employment opportunities for formerly incarcerated individuals.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings
Partners with nonprofits in Central, West, and North Long Beach to deploy services.	City staff recommends that the feasibility, funding and administrative resources of this additional consideration are determined during the CDC Implementation Committee convenings.